CONTENTS

Foreword xiii

Preface xv

Contributors xix

Technical Advisors and Reviewers xxv

CHAPTER 1. Introduction: Human Systems Integration 1
Harold R. Booher

1.1 Background 1
1.2 HSI Concept 4
1.3 Sociotechnical Systems Complexity 9
1.4 HSI Unique Aspects 11
1.5 Ten HSI Principles 12
1.6 HSI Principles Applied to Systems Acquisition 18
1.7 HSI Organizational Maturity 21
1.8 Discussion and Summary 23
1.9 Book Overview 27

PART 1 ORGANIZATION, MANAGEMENT, AND CULTURE 31

CHAPTER 2. Leadership That Achieves Human Systems Integration 33
Charles S. Harris
Betty K. Hart
Joyce Shields

2.1 Introduction: Beyond Reductionism 33
2.2 Importance of Culture 34
2.3 Leadership Matters 37
2.4 Transformational Change Model 39
2.5 Phase 1: Decide to Change 39
2.6 Phase 2: Guide Change 45
2.7 Phase 3: Support Change 49
2.8 Phase 4: Sustain Change 54
2.9 Overcoming Challenges to Change 58
2.10 Conclusion 59

CHAPTER 3. Human Systems Integration Roles in a Systems Acquisition Culture **63**

Glen Hewitt
Dino Piccione

3.1 Introduction 63
3.2 Common Cultural Influences 66
3.3 Historical Perspective of Culture 73
3.4 Changing Acquisition Culture 80
3.5 Trends for the Future of HSI 85
3.6 HSI Cultural Myths versus Realities 86
3.7 Roles and Responsibilities 90
3.8 Summary and Conclusions 90
Appendix: HSI Roles and Responsibilities 92

CHAPTER 4. Human Systems Integration and Systems Acquisition Interfaces **101**

Edwin R. Smootz

4.1 Introduction 101
4.2 Systems Acquisition Processes 102
4.3 Presystems Acquisition 108
4.4 Systems Acquisition 112
4.5 Sustainment 117
4.6 Conclusion 117

CHAPTER 5. Human Systems Integration Education and Training **121**

Brian M. Kleiner
Harold R. Booher

5.1 Introduction 121
5.2 HSI Competencies Needed 122
5.3 Academic Education 126
5.4 Textbooks 140
5.5 HSI Training Courses 147
5.6 HSI Careers 149
5.7 HSI Professional Personnel Supply 157
5.8 Summary and Conclusions 160

PART II Systems Acquisition and Management Processes **165**

CHAPTER 6. Human Systems Integration Requirements in Systems Acquisition **167**

John A. Harrison
Melanie J. Forster

6.1 Introduction 167
6.2 Human Systems Integration in Requirements 169

6.3 Human Systems Integration Requirements Issues 177
6.4 United Kingdom HFI Process 189
6.5 Summary and Conclusions 198

CHAPTER 7. Human Systems Integration and Acquisition: Contractor's Perspective 201

Bruce E. Hamilton

7.1 Introduction 201
7.2 Stages of Procurement Activity 202
7.3 Principal Documentation Events of Acquisition 219
7.4 HSI Program Management Guidelines 225
7.5 Summary 230

CHAPTER 8. Human System Measurements and Trade-offs in System Design 233

Michael Barnes
David Beevis

8.1 Introduction 233
8.2 Human System Measurement 233
8.3 General Measurement Model for HSI 238
8.4 Analytical and Modeling Techniques Early in Design Process 244
8.5 Human Performance Experimentation 246
8.6 Modeling and Simulation 248
8.7 Interactions among HSI Domains 253
8.8 Future Trends 258
8.9 Summary and Conclusion 259

CHAPTER 9. Simulation-Based Acquisition 265

Stephen R. Olson
Andrew P. Sage

9.1 Introduction 265
9.2 Objectives for SBA 269
9.3 Simulation-Based Acquisition: Structure, Function, and Purpose 273
9.4 An SBA Approach to Human Systems Integration 277
9.5 SBA Quality Assurance Questions 287
9.6 Conclusion 290

CHAPTER 10. User-Centered Systems Engineering Framework 295

Lee Scott Ehrhart
Andrew P. Sage

10.1 Introduction 295
10.2 Models for HSI 301

10.3 System Definition 302
10.4 System Requirements 305
10.5 System Conceptual and Architectural Design 338
10.6 Prototyping and Implementation 355
10.7 System Evaluation 360
10.8 Summary and Conclusions 365

PART III Methods, Tools and Technologies 375

CHAPTER 11. Manpower, Personnel, and Training Integration Methods and Tools 379

Susan Archer
Donald Headley
Laurel Allender

11.1 Introduction: Workforce Challenges 379
11.2 Manpower, Personnel and Training Domains 382
11.3 MPT Systems Integration Tools 399
11.4 Commercial Applications 419
11.5 Conclusion: Challenges for MPT Integration Technologies 424

CHAPTER 12. Integrating Training into the Design and Operation of Complex Systems 433

Lawrence J. Hettinger

12.1 Introduction 433
12.2 Traditional Training Model 436
12.3 HSI Training Model 439
12.4 Issues and Challenges 447
12.5 Conclusions and Recommendations 456

CHAPTER 13. Human Factors Engineering Methods and Tools 463

John Lockett
Jeffrey Powers

13.1 Introduction 463
13.2 Human Factors Engineering Methods 464
13.3 HFE Tools and Technologies 474
13.4 Selecting Tools and Technologies 480
13.5 Planning for Analysis 482
13.6 Common Errors in Performing HFE 487
13.7 Benefits of Modeling for HFE 492
13.8 Summary 493

CHAPTER 14. System Safety Principles and Methods **497**

Donald W. Swallom
Robert M. Lindberg
Tonya L. Smith-Jackson

14.1 Introduction 497
14.2 Risk Assessment Model 501
14.3 System Safety Methods and Techniques 507
14.4 System Safety Process 525
14.5 Conclusion 536

CHAPTER 15. Environmental Health Hazard Analysis and Assessment **541**

Welford C. Roberts

15.1 Introduction 541
15.2 Health Hazard Categories 545
15.3 Tools and Techniques 561
15.4 Health Hazard Assessment Expertise 576
15.5 Health Hazard Analysis Process 579
15.6 Tools That Support the Overall Health Hazard Assessment Process 581
15.7 Summary 584

CHAPTER 16. Personnel Survivability Methodology **595**

Richard N. Zigler
Ronald A. Weiss

16.1 Introduction 595
16.2 Parameter Assessment List 597
16.3 Survivability Analysis Process 598
16.4 Personnel Survivability Components 600
16.5 Some "Less-than-Obvious" Examples 622
16.6 Casualty Assessment Tools 624
16.7 Summary and Conclusions 627

CHAPTER 17. Cost–Benefit Analysis for Human Systems Integration **631**

William B. Rouse
Kenneth R. Boff

17.1 Introduction 631
17.2 Cost–Benefit Frameworks 633
17.3 Cost–Benefit Methodology 641
17.4 Three Examples 645
17.5 Conclusions 655

PART IV Applications 659

CHAPTER 18. Human Systems Integration in Army Systems Acquisition 663

Harold R. Booher
James Minninger

18.1 Background 663
18.2 HSI System Success Factors 664
18.3 HSI Factors: Examples from Army Systems 665
18.4 Case Studies of System Benefits 677
18.5 HSI Factors and Future Weapons Systems Acquisition 690
18.6 Summary and Conclusions 695

CHAPTER 19. Human Characteristics and Measures in Systems Design 699

Nita Lewis Miller
J. Jeffrey Crowson, Jr.
Jennifer McGovern Narkevicius

19.1 Introduction 699
19.2 Human Traits: Characteristics of Users 702
19.3 Human States: Operational and Environmental Variations 712
19.4 Human Systems Interfaces 724
19.5 Case Study 732
19.6 Summary and Conclusions 734

CHAPTER 20. Human-Centered Shipboard Systems and Operations 743

Glenn A. Osga

20.1 Background 743
20.2 Task-Centered Approach 746
20.3 Task Coverage Requirements 750
20.4 Human Support Task Requirements 755
20.5 Dynamic Task Requirements 762
20.6 Design by Task Requirements 771
20.7 Special Design Qualities 778
20.8 Benefits of Task-Centered Design 784
20.9 Summary and Conclusions 789

CHAPTER 21. Linking Human Performance Principles to Design of Information Systems 795

Linda G. Pierce
Eduardo Salas

21.1 Background 795
21.2 Human Performance Issues 799
21.3 Human Performance Concepts and Principles 805

21.4 Guidelines and Tools for System Designers 811
21.5 Conclusion 821

CHAPTER 22. Human Systems Integration and Training for New Systems 829

John Klesch
William Stembler

22.1 Introduction 829
22.2 HSI Training Technology Applications 832
22.3 Training Requirements and IMI 835
22.4 HSI Applied to Training Development Process 845
22.5 Summary and Conclusions 857

CHAPTER 23. Air Traffic Control and Human Factors Integration 861

Anne Mavor
Christopher Wickens

23.1 Introduction 861
23.2 HFI in the Development of an Automated ATC System 864
23.3 Harmonization of Multiple Systems 870
23.4 National Airspace System: An Organizational HFI Example 871
23.5 Conclusion 873

CHAPTER 24. Human Systems Integration and New Product Development 877

William B. Rouse

24.1 Introduction 877
24.2 Private versus Public Development 879
24.3 Product Management Processes 884
24.4 Methods and Tools 888
24.5 Best Practices 895
24.6 Conclusions 900

Afterword 905

Appendix 923

Author Index 929

Subject Index 945