

## INTRODUCTION

[al2:

1. What problems are really holding crowd work back?
2. Complexity. Workers are afraid to do creative work and get shot down for sticking their necks out.
3. Okay, well [1] addresses that. Is that paper not solving that problem? Or is something else the problem?
4. It addresses that problem to an extent. Tasks are also (prohibitively) poorly designed.
5. There's some work on that as well [task iteration paper]. So, again, what's missing?
6. Fundamentally, nothing. We have all the pieces to this puzzle. But between iterating on task design, setting appropriate pay rates, etc. . . the emergent complexity in managing crowd workers has become a full time job.
7. So what's the fix? Is there one?
8. The fix is to take Haas et al.'s work and extend it to the logical conclusion — *foremen*, middle managers who are responsible for guiding a number of workers (or in this case, tasks) to satisfactory completion.
9. While the working of these broken-down tasks is called “micro-work”, we call the broken-down management of workers “micro-management”. :P

]

On-demand workers have expressed frustration with the algorithmic management that largely dictates their work [2]. The fear of deviating from expected results causes online information workers — such as workers on Amazon Mechanical Turk (AMT), or “Turkers” — to avoid creative or open-ended tasks due to the perceived riskiness of investing a significant amount of time into a task only to be rejected. [al2: [citation needed]] Haas et al. address some of these problems by bootstrapping human reviewers from vetted crowd workers [1].

We propose an extension of this relationship assigning intermediary management tasks to crowd workers, building on a body of literature reflecting on the myriad roles and ultimate importance of assembly line managers known as “foremen”. We propose to explore other ways that crowd workers can guide & inform workers as they do creative tasks, as well as consolidate & propagate feedback to requesters when it becomes apparent something is wrong. More than reviewing tasks, the administration of tasks itself becomes an eligible candidate for crowdsourcing.

## References

- [1] Daniel Haas et al. “Argonaut: macrotask crowdsourcing for complex data processing”. In: *Proceedings of the VLDB Endowment* 8.12 (2015), pp. 1642–1653.
- [2] Min Kyung Lee et al. “Working with Machines: The Impact of Algorithmic and Data-Driven Management on Human Workers”. In: *Proceedings of the 33rd Annual ACM Conference on Human Factors in Computing Systems*. CHI '15. New York, NY, USA: ACM, 2015, pp. 1603–1612. ISBN: 978-1-4503-3145-6. DOI: [10.1145/2702123.2702548](https://doi.org/10.1145/2702123.2702548). URL: <http://doi.acm.org/10.1145/2702123.2702548>.