

# Distribution Centers as Workplaces of Excellence

Kevin R. Gue

Auburn University  
Past President, CICMHE

# Worker-Centric Warehouses

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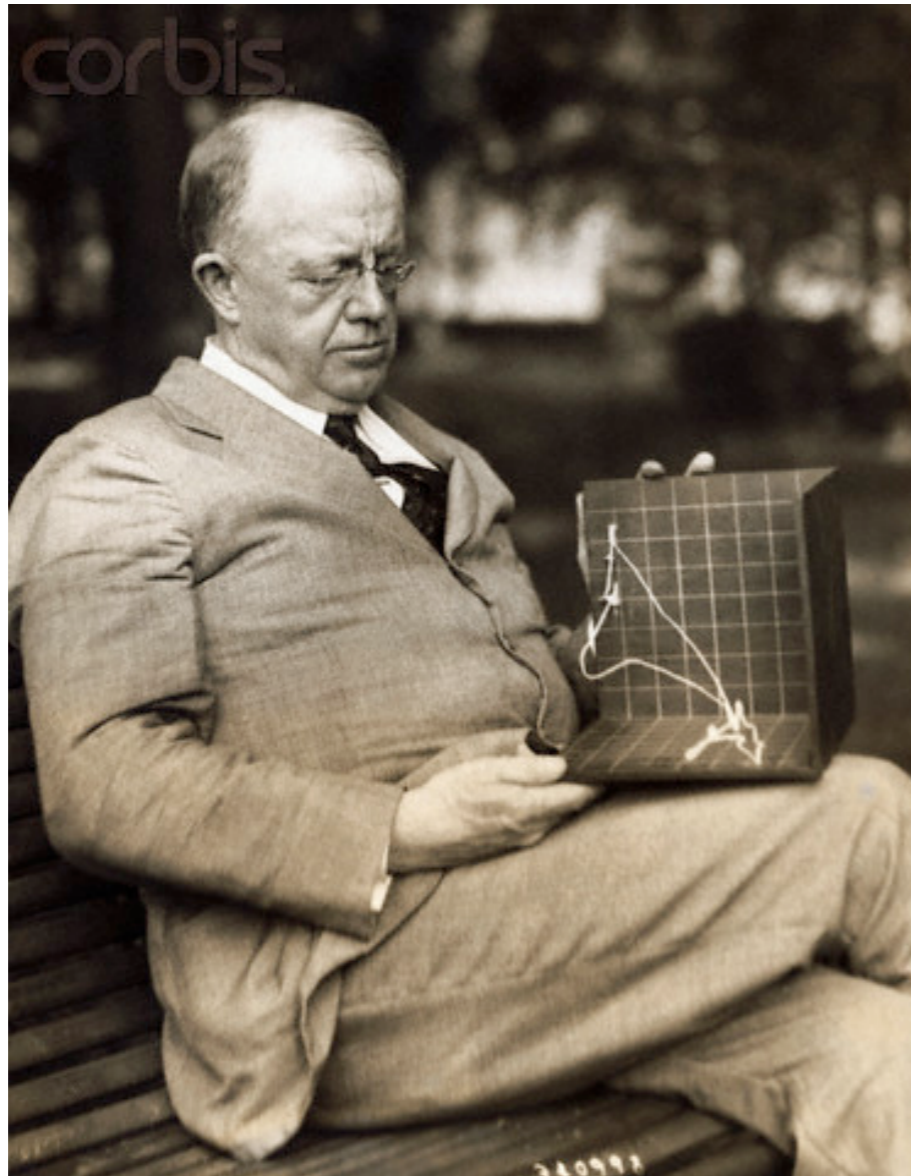
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**If we were to design a distribution center with the singular goal of maximizing worker satisfaction, what would it look like?**



**Frederick Winslow Taylor**



**Frank & Lillian Gilbreth**







**Contractor**

**Architect**

**Owner**

**MH vendors**

**Distribution  
Center**

**Tenant**

**MH  
consultants**

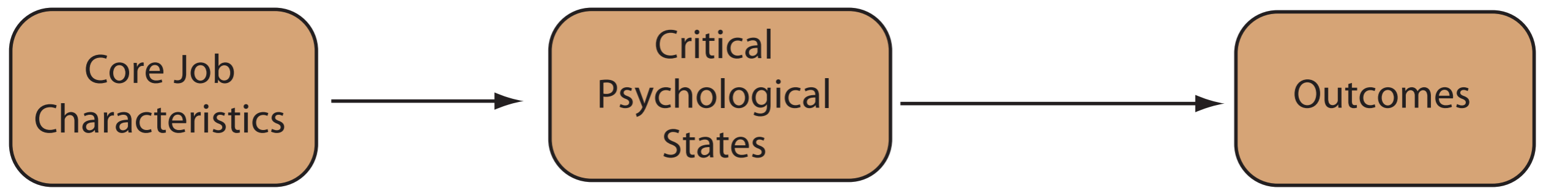
**Managers,  
Workers**

**Investors**

Distribution  
Center

**Managers,  
Workers**

**Satisfaction** is fulfillment of a worker's wishes, expectations, or needs.



Skill Variety

Task identity

Task significance

Autonomy

Feedback  
from job

Experienced meaningfulness  
of the work

Experienced responsibility for  
outcomes of the work

Knowledge of the actual  
results of the work

High internal  
motivation

High growth  
satisfaction

High general  
job satisfaction

High work  
effectiveness



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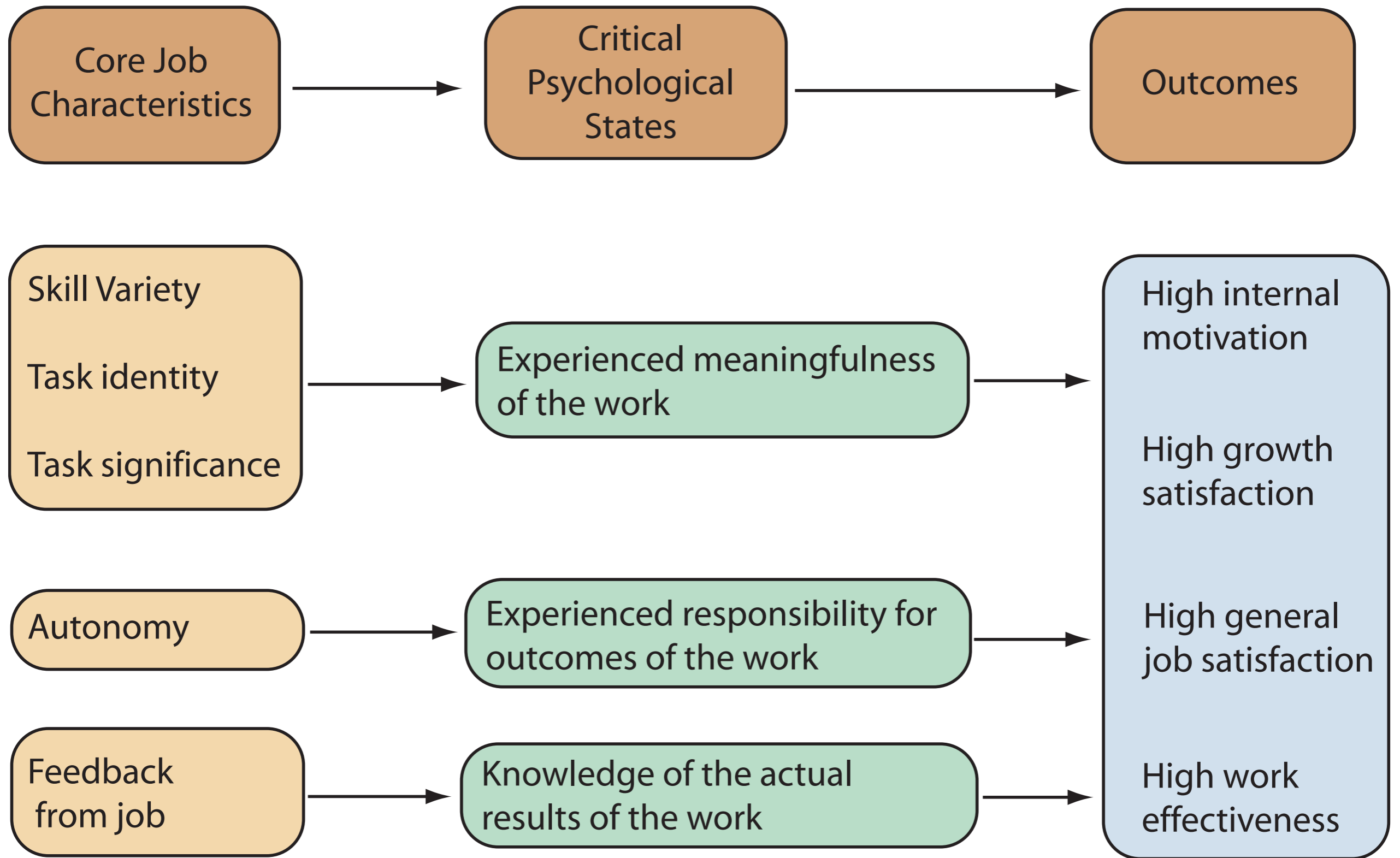
High general job satisfaction

Feedback from job



Knowledge of the actual results of the work

High work effectiveness







Meaning  
Satisfaction

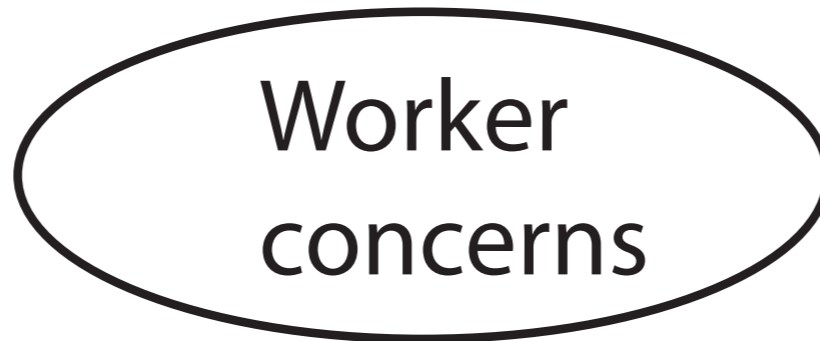
**Psychological**

Ergonomics  
Safety  
Health care

**Physical**

Pay  
Benefits

**Financial**



Teams  
Culture  
Management

**Social**

**Mental**

Growth  
Learning

## Context factors

## Design factors

### Industrial Psychology

“Humanizing” work  
Motivation  
Lifetime education

### Safety & Ergonomics

Aging workforce  
Accommodating obesity  
The “Worker-Athlete”

Distribution Center  
Workplace of Excellence

### Operations

Role of automation  
Process design  
Standardization

### Management

Multicultural workforce  
Rewards & incentives  
Career development  
Family care

### Architecture Facility Design

Aesthetics  
Function & flow  
Cultural accommodation



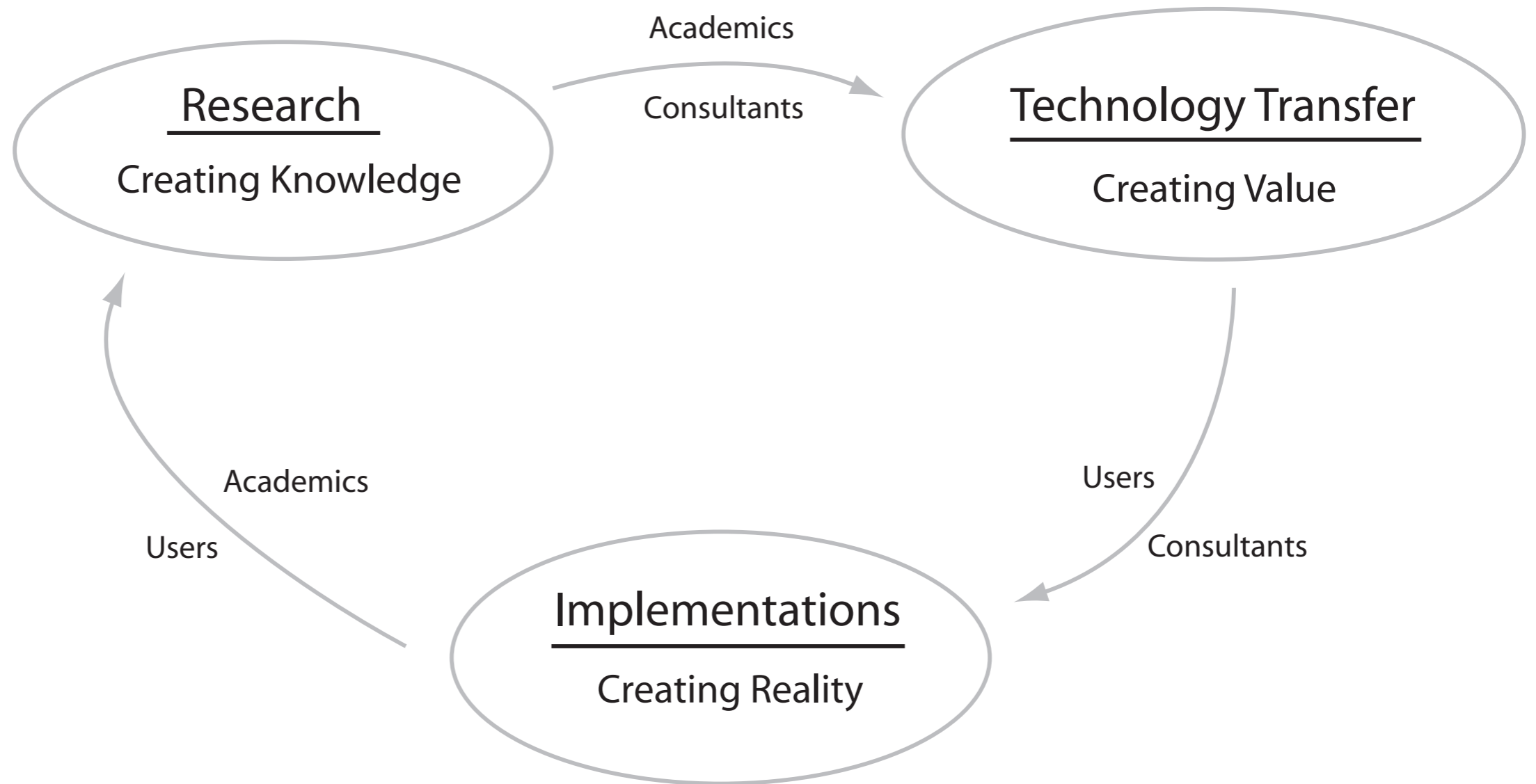


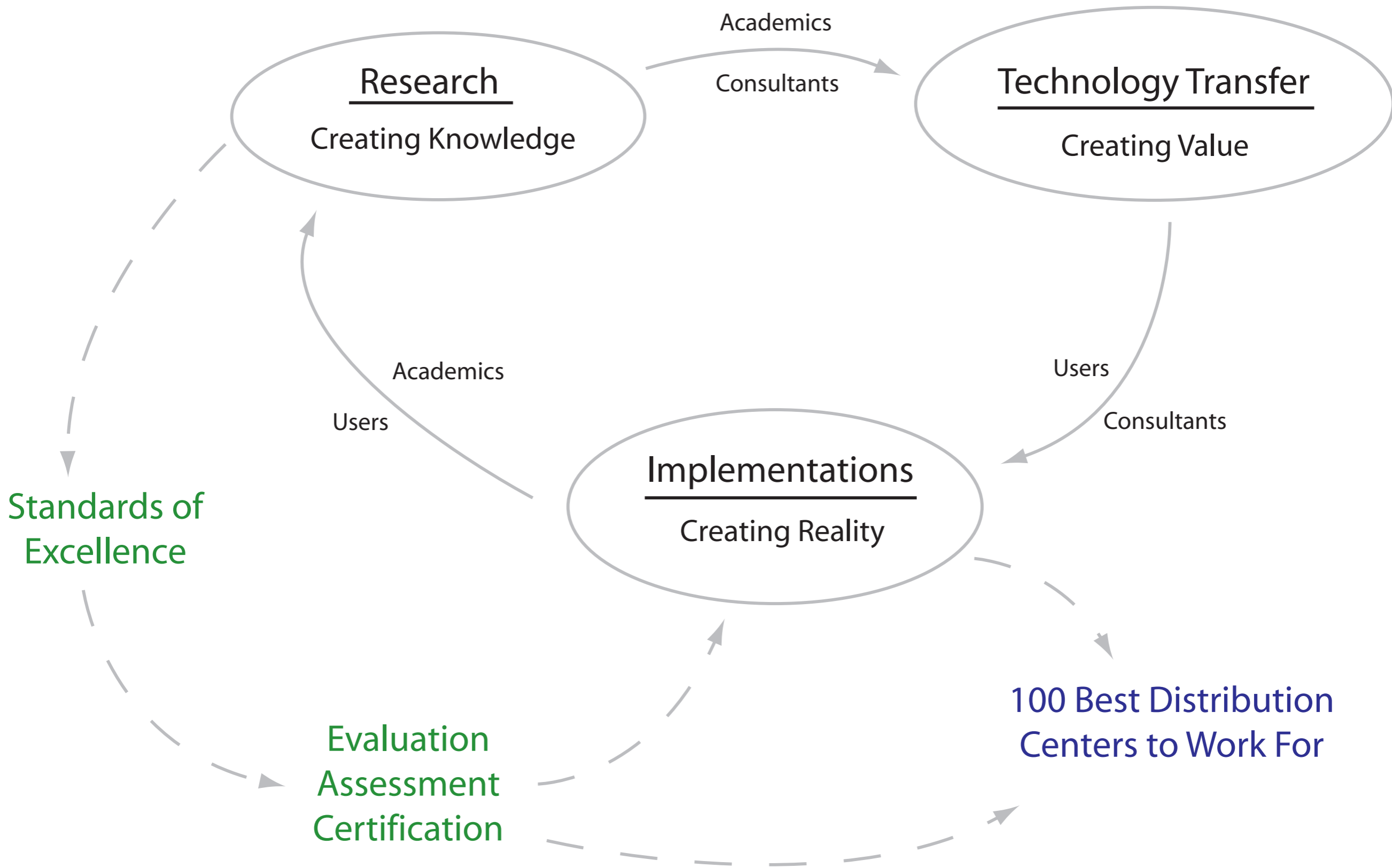













# Ongoing work

- DC worker satisfaction survey
- Consultant interviews
- Ergonomic research center at OSU
- Promat booth

Assess worker  
satisfaction

Implement  
innovative  
change



A young boy with short brown hair and blue eyes is smiling broadly. He is wearing a light blue polo shirt with thin white horizontal stripes. He is holding a white rectangular sign in front of his chest with his right hand. The sign has the text "Do the right thing!" written in a large, bold, black sans-serif font. His left hand is raised, with his index finger pointing straight up. The background is a white door with a brass doorknob and a light-colored wall to the right.

**Do the  
right  
thing!**

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