

# New Risk Assessment Methods in Ergonomics

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## Preview of Talk

- The Liberty Mutual Manual Materials Handling (LM-MMH) Equations
  - development
  - equations
  - app
- Evaluation of the Validity of DHM Software for Estimating Manual Arm Strength
  - study
  - results
  - implications
- The Arm Force Field (AFF) for Estimating Manual Arm Strength
  - studies
  - results
  - development of the "AFF"
  - implementation
- A New Tool to Assess Above-Shoulder Work
  - theory
  - tool (work in progress)



# The Liberty Mutual Manual Materials Handling Equations

Jim R. Potvin, Vincent M. Ciriello, Stover H. Snook,  
Wayne S. Maynard, George E. Brogmus



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ERGONOMICS  
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### ARTICLE

## The liberty mutual manual materials handling (LM-MMH) equations

Jim R. Potvin<sup>a,b</sup>, Vincent M. Ciriello<sup>a</sup>, Stover H. Snook<sup>a</sup>, Wayne S. Maynard<sup>d</sup> and George E. Brogmus<sup>a</sup>

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#### ABSTRACT

We summarise more than 40 years of Liberty Mutual psychophysical research on lifting, lowering, pushing, pulling and carrying, including the 7 studies used to develop the Snook & Ciriello tables and 12 subsequent studies. Predictive equations were developed based on 612 mean maximum acceptable loads (MALs), representing 389 unique conditions from 122 female and 149 male participants, starting with a maximum reference load that is scaled based on frequency, height, distance (vertical for lift & lower, horizontal for push, pull and carry tasks) and horizontal reach (for lift & lower tasks). Representative coefficients of variation are provided to allow for the calculation of MALs for any percentile. Each equation performed well and, overall, they explained 90% of the variance in MAL values, with RMS differences of 6.7% and 4.8% of the full range for females and males, respectively. We propose that these equations replace the 1991 Liberty Mutual Tables.

**Practitioner summary:** We propose predictive equations to replace the 14 manual materials handling tables in Snook and Ciriello (1991). These equations are based on 12 more publications, matched the empirical data well, are easier to use and allow for both a wider range and more specific inputs than the tables.

**Abbreviations:** ANSUR: anthropometric survey of U.S. army personnel; C: Coupling; CV: coefficient of variation; DH: displacement horizontal; DV: displacement vertical; F: frequency; H: horizontal reach; LM: Liberty Mutual Insurance; MAL: maximum acceptable load; MMH: manual materials handling; RL: reference load; SF: scale factor; V: vertical height; VM: vertical range middle

#### ARTICLE HISTORY

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#### KEYWORDS

Psychophysics; lifting; lowering; pushing; pulling; carrying; acceptable loads



## Liberty Mutual MMH Research: 1971 to 1991



Stover Snook

Task	Participants	1 Snook (1971)
Lift	Conditions	9
	Box Widths	M
	Ranges	FK, KS, SR
	Distances per effort (m)	0.51
	Frequencies (per min)	1 to 6.7
Distances per min (m)	0.51 to 3.4	

Gender	Task	Participants	1 Snook (1971)
			Conditions
Lift			Conditions
			Box Widths
			Ranges
			Distances per effort (m)
			Frequencies (per min)
Lower			Conditions
			Box Widths
			Ranges
			Distances per effort (m)
			Frequencies (per min)
Male Push			Heights
			Distances per effort (m)
			Frequencies (per min)
			Distances per min (m)
			Conditions
Pull			Heights
			Distances per effort (m)
			Frequencies (per min)
			Distances per min (m)
			Conditions
Carry			Box Widths
			Carry Heights
			Distances per effort (m)
			Frequencies (per min)
			Distances (per min)

Distances - Distance per minute = distance per effort x frequency. Box Widths - "S" = small (0.33 to 0.36 m), "M" = medium (0.49 m), "L" = large (0.75 to 0.78 m), "XL" = extra large (0.96 m), "NM" = no handles.

Carry: Heights - "K" = knuckle, "E" = Elbow

Lift & Lower: Ranges - "FK" = floor-to-knuckle, "KtE" = knee-to-elbow, "KS" = knuckle-to-shoulder, "SR" = shoulder-to-reach.

Pull & Push: Heights - "KtE" = between knee & elbow, "K15" = knuckle minus 15 cm, "S" = shoulder

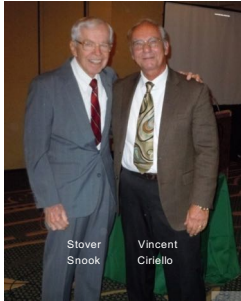
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## Liberty Mutual MMH Research: 1971 to 1991

n = 7

Task	Gender	Conditions	Total n	Mean n	Unique Combinations		Liberty Mutual Tables		
					Combinations	Mean n	Combinations	% with Data	
Lift	Female	70	858	12.3	41	20.9	216	19%	
	Male	101	1,220	12.1	55	22.2	216	25%	
Lower	Female	28	354	12.6	24	14.6	216	11%	
	Male	31	472	15.2	27	17.5	216	13%	
Push	Initial	Female	29	351	12.1	25	14.0	105	24%
	Male	42	706	16.8	32	22.1	105	30%	
Sustained	Female	36	456	12.7	29	15.7	105	28%	
	Male	43	722	16.8	32	22.6	105	30%	
Pull	Initial	Female	6	75	12.5	4	18.8	105	4%
	Male	10	164	16.4	8	20.5	105	8%	
Sustained	Female	7	93	12.9	5	19.0	105	5%	
	Male	10	164	16.4	8	20.5	105	8%	
Carry	Female	20	276	13.8	20	13.8	42	48%	
	Male	39	672	17.2	28	24.0	42	67%	
Total per Gender	Female	196	2,460	12.6	148	16.6	894	17%	
	Male	276	4,130	14.9	190	21.7	894	23%	
Totals per Task	Lift	171	2,078	12.2	96	21.6	432	22%	
	Lower	59	826	14.0	51	16.2	432	12%	
	Push	150	2,235	14.9	118	18.9	420	28%	
	Pull	33	493	14.9	25	19.7	420	6%	
Carry	59	948	16.1	49	19.8	84	57%		
7 Studies (1991 Tables)		472	6,580	13.9	338	19.5	1,788	18.9%	



Stover Snook  
Vincent Ciriello

## Conditions: 7 Studies from 1971 to 1991

Task	Gender	Conditions with MAL Values			Unique Combinations		Liberty Mutual Tables		
		Conditions	Total n	Mean n	Combinations	Mean n	Combinations	% with Data	
Lift	Female	70	858	12.3	41	20.9	216	19%	
	Male	101	1,220	12.1	55	22.2	216	25%	
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	Pull	33	493	14.9	25	19.7	420	6%	
Carry	59	948	16.1	49	19.8	84	57%		
7 Studies (1991 Tables)		472	6,580	13.9	338	19.5	1,788	18.9%	

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## Liberty Mutual MMH Research: 1971 to 2011

Task	Gender	Conditions	Total n	Mean n	Unique Combinations		Liberty Mutual Tables		
					Combinations	Mean n	Combinations	% with Data	
Lift	Female	95	1,192	12.5	54	22.1	216	25%	
	Male	126	1,510	12.0	88	26.0	216	27%	
Lower	Female	46	618	13.4	34	18.2	216	16%	
	Male	49	706	14.4	37	19.1	216	17%	
Push	Initial	Female	39	499	12.8	26	19.2	105	25%
	Male	47	788	16.8	32	24.6	105	30%	
Sustained	Female	46	604	13.1	30	20.1	105	29%	
	Male	48	804	16.8	32	25.1	105	30%	
Pull	Initial	Female	11	153	13.9	6	25.5	105	6%
	Male	14	226	16.1	9	25.1	105	9%	
Sustained	Female	12	168	14.0	7	24.0	105	7%	
	Male	14	226	16.1	9	25.1	105	9%	
Carry	Female	24	344	14.3	22	15.6	42	52%	
	Male	41	719	17.5	32	22.4	42	57%	
Total per Gender	Female	273	3,578	13.1	179	20.0	894	25%	
	Male	339	4,978	14.7	209	23.8	894	23%	
Totals per Task	Lift	221	2,702	12.2	112	24.1	432	26%	
	Lower	95	1,324	13.9	71	18.6	432	16%	
	Push	180	2,835	15.0	120	22.5	420	29%	
	Pull	51	773	15.2	31	24.9	420	7%	
Carry	65	1,062	16.3	54	19.7	84	64%		
19 Studies (Equations)		612	8,556	14.0	388	22.1	1,788	21.7%	
7 Studies (1991 Tables)		472	6,580	13.9	338	19.5	1,788	18.9%	

## Conditions: 19 Studies from 1971 to 2011

Task	Gender	Conditions with MAL Values			Unique Combinations		Liberty Mutual Tables		
		Conditions	Total n	Mean n	Combinations	Mean n	Combinations	% with Data	
Lift	Female	95	1,192	12.5	54	22.1	216	25%	
	Male	126	1,510	12.0	88	26.0	216	27%	
Lower	Female	46	618	13.4	34	18.2	216	16%	
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	Male	14	226	16.1	9	25.1	105	9%	
Sustained	Female	12	168	14.0	7	24.0	105	7%	
	Male	14	226	16.1	9	25.1	105	9%	
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+30%

+15%

9

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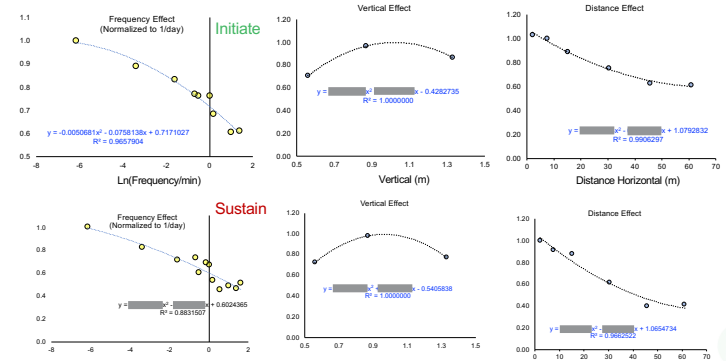
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# Procedures

- Original Data
  - summarized by task and gender
  - total of 612 MAL values, average of 14 participants per MAL
  - Lift, Lower, Push (initiate & sustain), Pull (initiate & sustain) and Carry
  - female and male
- Anthropometry
  - estimated heights with ANSUR II database
  - knee, knuckle height, elbow, shoulder, stature, and arm reach
- Equation Development
  - input variables
  - H, D (horizontal or vertical), F, V (origin & destination for Lifts & Lowers)
  - determine the independent effects of changes in each variable on the MAL
  - normalize each relationship to have a maximum scale factor of 1.00
  - determine the maximum/reference load for best fit.



# Analysis Example: Scale Factors (Push & Pull Female)

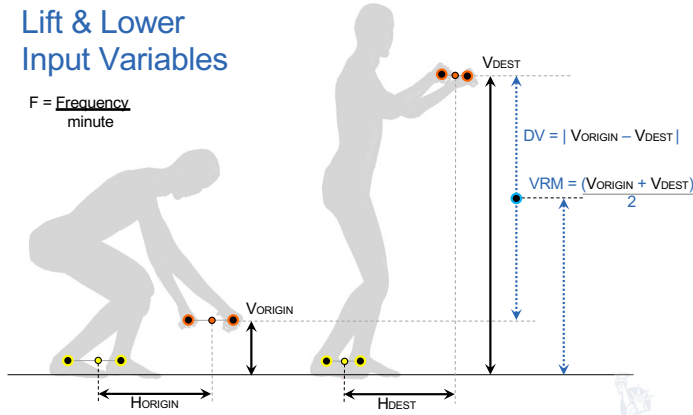


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# Lift & Lower Input Variables

F =  $\frac{\text{Frequency}}{\text{minute}}$



# Lift & Lower Equations: Females

The Lift and Lower equations have the form:  $MAL = RL [H_{SF}] [VRM_{SF}] [DV_{SF}] [F_{SF}]$

## Lift - Female

$$MAL = 34.9 \left[ \frac{H}{H_{SF}} \right] \left[ 0.9877 + \frac{VRM}{13.69} - \frac{VRM^2}{9.221} \right] \left[ \frac{DV}{DV_{SF}} \right] \left[ \frac{F}{F_{SF}} - \frac{\ln(F)}{F_{SF}} - \frac{\ln(F)^2}{F_{SF}} \right]$$

CV = 0.260

Horizontal Scale Factor      Vertical Range Middle Scale Factor      Vertical Displacement Scale Factor      Frequency Scale Factor

## Lower - Female (note: only the RL and CV values are different from the Lift - Female equation)

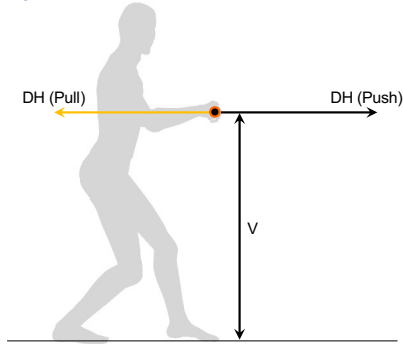
$$MAL = 37.0 \left[ \frac{H}{H_{SF}} \right] \left[ \frac{VRM}{13.69} + \frac{VRM^2}{9.221} \right] \left[ \frac{DV}{DV_{SF}} \right] \left[ \frac{F}{F_{SF}} - \frac{\ln(F)}{F_{SF}} - \frac{\ln(F)^2}{F_{SF}} \right]$$

CV = 0.307

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## Push & Pull Input Variables



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## Push & Pull: Female Equations

The Push and Pull equations have the form:  $MAL = RL [V_{SF}] [DH_{SF}] [F_{SF}]$

### Push or Pull - Initial - Female

$$MAL = 36.9 \left[ \frac{V}{V_{SF}} + \frac{V}{V_{SF}} - \frac{V^2}{V_{SF}^2} \right] \left[ \frac{DH}{DH_{SF}} - \frac{DH}{DH_{SF}} + \frac{DH^2}{DH_{SF}^2} \right] \left[ 0.7251 - \frac{\ln(F)}{13.19} - \frac{\ln(F)^2}{197.3} \right]$$

CV = [ ] for Push - Initial - Female, CV = 0.234 for Pull - Initial - Female

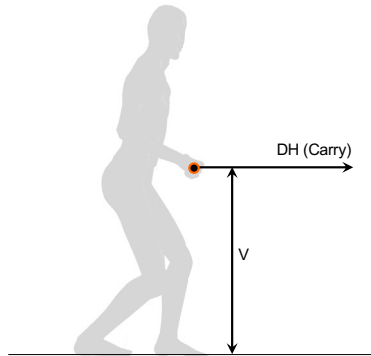
### Push or Pull - Sustained - Female

$$MAL = 25.5 \left[ \frac{V}{V_{SF}} + \frac{V}{V_{SF}} - \frac{V^2}{V_{SF}^2} \right] \left[ \frac{DH}{DH_{SF}} - \frac{DH}{DH_{SF}} + \frac{DH^2}{DH_{SF}^2} \right] \left[ \frac{\ln(F)}{13.19} - \frac{\ln(F)^2}{197.3} \right]$$

CV = [ ] for Push - Sustained - Female, CV = 0.298 for Pull - Sustained - Female

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## Carry Input Variables Variables



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## Carry Equations

The Carry equations have the form:  $MAL = RL [V_{SF}] [DH_{SF}] [F_{SF}]$

### Carry - Female

$$MAL = 28.6 \left[ \frac{V}{V_{SF}} - \frac{V}{V_{SF}} \right] \left[ \frac{DH}{DH_{SF}} - \frac{DH}{DH_{SF}} \right] \left[ \frac{\ln(F)}{13.19} - \frac{\ln(F)^2}{197.3} \right]$$

CV = [ ]

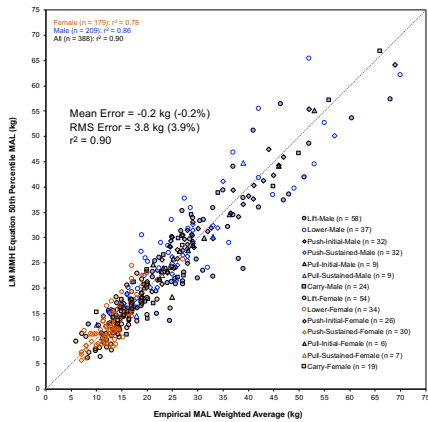
### Carry - Male

$$MAL = 74.9 \left[ \frac{V}{V_{SF}} - \frac{V}{V_{SF}} \right] \left[ \frac{\ln(DH)}{13.19} - \frac{\ln(DH)^2}{197.3} \right] \left[ \frac{\ln(F)}{13.19} - \frac{\ln(F)^2}{197.3} \right]$$

CV = [ ]

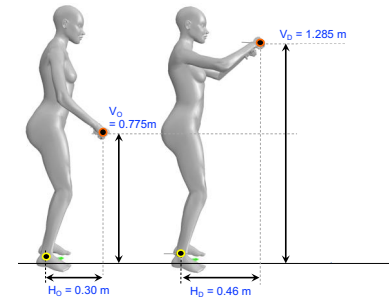
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# Equations Versus Empirical Data



# Example: Female Lift

- Frequency:
  - $F = 1.0/\text{min}$
- Heights
  - origin  $V = 0.775 \text{ m}$
  - destination  $V = 1.285 \text{ m}$
- Horizontal reach
  - origin  $H = 0.30 \text{ m}$
  - destination  $H = 0.46 \text{ m}$
- The total vertical displacement would be  $[1.0] [0.51] = 0.51 \text{ m/min}$ .

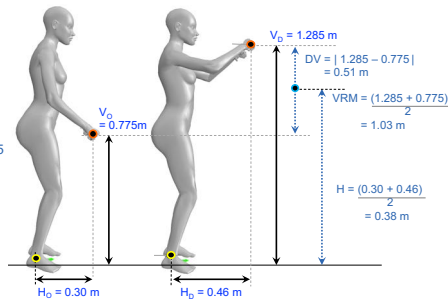


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# Example: Female Lift

- Frequency:
  - $F = 6.0/\text{min}$
- Heights
  - origin  $V = 0.775 \text{ m}$
  - destination  $V = 1.285 \text{ m}$
  - $DV = 1.285 - 0.775 = 0.51 \text{ m}$
  - Vertical Range Middle (VRM)  $= [1.285 + 0.775] / 2 = 1.03 \text{ m}$
- Horizontal reach
  - origin  $H = 0.30 \text{ m}$
  - destination  $H = 0.46 \text{ m}$
  - $H = [0.30 + 0.46] / 2 = 0.38 \text{ m}$
- The total vertical displacement would be  $[1.0] [0.51] = 0.51 \text{ m/min}$ .



# App Modules: Lift & Lower

Inputs		Lift	Lower
H	0.380 m	9.9 kg	10.1 kg
V <sub>TOP</sub>	1.285 m	%Capable (of Actual Load)	
V <sub>BOTTOM</sub>	0.775 m	73.6%	75.4%
F	6 /min		
Actual Load	10.00 kg		
%Capable	0.75		
VRM	1.030 m		
DV	0.510 m		
DV/min	3.06 m/min		

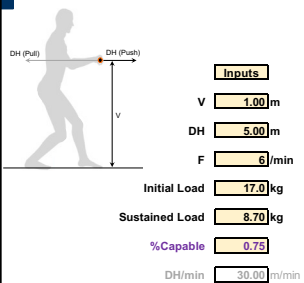
Scale Factors (SF)	RL	34.9 kg	37.0 kg
	H <sub>RF</sub>	0.766	0.766
	VRM <sub>RF</sub>	0.948	0.948
	DV <sub>RF</sub>	0.907	0.907
	F <sub>RF</sub>	0.520	0.520
	Net <sub>SF</sub>	0.343	0.343
%Cap <sub>SF</sub>	0.825	0.793	
Total <sub>SF</sub>	0.283	0.272	

Potvin<sup>1,2</sup>, Ciriello<sup>1</sup>, Snook<sup>1</sup>, Maynard<sup>1</sup>, Brogmus<sup>1</sup> (2021)  
<sup>1</sup>Liberty Mutual Insurance, <sup>2</sup>Potvin Biomechanics Inc.

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## App Modules: Push & Pull



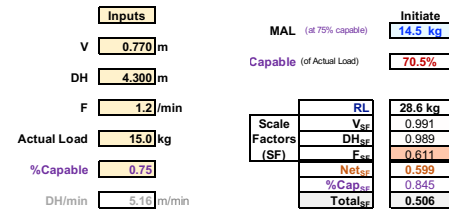
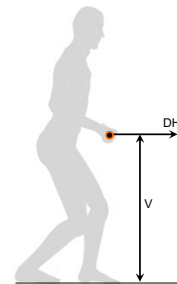
	Push		Pull	
	Initiate	Sustain	Initiate	Sustain
MAL (at 75% capable)	17.38 kg	8.73 kg	17.11 kg	8.64 kg
%Capable (of Actual Load)	77.7%	75.3%	75.7%	74.4%

Scale Factors (SF)	RL	36.9 kg	25.5 kg	36.9 kg	25.5 kg
		V <sub>SF</sub>	0.999	0.999	0.999
	DH <sub>SF</sub>	0.962	0.948	0.962	0.948
	F <sub>SF</sub>	0.573	0.448	0.573	0.448
	Net <sub>SF</sub>	0.550	0.424	0.550	0.424
	%Cap <sub>SF</sub>	0.856	0.807	0.842	0.799
	Total <sub>SF</sub>	0.471	0.342	0.464	0.339

Potvin<sup>1,2</sup>, Ciriello<sup>1</sup>, Snook<sup>1</sup>, Maynard<sup>1</sup>, Brogmus<sup>1</sup> (2021)  
<sup>1</sup>Liberty Mutual Insurance, <sup>2</sup>Potvin Biomechanics Inc.

## App Modules: Carry



Potvin<sup>1,2</sup>, Ciriello<sup>1</sup>, Snook<sup>1</sup>, Maynard<sup>1</sup>, Brogmus<sup>1</sup> (2021)  
<sup>1</sup>Liberty Mutual Insurance, <sup>2</sup>Potvin Biomechanics Inc.

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## Evaluation of the Accuracy of 3DSSPP to Estimate Manual Arm Strength

Andrew D. Hall, Nicholas J. La Delfa, Chris Loma, Jim R. Potvin

## A Comparison Between Measured Female Linear Arm Strengths and Estimates from the 3D Static Strength Prediction Program (3DSSPP)

Andrew D. Hall<sup>1</sup>, Nicholas J. La Delfa<sup>2</sup>, Chris Loma<sup>3</sup>, Jim R. Potvin<sup>1\*</sup>,  
<sup>1</sup>Department of Kinesiology, McMaster University, Hamilton, ON  
<sup>2</sup>Faculty of Health Sciences, Ontario Tech University, Oshawa, ON  
<sup>3</sup>Advanced Ergonomics Studies Program, Fanshawe College, London, ON

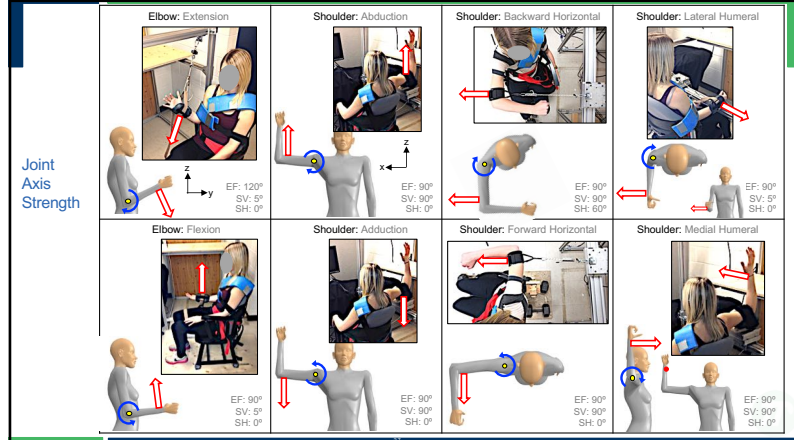
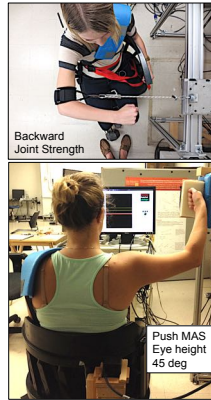
in review: Applied Ergonomics

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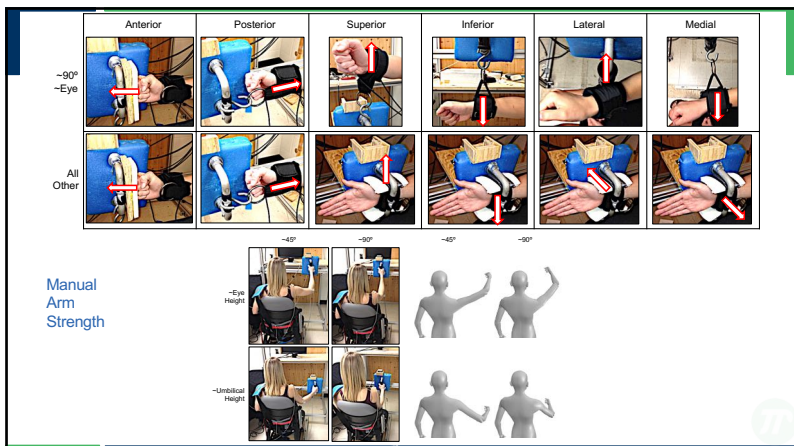
# Data Collection

- 15 university age females
- 2 data collections
  - JAS: joint axis strengths
    - 8 axes, replicate Stobbe (1982)
    - MAS: right manual arm strength
  - 4 hand locations
    - 80% reach distance
    - heights: eye & umbilicus
    - rotations: 0 & 45/60 deg
- 6 MAS directions:
  - anterior, posterior, superior, inferior, medial & lateral
- modifications:
  - eliminate wrist/forearm as a limiting joint
    - see La Delfa & Potvin (2014)
- 3DSSPP analysis with two Raters
  - used mean of the two
  - 360 conditions
    - 15 subjects x 4 hand locations x 6 directions



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## Data Analysis

(1) enter subject mass and edit segment lengths

(2) modify arm strength values

(3) move the right hand to the H, V & L location, wrt wrist, shoulder, recorded in the trials. Move the elbow to the vertical location

(4) Find the force, in the condition's direction, that results in 50% capable for the elbow or shoulder axes. Applied at the knuckle for anterior and wrist for all other directions.

**Record force and limiting axis**

Current Anthropometry

Link	Length (cm)
Hand Grip Center:	17.6
Hand With Fingers:	16.6
Lower Arm:	25.9
Upper Arm:	50.5

Factors X

Open Population File

Reset To Default

Edit Population Factors

Population Editor	Actual	Mean	Female Factors
elbow flexion	40.9		
elbow extension	45.8		
humeral medial rotation	50.5		
humeral lateral rotation	19.9		
shoulder abduction	54.4		
shoulder adduction	49.2		
shoulder rotation back	36.7		
shoulder rotation forward	52.4		

3DSSPP - Joint Locations Report

Description: Company: Unknown Company, Analyst: Unknown, Date: 11/06/2010  
 Task: Unfitted Task - Frame 0 Population: Production 7110  
 Gender: Female, Percentile: Data Entry, Height: 169.2 cm, Weight: 70.8 Kg  
 Comment:

Hand Forces (N)

	Left	Right
Horizontal:	1.25	28.95
Vertical:	77.85	105.43
Lateral:	117.34	45.19

Locations (cm)

	Left			Right		
	X	Y	Z	X	Y	Z
Hand:	-25.91	1.25	77.85	45.19	28.95	105.43
Elbow:	-25.70	-0.48	85.26	44.73	22.00	103.84
Shoulder:	-17.81	2.91	138.04	17.81	2.91	138.04

Right Applied Load

Magnitude	Right Wrist
50.45 N	

Forces (N)

	X-Component	Y-Component	Z-Component
Vertical	0	0	138.5

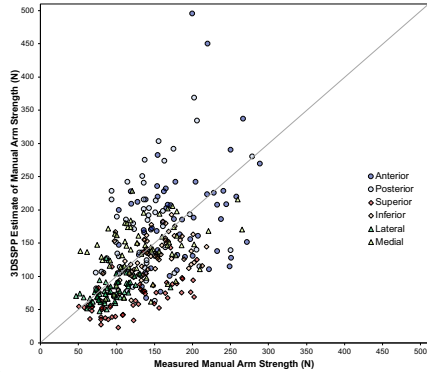
Population Editor - Actual Mean - Female Factors

	Required Moment (N-m)	Required Effect	Population Strength (N-m)	Mean (N-m)	SD (N-m)	Cap (%)	Required Moment (N-m)	Required Effect	Population Strength (N-m)	Mean (N-m)	SD (N-m)	Cap (%)
Wrist												
Ulnar/Radial Dev	-0.2	RD/DEV	7.6	2.4	96.9	-0.9	RD/DEV	8.2	2.8	97.8		
Forearm Rot	-0.9		100		100	0.0			100			
Elbow												
Flex/Ext	0.1	EXTEN	5.5	1.8	99.9	3.3	EXTEN	5.9	1.9	91.9		
Shoulder												
Humeral Rot	-0.3	LATERL	22.0	5.8	100	-10.2	LATERL	15.2	4.4	60.0		
Abdu/Adduc	-0.7	FORWARD	58.5	14.8	100	-13.9	FORWARD	58.8	14.4	99.9		
Abdu/Adduc	-3.3	ABDUCT	59.4	10.6	100	-18.9	ABDUCT	54.0	9.4	100		

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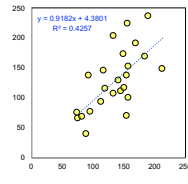
## Measured vs 3DSSPP Manual Arm Strength



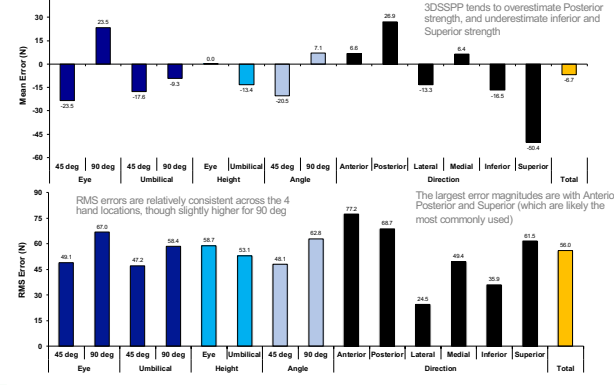
Average Error = **-6.7 N** (-1.5 lbs) & **-2.5%**  
 RMS Error = **56.0 N** (12.6 lbs) & **40.4%**  
 Overall explained variance = **29.2%**

The explained variance within participants, across the 24 conditions, ranged from 10.4% to 54.1%

Even when using the means pooled across the 15 participants for each of the 24 conditions, the RMS error = 39.5 N & 28.6%, and the explained variance is only 42.6%



## Mean & RMS Errors: Absolute



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## The Arm Force Field (AFF) Method to Predict Manual Arm Strength

Nick La Delfa & Jim Potvin

Applied Ergonomics 59 (2017) 410–421



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The 'Arm Force Field' method to predict manual arm strength based on only hand location and force direction

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<sup>b</sup> Department of Kinesiology, McMaster University, Hamilton, Ontario, Canada



Dr. Nick La Delfa  
 Associate Professor  
 Director of Center



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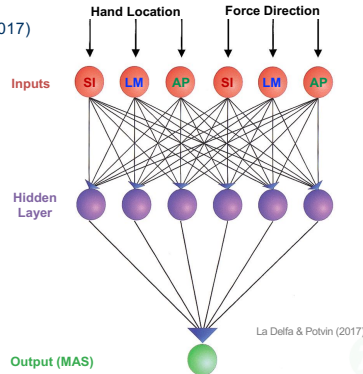
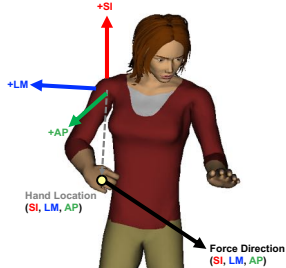
30

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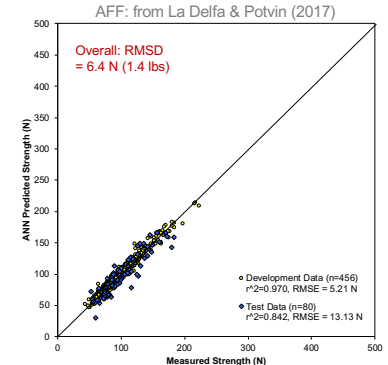
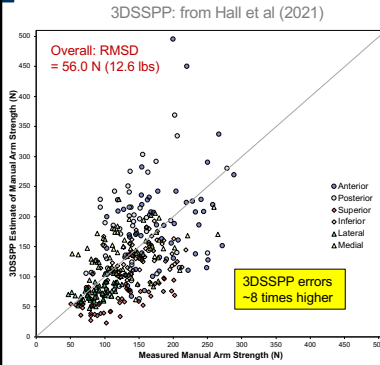


# The Arm Force Field: Estimating MAS

- Artificial Neural Network (La Delfa & Potvin, 2017)
  - 3 hand location coordinates (SI, LM, AP)
  - force direction vector (SI, LM, AP)
  - outputs MAS



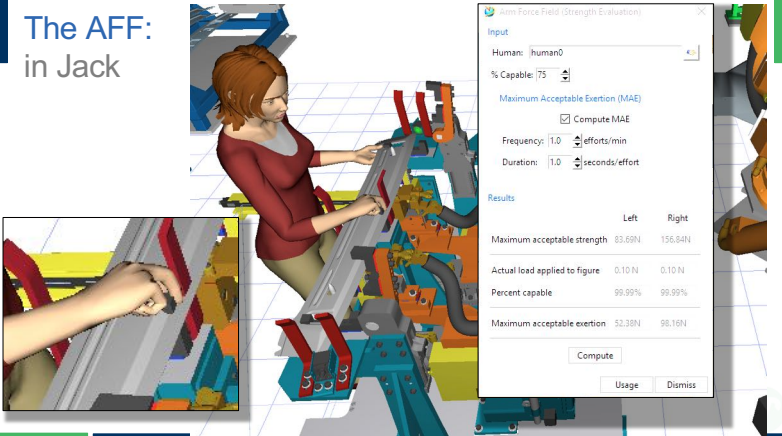
# Results: The AFF Artificial Neural Network



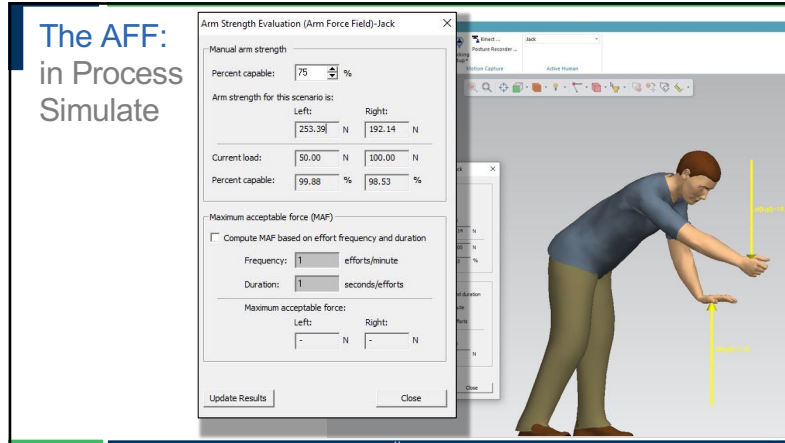
38

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# The AFF: in Jack



# The AFF: in Process Simulate



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# The AFF: in Santos

# The AFF Excel App

# Ergonomics Assessment Tool for Above-Shoulder Work

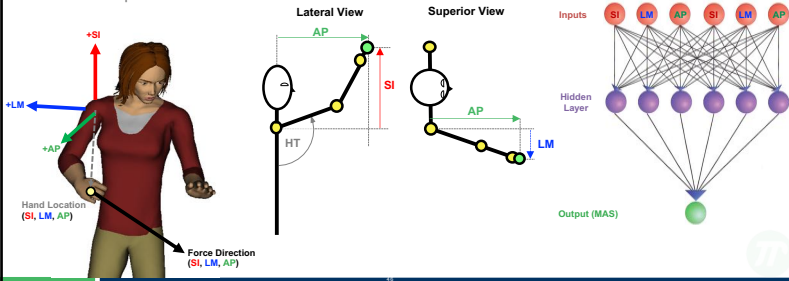
David Rempel, Jim R. Potvin

Work in Progress

# Above-Shoulder Work

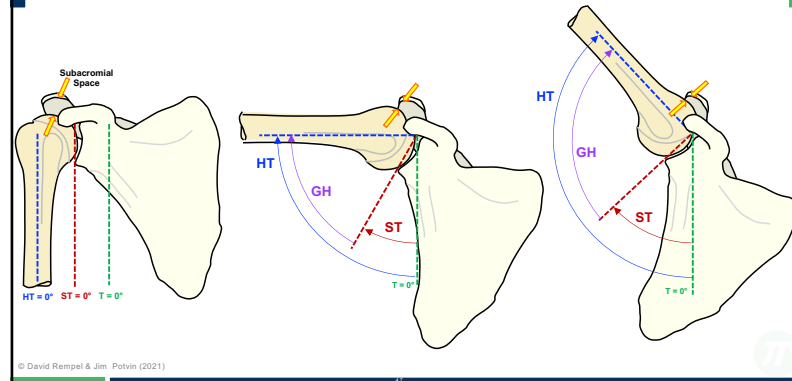
## Above Shoulder Tool: Manual Arm Strength

- Artificial Neural Network (ANN)
  - 3 hand location coordinates (SI, LM, AP)
  - force direction vector (SI, LM, AP)
    - Superior & Anterior
  - 25<sup>th</sup> percentile MAS



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## Above-Shoulder Tool: Shoulder Rhythm



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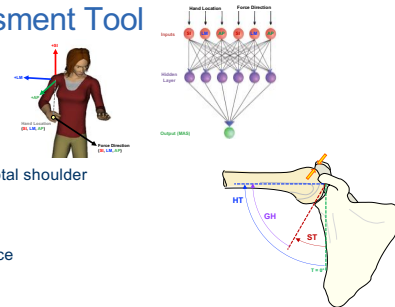
## Above-Shoulder Assessment Tool

- Manual Arm Strength
  - The Arm Force Field
    - Superior (Up)
    - Anterior (Forward)
    - 25<sup>th</sup> percentile

- Estimate Glenohumeral Rotation from total shoulder rotation (HT)

- Estimate Sub-acromial impingement force

- Establish Sub-acromial impingement force scale factor



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## Summary

- The Liberty Mutual Manual Materials Handling (LM-MMH) Equations
  - available soon!
- Evaluation of the Validity of DHM Software for Estimating Manual Arm Strength
  - serious concerns
- The Arm Force Field for Estimating Manual Arm Strength
  - accurate alternative
- A New Tool to Assess Above-Shoulder Work
  - a work in progress

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# Thank You!

[Jim.Potvin@gmail.com](mailto:Jim.Potvin@gmail.com)

Link to Cloud Folder of Potvin Ergonomics Tools:

<https://bit.ly/3pYRJwn>

