



The passing of HFES Past President and Fellow Hal W. Hendrick has occasioned an unprecedented outpouring of appreciation and memories from his colleagues, associates, and friends among the HFES membership. This special issue is dedicated to Hal. For those who knew him, these accounts will undoubtedly stir remembrances; for those who did not, the tributes here will explain why HFES is taking the unusual step of creating a special issue of the *HFES Bulletin* in Hal's memory. We thank Mary Hendrick, Hal's wife, for her help in bringing this issue to you.

In Memory of Hal Hendrick

by *Ronald G. Shapiro*

Hal Hendrick, who will be long remembered as the father of macroergonomics—a great teacher, leader, professor, mentor, author, and friend to all in our profession—died on May 13, 2011, at the age of 78. In addition to being a pioneer in expanding the scope of human factors/ergonomics to include the entire work system environment, Hal was also a pioneer in founding the Board of Certification in Professional Ergonomics (BCPE) and the Ergonomics Without Borders organization.

Hal was a leader in the professional community, having served as president of the Human Factors and Ergonomics Society, the International Ergonomics Association (IEA), and the BCPE. He was also a leader in the academic environment, having served as a professor and department chair at the University of Southern California and as a dean at the University of Denver. He received numerous awards from HFES and was also a recipient of the University of Southern California's Highest Teaching Award. In addition, the HFES Distinguished International Colleague Award was renamed for Hal a year ago.

Hal was an APA Division 21 Fellow and an APA Division 21 Mentor, offering to help practitioners to determine the scope of practice opportunities, to identify contacts in specific areas of practice, and to prepare for the Certified Professional Ergonomist/Certified Human Factors Practitioner exam. He also assisted graduate students in preparing for specific work areas, select a PhD program, and prepare for the CPE/CHFP exam. Hal helped undergraduate students select a graduate program and begin to prepare for CPE/CHFP certification.

I will continue to think of Hal's 1996 Presidential Address (<http://64.9.213.250/Web/PubPages/goodergo.pdf>) and its title, "Good Ergonomics Is Good Economics," whenever I am discussing the value of our profession.

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A Tribute to Hal Hendrick

by *Valerie J. Berg Rice*

As we traverse through our professional lives, we meet and get to know, on some level, a variety of colleagues. Most of these people remain pleasant and cordial acquaintances. They are people we like to see at conferences and whom we contact periodically during the year when our professional involvements dictate. A few make it through our professional selves and into the fabric of our personalities and lives. Some get there seemingly by virtue

of the amount of time we spend together on projects, and through professional organizations such as HFES, the Board of Certification in Professional Ergonomics (BCPE), or the Foundation for Professional Ergonomics (FPE), among others. Relationships are forged when working together on common interests. Yet even those well-worn and well-known relationships typically only scratch the surface of who we are. These colleagues, beloved though they are, don't make it to our core.

To become friends and share life, thoughts, opinions, hopes, dreams, and—perhaps even more significantly—to share dashed hopes, crushed dreams, and personal failures...now that is a feat. Most professionals I know, especially those who have risen through the ranks to become part of the illustrious elite of a profession, have such a thick skin that it is almost impossible to ever really know them. They seem to become their own façade of success. It is not easy to share oneself with a person wearing such a veneer, and we all have one, so it is probably not easy for others to cross through our barriers either.

Yet, once in a while there is a person who seems to be able to cross that boundary, not just with a single person but with many, many people. It is understandable that you “just click” with some and establish a deeper friendship. It is less easy to fathom those individuals who seem to reach out and touch the very heart and foundation of so many of their colleagues. Hal Hendrick was one such individual. I really don't know how he did it. I watched him greet people at the opening sessions of HFES annual meetings. His eyes lit up, a smile encompassed his entire face, and his arms lifted to hug the people who walked his way.

Did he really enjoy each of us with the heartfelt sentiment that his behavior seemed to imply? I know he did. He also easily gave you space if you seemed to need it, and crossed the gap if you required more kindness than usual. Mary, his wife, was frequently there beside him, echoing his joy and bringing a sense of calm happiness herself. Her approach was direct, and I recall seeing her laugh until tears fell, and seeking the knowledge of how someone was *really* doing in the midst of a raucous after-hours gathering.

How do such people come to be? What do they do that is different that arrests the negative character traits the rest of us seem to carry with us? I don't really know. I try to understand and grasp the concepts so that I, too, may not just act like a better and more caring person but really be such a person. You really did not have to study and work to be such a person around Hal, though; just being around him seemed to bring forth a better part of you. That better part might be bolstering your professional growth, your personal interaction skills, or your attitude. Something better just stood out after spending time with Hal.

And how is it that I never saw Hal, with his great intellect, shoot down a lesser intellect? It was not that he did not correct us when we were wrong, he just did it in such a way that it was okay. He did not seem to need to embarrass others or make them feel lesser in order to make his point. I know many superb professionals. I know fewer who exhibit the personal traits that Hal did.

Hal and Mary opened their home continuously to a barrage of visitors over the years. For many years they hosted the early semiannual BCPE meetings. Their home was a lovely blend of Hal's and Mary's tastes; elegant, simple, artistic, organized...and teak. He did much of the work himself in his woodshop, even as Mary blessed their home with her own artistic talents. Their Colorado home highlighted the outdoors by bringing it inside through floor-to-ceiling windows facing the mountains. The home fit them. It was as lovely and open, as they were themselves.

Hal mentored each new BCPE board member (myself included) and served as the incredible and astute “corporate memory.” His intentions were never about protecting turf but always about making certain that those who employed human factors engineers and ergonomists knew, at least at a basic level, what kinds of skills and abilities such a professional would have. He really believed human factors engineers and ergonomists are professionals in their own right. I am certain he mentored others in each organization in which he was active.

Hal's conversations were peppered with professional experiences with the military, corporations, individuals, and universities, describing problem solving defining situations and solutions and presenting expert witnessing in heart-wrenching accidental weapon-firing

cases. He spoke of books he'd read, concepts he explored, and activities he undertook. He was never without words to convey, laughter to share, and empathy to offer. His conversations were also filled with talk of his wife, his children, his grandchildren, his family, and his friends. While never inappropriately so, his openness and sincere interest invited you to be mutually open.

I can barely let myself feel the emptiness of Hal's not being physically with us any longer. I'd rather turn away and pretend that he is traveling for business when I don't see him at the annual meeting, or that he and Mary have taken another glorious trip to some exotic place. To paraphrase what others have said before me when someone they care about is gone, "there is a hole in my heart where Hal's friendship used to be"—and yet, there are so many holes that are not there any longer because Hal was my colleague, my mentor, and my friend. I've only to picture his face, his smile, and his earnest responses to questions to know that my life is fuller for his having been a part of it.

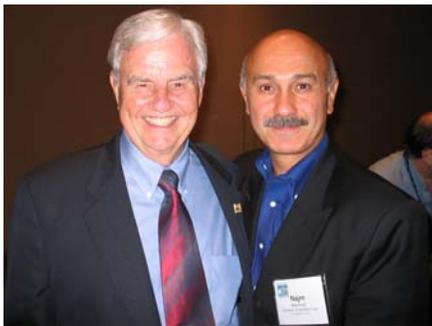
Valerie J. Berg Rice's education is in human factors engineering, health care administration, and occupational therapy. She works full-time in applied military medical human factors research.

"I Have Such a Teacher,"* Mentor, and Friend at USC: Professor Hal W. Hendrick

by Najmedin Meshkati

I borrowed the verse "I have such a teacher" from a poem by the internationally renowned Persian poet Rumi, which he dedicated to his legendary teacher, Shams-e Tabrizi. Hal Hendrick, above all, has always been a loving teacher and mentor for me and for hundreds of others whose lives have been touched and enriched by knowing him. Not only is it appropriate and fitting to quote Rumi for this tribute in Hal's honor, but it is also fitting to use it in its present tense, for our dear Hal is, and always will be, in my heart and mind. As we Persians say, "A good name and his good deeds live on forever."

Writing about Hal W. Hendrick and his profound impact on my personal and professional life is not an easy task. I think it was June 1982, at the Annual Symposium of the Los Angeles Chapter of the Human Factors Society, when I met for the first time the handsome, silver-haired USC professor who had just returned to campus from an overseas teaching assignment. I was then a naive doctoral student of industrial engineering at USC working on



my dissertation on human mental workload measurement. He took me under his wing and immediately became my de facto adviser. I still vividly remember his kind and constructive feedback on my presentation. And now, after reading his latest book, *It All Begins With Self: How to Become a More Effective and Happier You!* (2010), and learning about what he presented as "the rules of giving effective feedback" (pages 107–108), I appreciate why it was so good and memorable. Hal's feedback in 1982, and for the last many years, has always been appropriate, clear, accu-

rate, timely, descriptive, specific, useful, and meaningful.

Hal, as chair of the Human Factors Department at the Institute for Safety and Systems Management at USC, hired me as an assistant professor in 1985 and became my first boss. Hal was absolutely the best boss that anybody can dream of, and thanks to his radiant personality, gentle soul, nurturing attitude, and genuine kindness, he immediately became a mentor and, more important, a friend and trusted confidant.

Interestingly enough, these roles—adviser, boss, mentor, colleague, and friend—were not staggered or sequential, they were intertwined and inseparable. Throughout these many

years, until the last time I saw him, he was ALL of these at all times, and I have a mixture of respect, admiration, and love for him.

Our mutual friend, Andrew Imada, has done an excellent job in summarizing Hal's scholarly contributions and leadership roles in his May 26 article, "Remembering Hal W. Hendrick" (<http://hfes.org/Web/DetailNews.aspx?ID=234>). Nevertheless, I would like to reiterate what I truly believe and stated on several occasions on Hal's behalf:

"Hal's innovative work on the development of the concept and formulating implementation approaches of macroergonomics, as well as his pioneering scholarly and professional efforts in applying it to new areas of endeavor which transcend borders, make him most eligible for this prestigious award. In fact, his innovative work not only embodies the spirit of this award, but also is no less than a paradigm shift for a scholarly field of study—human factors and ergonomics...Hal's pioneering research on macroergonomics and its life-saving potential is analogous to the Promethian fire that he brought to many industries and shared with them. In addition to the aforementioned companies. Hal's macroergonomic ideas have been used by several industries around the world. These include the nuclear, petrochemical, manufacturing, and aviation industries...As a result of his research, we, the people of the world, enjoy safer and certainly less accident-prone technological systems and working environments."

Those are the words I wrote in 1998 in Hal's nomination for the HFES Jack A. Kraft Innovator Award, which he received later that year.

Hal's legacy doesn't disappear with his departure, as he is with us; I am sure that his contributions will continue to benefit the world.

A good name and his good deeds live on forever; Hal's memories, charm, warmth, sweet smile, bear hugs, as well as his legacies are with us, alive and well....

Najmedin Meshkati, a professor of civil/environmental and industrial and systems engineering at the University of Southern California (USC) Viterbi School of Engineering, is an HFES Fellow and was a Jefferson Science Fellow and Senior Science and Engineering Advisor, Office of Science and Technology Advisor to the Secretary of State (2009–2010).

*"I Have Such a Teacher" is a verse from the following quatrain poem with the same title by Rumi, the famous thirteenth-Century Persian mystic:

Last night my teacher taught me the lesson of poverty,
having nothing and wanting nothing.

I am a naked man standing inside a mine of rubies,
clothed in red silk.
I absorb the shining and now I see the ocean,
billions of simultaneous motions
moving in me.
A circle of lovely, quiet people
becomes the ring on my finger.

Then the wind and thunder of rain on the way.
I have such a teacher.

Translated from Persian by Coleman Barks, *The Essential of Rumi* (HarperCollins, 1995, page 133).

In Memory of Hal W. Hendrick, An Inspiring Leader and Teacher

by Max Vercruyssen

I first met Hal in the early 1980's when he showed an interest in my research by attending presentations I made at HFES, IEA, and other international ergonomics meetings. At the time, he was recruiting for the Human Factors Department at the University of Southern California. I was no match for Hal's persistence in getting what he wanted and eventually had to say "yes" to a deal I simply couldn't refuse. Hal was great at sales. I am grateful that he recruited me.

In the summer of 1984, during the Los Angeles Olympics, Hal, his wife, Mary, and son, Hal Jr., made room for me in their home and helped me start an assistant professor appointment at USC. My first assignments were to build a human factors laboratory for the Human Factors Department, start an ergonomics option for the safety science degree, and codirect a laboratory for attention and motor performance in the School of Gerontology, none of which existed but were easy accomplishments with his help. Hal made things happen for everyone working with him, even things that seemed impossible at first. Even in "down" times, Hal was always "up" and looked for the best opportunities in everything, and for everyone, around him. After that period, we worked together many times and were even wrapping up our third book as coauthors at the time of his passing.

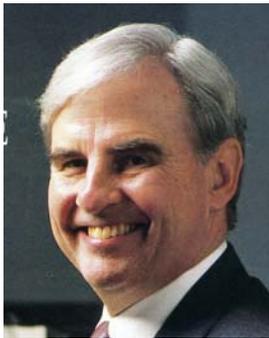
Lessons About Leadership Learned From Hal (More From His Actions Than His Words)

The key to being an effective leader is not in making people follow you but in making people WANT to follow you. Where and who you lead is not nearly as important as HOW you lead. You must win an employee's (your colleague's) trust. We all trusted Hal to act in our best interest, and he did. We repeatedly voted for Hal to represent us because he always served us well, had a wonderful grasp of the big picture, and encouraged everyone in his group to seek excellence in achieving his or her personal goals. As a great leader and teacher, Hal was predictable in his behavior.

Following are some of the lessons I learned from him in the past 30 years:

- **Show your character and integrity.** Courage, vision, knowledge, passion, focus, confidence, kindness, and effective communication, as well as being goal oriented with effective problem-solving skills, are valuable assets, but character and integrity are the most important qualities of a good leader. Ask anyone about Hal and you will learn why he was loved, respected, and trusted.
- **Recognize and praise as often as possible.** Hal was quick to introduce people and say something very positive about one of their recent successes. He made people feel good all the time, everyday, at every opportunity. He frequently sent out congratulations notes and good job comments. He wrote left-handed, so even today, when I get a note in backward-slanted cursive, I expect its content to be positive, encouraging, and complimentary.
- **Hire the person (the heart)—train the skill.** Hal believed in finding people with a good heart (kind, warm, nurturing) who were talented in a way that was needed to improve the overall dynamics of his group. Then he would integrate them into his model of human factors/ergonomics. It worked very well for him, as he could get cooperation despite divergent points of view.
- **Build positive relationships.** People go along with people they can get along with. We forget what people do and say, but we remember how they made us feel. Hal was a master at making people feel good about themselves and at cooperating with others.
- **Make adding value your goal.** Help people to live better lives and to achieve their potential.

- **Let go of your ego.** Leadership should not be for personal gain but for serving others. Keep your ego and obsession for excellence in your research, but drop it when leading others and concentrate on your service to those you lead. Make those around you winners.
- **First, become a good follower.** Learn to follow before asking others to follow you. Hal was particularly good at digesting the essence of divergent points of view to show he heard and understood others. He always showed respect for authority and supported the game plan of his bosses.
- **Always listen to others.** Do you know of a better listener than Hal? Find ways to show you understand their situation and propose ways to improve their forward progress.
- **Make decisions easy.** Hal was particularly gifted at presenting options in a way that would lead to selection of the best alternatives. He was a talented facilitator because of this.
- **Work for and with excellence.** Surround yourself with exceptional talent and strive to make them successful. No one respects or follows the pursuit of mediocrity.
- **Give your power away.** You become a better leader by sharing whatever power you have. Use your power to empower others. Hal was one of the most empowering people I knew.
- **Produce other influencers.** Teach others to lead by inspiring their followers. Hal's teachings live on because he taught others to teach his lessons.



Hal's Spirit Lives On...

I have just listed a few of the things I learned from working with Hal. They are all good ideas—actually, they are keys to successful leadership—but the knowledge of these points alone does not make one a leader. I've tried to apply these lessons but cannot get Hal's results. His success was not because of what he did as much as how he did it. We appreciate and miss his smile, wisdom, and encouragement but, most of all, his spirit. As a dear friend, mentor, colleague, and leader, Hal lives on in the minds of those he touched.

Special Thanks to Hal's Family

I thank Mary and everyone in Hal's immediate family for sharing him with all of us outside their group and for encouraging him to be what he was and to do what he did.

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What Hal Hendrick Gave to Me

by Michael J. Smith

I remember Hal Hendrick for developing a conceptual basis to explain the relationships among the macro-organizational aspects of work (macroergonomics) and the microergonomic details of job, technology, and workstation design. This was a theory that, over time, became acceptable to the many various constituencies within the occupational safety and health and HF/E communities and is now a prominent theory of work science.

In my early career at NIOSH researching occupational safety, ergonomics, and stress in the 1970s and 1980s, I observed that there was substantial friction and antagonism among safety management, job design, and ergonomics theorists and practitioners. Hal was able to provide a conceptual model and practical approach that encompassed all constituencies and that showed them how they were all related and interconnected as a system. This was a huge

step forward in promoting interdisciplinary research and practice in occupational safety and health and HF/E.

I became aware of Hal in the early 1980s while I was at NIOSH, long after my intellectual and professional development was established and my good and bad ideas and habits were set. I felt that I was smart and a good scientist. In monitoring new developments in work science, I became intrigued by organizational design and management (ODAM). I was attracted to its potential to influence the management aspects of occupational safety, stress, and ergonomics and to also include the micro elements of job, technology, and workstation design. I had observed that proactively managing risk was an area of weakness in occupational safety and health, and I thought that ODA M might have something to offer. However, I was cautious because it had been argued by some HF/E and organizational behavior experts that ODA M might just be a repackaging of organizational behavior and/or sociotechnical systems and/or other prior work management theories. Because of this, I watched ODA M and its successor, macroergonomics, from afar for a number of years.

I finally attended an ODA M conference in Sweden in 1994, which was hosted by my friend Gunilla Bradley. By that time I was at the University of Wisconsin. At that conference I listened closely to Hal, Ogden “Ted” Brown, and many European colleagues as they talked about ODA M and its basic theory, research, and practices. I was sold! Clearly, ODA M (macroergonomics) was not just a dressed-up reformulation of older theories and approaches. It was something new that had the potential to revolutionize thinking about how to approach occupational safety, health, stress, and ergonomics management. I introduced myself to Hal and found him to be gracious, friendly, and willing to give his time and attention to a newcomer to ODA M.

Over the years I had several chances to see Hal in action, to talk with him, and even a few times to work on professional activities with him. What I found in Hal was a great intellect; he was both a theorist and a practitioner. Hal listened more than he talked and was willing to consider alternatives to his perspective and to seek accommodation of many perspectives. He was a diplomat who could get consensus on difficult issues. He always had a smile, even under heated discourse, and he was always a gentleman. Over time Hal became a role model, someone I wanted to be like in my professional life. He and I became “professional” friends. I know that I can never achieve Hal’s demeanor, diplomacy, grace, or intellect. Even so, I see him as the model for me to pursue in hopes that I can be a better professional.

Hal was a superstar without an overstuffed ego. He gloried in the promotion and success of others. He left us intellectual treasures, a role model to pursue, and good memories to recall. He left a legacy of friendship, intellectual stimulation, and the belief that good guys can finish on top. Thank you, Hal, for what you have given to so many of us, and especially to me.

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Hal W. Hendrick: Passionate, Personable Professional

by Brian Kleiner

Andy Imada provided a wonderful review (<http://hfes.org/Web/DetailNews.aspx?ID=234>) of the illustrious career of our recently lost colleague, Hal W. Hendrick. To complement Dr. Imada’s contribution, we have been offered the opportunity to provide an anecdotal and personal reflection of an exemplar, one who can best be described as a passionate, personable professional.

Because of my experience coauthoring two books with Hal Hendrick (Hendrick & Kleiner 2001, 2002), delivering workshops, and numerous other associations, many have assumed that Hal was my major adviser. He was not. In fact, my personal relationship with

Hal, although close, likely emerged more recently than his respective relationships with many readers. My masters' and PhD adviser was Colin G. Drury. My graduate experience was in an environment that practiced what Hal referred to as "systems ergonomics" in his seminal 2001 *Ergonomics* article, "Ergonomics in Organizational Design and Management" (Hendrick, 2001). This approach was made popular in Europe (from where Colin Drury originally hailed).

Macroergonomics, or organizational design and management, or simply a broader systems approach to ergonomics, was a fundamental guiding tenet in my graduate program. Whether guidance from Drury on my thesis and dissertation, GTA guidance from Sara Czaja regarding her course on behavioral and organizational implications of ergonomics, or critical readings from Joe Sharit's advanced graduate course, the theme of understanding the broader system before implementing ergonomics transcended my studies and research. During the 1980s, in the mature rust belt of western New York, we put some of these philosophies and theories to the test and had some success with industrial turnarounds. What planted a seed in me that would be nourished into a personal and collaborative relationship with Hal and a career focused on furthering the subdiscipline of macroergonomics was Hal's attribution in the *Ergonomics* article that the founding contributor in Europe to what has become known as macroergonomics was Nigel Corlett (who coincidentally, was my adviser's adviser)! Given my exposure to systems ergonomics, including Hal's writings in graduate school and being Corlett's academic "grandson," I developed a sense of passion and responsibility to advance this subdiscipline of ergonomics when joining the faculty of Virginia Tech in the early 1990s.

As is tradition at Virginia Tech, the reigning HFES president—in this case, Hal Hendrick—was invited by the student chapter to visit and speak in the mid-1990s. By the time of Hal's visit, I had developed a laboratory (Macroergonomics and Group Decision Systems) and had a core group of students who were contributing empirical studies to the body of macroergonomics knowledge. Hal requested a special session with my students and me. With a packed schedule, we were able to commandeer an electrical engineering conference room, ordered in some sub sandwiches, and, one by one, my students shared their research with our esteemed guest. The students, as a group, were empirically defining some of the qualitative constructs found in the literature: sociotechnical systems, joint optimization, joint design, centralization, formalization, differentiation, integration, and so on. This wasn't a "dog and pony" session in the marketing sense; it was more like being invited into a relative's home and reminiscing about old photographs. A student would present, and Hal would facilitate a dialogue, transforming a presentation into a group learning experience.

As I recall, at the point that N. Delia Grenville illustrated for Hal a quantifiable prescription for joint optimization in terms of how managers should spend their time, he became genuinely excited. His passion was evident. From that moment on, my perception was that Hal felt he had found a protégé and group of passionate students equipped to take macroergonomics to the next level through empirical studies. Upon departing Virginia Tech, President Hendrick drafted an unsolicited letter to the department head imploring the head to institutionalize macroergonomics at Virginia Tech. Shortly thereafter, a required course and curriculum with the same name were implemented. From Hal's perspective, Virginia Tech and the University of Wisconsin-Madison under Pascale Carayon, Mike Smith, and colleagues would lead the field for the foreseeable future.

Although Hal's strategic thinking and decisive actions were apparent in these anecdotes, the reader should not develop a mental image of Hal as an autocratic, authoritative leader. Hal was the kindest, happiest, and most collegial of peers. He was the kind of individual who mentored or led without the mentee or follower overtly recognizing he was doing so.

Fast-forward about 10 years to 2005, and the personable side of Hal Hendrick became visible for all who attended Organization and Management VIII in Maui, Hawaii. Hawaii was Hal's second home, and he seemed so happy to have his international and domestic colleagues visit his islands of paradise. After a truly inspirational and contemplative set of stories told by Andy Imada about the islands (Andy's original home), the stage was set for Hal

to hold what amounted to an academic family reunion. Although Pascale Carayon, Michelle Roberson, and I were the formal conference conveners, Hal was the patriarch, and it was *his* party. From Peter Hancock body-surfing to Colin Drury, John Wilson, and Hal hula dancing, this was one of the happiest and most memorable exemplars of professional “joint optimization,” jointly designing technical knowledge exchange and socialization at a conference.



Hal at the 2005 ODAM Conference in Maui, Hawaii

When I reflect and feel a sense of loss over Hal, I remember a certain image of him in Hawaii letting loose with his colleagues, demonstrating through personal behavior how to perpetuate a life of passion. When speaking publicly with Hal, I would often find a way to

incorporate this picture and would always enjoy the response of boyish delight it provoked from him.

In the more recent decade, Hal was anything but retired and was as engaged, generous, and approachable as ever. What else would you expect from someone who saw retirement in part as “an ideal time to mentor young colleagues”? Ever a fixture at HFES and TG events, Hal was always encouraging, stimulating, and, above all else, passionate about macroergonomics and its potential impact. He was, simply, passionate, personable, and professional, and he left us a legacy in terms of both science and knowledge, in both attitude and behavior. In continuing Hal’s pursuits of the societal and disciplinary potential of macroergonomics, if I could exhibit just a morsel of the human attributes characterized by Hal W. Hendrick during his fruitful career, I would feel fulfilled. Passionate, Personable Professional—that was the person who was a dear friend and colleague.

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Memories of Hal Hendrick

by Pascale Carayon

One of the last e-mails that I received from Hal just before he died ended with, “dear friend Pascale.” Those words mean a lot to me. I had the chance to become Hal’s friend through our 20-plus years of interaction, and I will always be a dear friend of Hal.

I knew Hal for more than 20 years. I was a PhD student at the University of Wisconsin-Madison under the supervision of Mike Smith when I heard about the first ODAM conferences in 1984 in Hawaii and in 1986 in Vancouver. I then started reading papers on ODAM and macroergonomics by Hal Hendrick and others such as Ted Brown, Andy Imada, and Klaus Zink. As a PhD student in one of the first HF/E graduate programs in the United States with a focus on sociotechnical systems and macroergonomics, I was happy to learn that an HF/E leader (Hal) was describing large systems and the importance of organizational issues in human factors/ergonomics. I had found a home!

With the support and encouragement of Mike Smith, I began to attend and participate in the ODAM conferences and quickly realized that this was indeed my professional family. I met other people who became colleagues and friends; Michelle Robertson and Brian Kleiner were among them, to name a few. We had the same interest and the same passion to help the HF/E discipline recognize the importance of systems issues and organizational design.

If you have not attended an ODAM conference yet, you may not understand the following. Imagine attending a meeting that you are still talking about years later. This is what happens when you go to an ODAM conference; much of that is due to Hal—his energy and his vision. Hal would always challenge us to think broader and deeper and figure out how to address large sociotechnical issues that existed not only in the United States but all over the world. The 2008 macroergonomics special issue of *Applied Ergonomics* that Andy Imada and I co-edited is a fine example of Hal's broad international impact. Read Hal's article in that special issue; his 23 lessons for applying ergonomics to systems design will give you food for thought.

Becoming part of the ODAM family was easy; Hal embraced newcomers and made us feel welcome. I already miss his strong hug and large smile. Hal's friendship and kindness touched us and made us better people and citizens of the world.

Some of you attended the 1996 ODAM conference in Breckenridge, Colorado, which was co-organized by Hal and Ted with the involvement of many other "ODAMers." You no doubt remember that the 1996 conference marked the beginning of a long tradition that lives on during ODAM conferences: as a group, participants have to sing a song from their native country. Hal and Ted initiated this tradition when they asked all of us to sing! Gestures and dancing were also welcome. This team-building exercise continues to be a ritual at ODAM conferences. If you decide to attend the 2014 ODAM conference in Denmark, be prepared to sing!

As a junior faculty member, I was lucky to meet Hal early and get his support, which continued throughout my entire career. I cannot count the number of letters of recommendation that Hal wrote on my behalf. He was always available to provide support. I would not be where I am today without his unconditional support and help. We all have special senior colleagues and mentors during our career, and Hal was such a person for me, as he was for many other people around the world.

I miss you, my dear friend, Hal. Your legacy lives on through all of us.

Pascale is the Procter & Gamble Bascom Professor in Total Quality in the Department of Industrial and Systems Engineering and director of the Center for Quality and Productivity Improvement at the University of Wisconsin-Madison. She dedicated the second edition of her Handbook of Human Factors and Ergonomics in Health Care and Patient Safety to Hal Hendrick.

Hal Hendrick

by Y. Ian Noy

Hal was one of the most energetic, approachable, compassionate, and passionate people I have met. I am blessed to have known him and to have worked with him as a close friend and colleague for nearly 30 years.

I first met Hal at the 1982 Tokyo IEA Council meeting. At that meeting, Hal made an impassioned plea for the IEA to accept and recognize a novel branch of ergonomics, macroergonomics. There were quite a few skeptics on Council, but he won the day, mainly because of his nonthreatening and compelling approach. That was the start of what was to become a very dynamic and integrative component of the discipline.

The following year, 1983, Hal and I began to collaborate on behalf of the IEA during a meeting that was held in conjunction with Grandjean's conference in Turin on office ergonomics. Each of us was charged with leading two ad hoc groups one evening during the meeting to address problems that faced the IEA. The results of those deliberations set the

stage for dramatic changes in the way the IEA would evolve over the next two decades. Our friendship was cemented when we decided to jog in the early mornings through the streets of Turin to compare notes and talk through issues. To this day I can recall the wonderful aroma of Italian coffee permeating the streets of that city. That jog was the start of what was to become a standing tradition wherein many members of the IEA Executive would meet each morning for our daily jog wherever and whenever we met.

Heading back home the day after the Turin conference, I took a bus to the Milan airport for my flight back to Toronto. When I arrived at the airport to check in, I discovered my wallet was missing. Naturally, I reported the loss and was taken to a remote office to file a report. I was seated at a table in a classroom-type room and instructed to complete a rather lengthy form. When I finished, I went to deposit the form at the front, since the policeman in charge had left. I noticed on the top of the pile that had already accumulated that morning (it was only 7:30 a.m.) a form with a U.S. address. My curiosity piqued, I looked closer and was flabbergasted to see that it was Hal's report of a stolen briefcase. When I got home I thought I would be cute, so I called him to say that I was sure I saw someone in Milan carrying a briefcase that looked just like his. His reaction was surprising to me at the time, yet classic Hal—yes, losing his briefcase was a setback, but he had already moved on. Nothing in life needs to be an obstacle if you have the right attitude

I worked with Hal on the IEA Executive for nearly 20 years and on the BCPE Board for 3 years, and over the years the more I learned about the man, the more I admired him for his devotion and energy. He was a champion of ergonomics outreach to industrially developing countries, where the need for basic skills was and remains most acute, and he actively participated in and promoted programs aimed at training local trainers in the practical application of ergonomics principles. During his tenure as president, the number of IEA member societies increased by about 25%, new societies being formed in countries where ergonomics science and practice were not previously known. Hal had great passion for spreading the good word as a way of contributing to global human well-being.

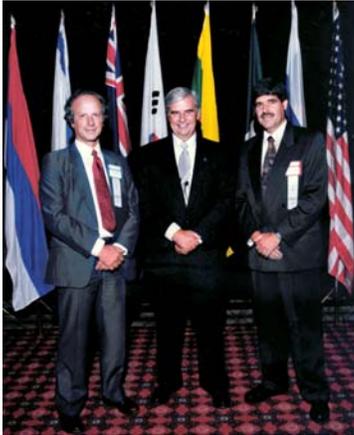
I marveled at Hal's eloquence and diplomacy in addressing very senior government officials at private and public functions. I witnessed his wisdom and cultural sensitivity in resolving challenging personality disputes or management issues. He commanded the respect of everyone who knew him, partly because he was such an effective problem solver, a go-to person whenever a seemingly intractable situation arose, but mostly because he was at once nonjudgmental, fair, and wise. He was highly energetic, especially at conferences where he typically had multiple roles, often having to run from one session to another to give a paper, chair a meeting, or participate on a panel. On these occasions, he proudly wore more ribbons on his name tag designating his many roles than any other delegate. He wore so many ribbons, he looked to be the prize heifer at the fair. (Sorry, Hal, couldn't resist.)

Hal also loved to have fun, and the first image that comes to mind is of Hal smiling or laughing. During a banquet at a joint ODAM and IEA Council meeting in Breckenridge (1996), he arranged for participants to sing songs from their countries. Clearly, some people were auditioning for *American Idol*, while I and others held no such illusions. Hal was a great singer, and he laughed a lot with the rest of us (or at the rest of us, I was never quite sure). He had a positive outlook and a decisive manner, easily conveyed by the way he used to say "you bet." Although he was serious about his work, rarely did I see him concerned or upset.

Hal and I joked about the fact that we had reversed roles in 1994 and 2000. At the 1994 IEA Congress in Toronto, Hal was finishing his term as president and I was the congress chair. I was also IEA treasurer at the time, and the photo of the IEA Executive officers from that event (see next page) is proudly displayed in my office. At the 2000 IEA Congress in San Diego, I was finishing my term as IEA president and Hal was the congress chair. It was a combined IEA-HFES conference that drew about 3,000 delegates. One of his many accomplishments was finding a way to engage both the HFES technical groups and the IEA technical committees as only he could, having an intimate understanding of the disparate cultures and traditions of both organizations and the diplomatic skills to make it work. Hal's leadership was key to the success of that combined event.

Whether as a mentor, a teacher, a colleague, or a friend, many people knew Hal for his compassion and devotion. I know firsthand how much of a personal impact he had on people. I am grateful to have benefited from Hal's perspective and much-needed support and encouragement. He was what is referred to in Yiddish as a *mensch*, an honorable person with integrity and concern for others, a worthy example to all of us.

Ian Noy is past president of the International Ergonomics Association, a Fellow of HFES, and a past president and Honorary Fellow of the Human Factors Association of Canada/Association canadienne d'ergonomie. He is vice president, Liberty Mutual Group, and director, Liberty Mutual Research Institute for Safety.



(Left): Photo taken at the 1994 IEA Congress (Toronto). From left to right: Pieter Rookmaaker (Secretary-General), Hal (President), Ian Noy (Treasurer and Congress Chair).



(Above): Past presidents of IEA, taken at IEA/HFES 2000 in San Diego. From left to right: Ian Noy (1997–2000), Ilkka Kourinka (1988–1991), Harry Davis (1985–1988), Sadao Sugiyama (1982–1985), Hal (1991–1994), Martin Helander (1994–1997), and Waldemar Karwowski (2000–2003).

A Tribute to Hal Hendrick

by Michelle M. Robertson

As I was flying into Hawaii for the 8th International Symposium on Human Factors in Organizational Design and Management (ODAM) in 2005, I reflected on how special this conference was to me and the role that Hal played in contributing to this and other significant events in my life. Twenty years ago I was a graduate student, working for the Human Factors Department at the Institute for Safety and Systems Management at the University of Southern California, where I met Hal, Andy Imada, David Smith, Ogden “Ted” Brown, and Najm Meshkati, all of whom have become mentors, colleagues, and friends.

When I first joined USC, I had no idea the impact and influence that Hal would have on my thinking, perspectives, and career. In 1984, Hal and Ted organized the first international symposium, where I ran the registration desk and presented one of my first research papers. Hal encouraged my active involvement, as he said that this would be a very important stepping-stone for the new subdiscipline of macroergonomics and “you will want to be part of this!” At this conference I met world-renowned scientists and researchers, who were coming together for the first time to embark on a new area in ergonomics. Now, 20 years later, I am proud to be co-organizer of the 8th ODAM conference with Pascale Carayon and Brian Kleiner, all due to Hal’s influence and continual encouragement and support. What an ex-



ceptional opportunity and pleasure it was to introduce Hal at that conference and to note his passion for macroergonomics and interest in those who are involved in this field.

(Left) Pascale Carayon, Hal Hendrick, Brian Kleiner, and Michelle Robertson at the opening reception of the 8th International Symposium on Human Factors in Organizational Design and Management (Hawaii, 2005).

Hal had that special, warm way of making you feel like as if you had accomplished so much, yet he would nudge you toward continuing your work and thinking critically. He was the true definition of a lifetime mentor. You could approach him and discuss anything, whether science or life experiences. He was amazing in the way he could provide you with constructive criticism, yet he *always* would provide positive feedback about what you had done and what you could do in the future. His demeanor was so effective that it made you work harder, knowing that after you struggled on a project or writing assignment, he would help you to successfully accomplish the goal and then let you shine on your own. What a generous person he was with his time and intellectual thoughts as he worked with you.

Hal’s research in the area of cognitive complexity had a strong impact on me and on how I view and interact with others. Active exposure to diversity is the critical link to a high level of cognitive complexity, and Hal contributed to enhancing my level of cognitive complexity as he opened the world of ergonomics, macroergonomics, and the professional societies of HFES and IEA.

Hal taught me to view organizations as work systems and to evaluate them for their sociotechnical characteristics in order to create workplace solutions to improve the safety and health of workers and to enhance organizational effectiveness. Over the years, he introduced me to ergonomists around the world who have since become colleagues and friends with whom I have conducted research or organized technical programs in the ODAM area.

One of many traits that I truly respected was Hal’s positive attitude toward people and life in general. He always saw the glass half full and would challenge you to make it fuller. He was a true pioneer in that he blazed the trail for defining a new area in ergonomics and, with his enthusiasm, led others around the world. He also taught me how to become a better and more effective professor when I was hired to teach human factors and training at USC. He knew just how much feedback to give me so that I could digest it, incorporate it into my methodologies, and become more proficient in my teaching skills. He knew of the struggles of a first-time instructor and kept nudging and encouraging me by saying that after you teach a class three times, you will become even more comfortable and feel like you are a master of the classroom. He was right, and he made me even more proud of what we accomplished.

Hal was a huge influence in my education, training, scientific thinking, and systems viewpoint. He encouraged me throughout my career to continue systems thinking and scientific endeavors in order to make a significant impact for the safety and health of workers. We shared this passion at many international conferences.

Hal always listened and made you feel that you were the only person in the room, even if it was for only a few minutes. He knew how to make you feel important, and you wanted to immediately reciprocate. When you would be presenting your work, he would be up in front, smiling and nodding, and you just knew he was on your side!

I will always picture Hal in the front row. I know that he would have had one more thing to say...and it would have been important!

Michelle M. Robertson is a research scientist at the Liberty Mutual Research Institute for Safety in Hopkinton, MA. She authored several papers with Hal and wrote two chapters for the book he edited with Brian Kleiner, Macroergonomics: Theory, Methods, and Applications (2002, Erlbaum).

Honoring Hal Hendrick

by *Kenneth R. Laughery, Sr.*

Andy Imada's "Remembering Hal Hendrick" (<http://hfes.org/Web/DetailNews.aspx?ID=234>) succeeded not only in reminding us of Hal's roles and accomplishments, it also succeeded in capturing his warmth and humanity. Hal and I had a lot of mutual friends, acquaintances, and professional colleagues not only in HFES and the United States but also in many other parts of the world. Everyone I ever met who knew Hal liked and respected him.

As best I can recall, I first got to know Hal in the late 1980s. We became acquainted through our mutual interests and involvement in HFES and IEA. What I came to realize from that context was just how far his activities and influence reached. His leadership roles in IEA and HFES, along with his leadership in the evolution of the macroergonomics movement, marked him as one of the most influential figures in the history of our discipline.

But those leadership accomplishments have been recognized and documented by others. What I will focus on is Hal the person, the friend, the fun guy as I knew him. During the 20-plus years of our acquaintance, probably 90% or more of the times Hal and I were together was in the context of an IEA or HFES meeting. In those contexts we jointly participated in many technical sessions, committee meetings, workshops, and other typical conference activities. But those are not the things I think of when I remember Hal. Instead, my memories turn toward the more social, fun activities and events that we shared and in which we participated. A couple of examples will, I hope, reflect my appreciation of his friendship.

One of the earliest such events I can recall took place at an IEA gathering in St Petersburg, Russia, in the early 1990s. One evening, at the invitation of our Russian hosts, we attended a ballet performance, and Hal and I sat next to each other. The ballet was enormously impressive. But what I remember is that in addition to sharing this noteworthy experience, Hal and I lightheartedly realized that neither of us, as inexperienced Americans, had the competence to pass judgment on the quality of the performance. Nevertheless, we thought it was great, and we enjoyed it together.



I do not know how many times I attended social events, including dinners, with Hal (and his wife, Mary) in the context of IEA and HFES gatherings. It was a large number, and it was always interesting and fun. One such experience occurred at a gathering of past presidents during an HFES annual meeting. We were in a hotel suite, and four of us—

Hal, Richard Hornick, Barry Beith, and I—got into a silly and joking discussion regarding who had the handsomest legs. The four of us sat on a sofa, pulled a pants leg up above the

knee, and engaged in a debate to try to resolve this extremely unimportant issue. Each of us firmly concluded that his own leg was the winner.

There are three things about this silly event that I remember. First, we probably had too much wine before the contest. Second, this was the only time I ever witnessed an idea or opinion of Hal's defeated by a 3 to 1 margin. Third, Hal was someone with whom it was possible to just have fun.

Finally, and to end on a more serious note, I had an opportunity to visit Hal in Houston on two occasions during his last year. He and Mary were living there while he was undergoing treatment at the M. D. Anderson Cancer Center. Despite the health difficulties he was facing, he was upbeat and, as always, a pleasure to be with. As I was preparing to leave at the end of my second visit, he gave me an autographed copy of his book *It All Begins With SELF*. That was the last time I saw Hal.

As I have said, my comments here are intended to reflect my personal appreciation and respect for Hal. Many will remember him as a leader and contributor to the human factors/ergonomics discipline. Many will also remember him as a first-class human being. Like them, I will miss him as a friend.

Ken Laughery is an emeritus professor at Rice University and a past president of HFES.

Three Anecdotes About Hal Hendrick

by Richard J. Hornick

Elsewhere in this *Bulletin* issue there are excellent expositions on many of Hal Hendrick's professional accomplishments. I'd like to describe three events that are personally meaningful to me.

Hal had a sense of humor that was genuine and never harmful, but sometimes a bit devious. That was evident when the two of us decided to sabotage an Executive Council meeting. David Post, as president, chaired his first Council meeting in 2001. At the end of the first day, Dave proudly pointed out that we had finished the agenda on time and without problems (frequently, Council meetings are contentious, and issues can drag on). Thinking that Dave had been a bit smug, Hal and I, over cocktails that evening, planned a disruption for Dave and Council for the following morning. We picked a topic that Hal was scheduled to present.

When Hal got partway through his report, I suddenly made some derisive comments, to which Hal (supposedly) took exception, and we started shouting at each other. We had been seated at the conference table next to each other, so when we stood to shout at each other face to face, Dave went ballistic with the gavel. Never had "Order!, Order!, Order!" had such little effect. For a long time, he pounded the table repeatedly, which we completely ignored, then he hammered a pitcher of water, shouting for us to stop, but we didn't "listen." Lynn Strother thought that I had had an aneurysm and that Hal was ready to physically explode. That's when Hal and I started laughing and embraced in camaraderie. Dave suddenly knew he had been had! His peaceful day had ended.

Someone once mentioned that in contrast to his exemplary professional image, in ordinary life Hal was a real "ham." Never was that more evident than at his "roast." It had become a tradition that when a former president and long-time Council member decided to no longer run for office, he or she was roasted at our annual President's Reception. My wife decided to assist in the roast by kidnapping Hal during the reception and doing an extreme makeover on him, resulting in a Hell's Angels motorcycle outfit, complete with chains, gloves, tattoos, Harley-Davidson shirt with cutoff sleeves, and Hal's head topped with a biker's scarf and spiked hair. When Hal came back into our reception room, it was obvious to all of the surprised group that he loved it as if he had been born into the Hell's Angels! He strutted and acted cocky for the rest of our reception. But what really verified Hal's ham status was that he did not take off the outfit for the rest of the evening for other social func-



tions! I'm sure that many HFES members were astonished to see Hal strolling around as a Hell's Angel! I can imagine some of our students attending their first annual meeting asking about this guy and being told that he was one of our esteemed former presidents.

Finally, many of us know that Hal was a devoted Denver Bronco football fan, and I just as much a Green Bay Packers fan. Over many years, we had a bet that when the teams played each other, the loser would buy dinner for the four of us—Hal and Mary, and Mona and I—at the next social opportunity. At one of those dinners a few years ago (at which Hal was slated to pick up the bill), a piece of steak got jammed in my throat. Mistakenly thinking that everything would work out OK, I didn't make a fuss. But when my vision had dimmed and the world was fading away, Hal eventually recognized that I was in serious trouble, jumped up, and performed the Heimlich maneuver...three times. After the first two attempts with no results, I realized that this was the way things would end for me, at dinner with my wife and Hal and Mary. Hal's third attempt popped the steak loose, and I could suddenly breathe. After that event, he and I kiddingly suggested that the *HFES Bulletin* should have a headline that read "Hendrick saves Hornick with Heimlich."

Hal saved my life and gave me some additional years. Whenever I remember that reality, it reminds me of the abundance of things that Hal did so well. His life, personal and professional, was indeed wondrous and meaningful. Thankfully, he was aware of the love and respect so many of us had for him.

Richard Hornick is a former president of HFES, collaborated with Hal in the organization and presentation of many professional meeting sessions, and is a coauthor with Hal of a book titled Human Factors Issues in Handgun Safety and Forensics (CRC Press, 2007).

“With rue my heart is laden / for golden friends I had”: Reflections on the Life of Hal Hendrick

by Peter A. Hancock

How does one encapsulate a life in a thousand words? And indeed such a life! — one that has touched so many. Like many other endeavors, I know this task is surely beyond me, but I also know that above all other people, Hal Hendrick would have enjoined me at least to make the attempt. Hal was ever-supportive and enthusiastic, and so in the spirit of Hal and for the spirit of Hal, I offer the following words.



You can see a picture of myself and Hal in a pose I consider to be both symbolic and emblematic. As always, there is the ubiquitous Hendrick smile, looking kindly down in my direction. It is always how I picture Hal. His smile was a constant companion, as he was a constant guide. For me, this is the essence of Hal. It was taken at the combined meeting of HFES and IEA in San Diego in the year 2000. I had the honor that day to be introduced by Hal, who by then had already been president of both organizations. However, my association with Hal was by then of many years' standing, and I would like to recount some stories of that association, given that the exposition of Hal's professional career will be done so much better and more thoroughly by others.

Prior to arriving at USC in 1983, I had known Hal only as one of those authoritative figures at the annual meeting, a respected name but more to be regarded than approached. How wrong I was! I think one of the strongest things about HFES as a professional society is how approachable the major figures actually are, and this is due in no small part to the precedents set by those such as

Hendrick. But I was diffident and somewhat more timid in those days, and my first full professional meeting with Hal was only realized at my hiring interview.

Hal was my unlooked-for champion, already knowing more of my work than many of my then-daily fellows. It was such enthusiasm and collegiality that drew me to the Institute for Safety and Systems Management (ISSM) at USC. I can only say those were golden times. Many stalwarts of our Society populated ISSM, including current IEA President Andy Imada (who has himself written so eloquently and so movingly of Hal, located at <http://hfes.org/Web/DetailNews.aspx?ID=234>). With the likes of David Smith, Ted Brown, Mark Van Slyke, Michelle Robertson, Najm Meshkati, Diane Damos, Mansour Rahimi, Dave Thom, Max Vercruyssen, and others, there was truly a critical mass of individuals devoted to a full spectrum of human factors/ergonomics issues, but its beating heart was Hal Hendrick.

It was during this era that Hal and Ted Brown pioneered the now-famous ODAM conferences, and I remember a faculty meeting we had at the first ODAM Conference in Hawaii, in a room looking out across Waikiki beach. At one point the discussion turned to tenure, and it was agreed that promotion and tenure should be granted to people who had obtained a nationwide reputation. Hal was chairing the meeting and asked Andy Imada what he had just said to me. In the most subtle of deadpans, Andy turned to Hal and replied, "I was just recommending to Hancock that he move to a smaller nation!" Hal's trademark responsive grin lives with me still—and if I close my eyes, I can see him framed against the Hawaiian skies. For me, the man continues as a living presence.

Two years later, ODAM II in Vancouver brought its own highlights, and I can recall the post-ODAM party but critically pre-Canadian Human Factors Society meeting (the latter conference was due to begin the next day). At around 2:30 in the morning, and much against Hal's wise counsel, a group of us (yes, guilty as charged) called up to Ulrika Wallersteiner's room (the organizer of the Canadian meeting) to suggest she come down to carouse with us. Miraculously (for she must have been sleeping), she appeared five minutes later in immaculate dress to rightly chastise our over-merry crowd. It was Hal who intervened and saved us from her rightful Canadian wrath (and you've not seen anything till you've seen Canadians roused)! Thus, it is for me, and I believe also for my colleagues from the halcyon days of ISSM, within whom the brittle barb of death has now bitten so sharp and lodged so deep.

Hal also taught me to shoot firearms (he even taught me to say "firearms" and not "guns"). In 2003 he organized a special workshop, which embraced the last day of the Denver HFES Annual Meeting and the following day (a Saturday) up beyond Pike's Peak, where we shot a virtual arsenal of weapons. Included in the armory was a Thompson's Sub-Machine Gun, and I watched, enthralled, as Hal wrangled the weapon into submission and placed a burst of gunfire into a very small target with deadly efficiency. I distinctly remember the words of the Duke of Wellington springing into my mind at that moment: "I don't know what he does to the enemy but by God he frightens me!" There was always that extra dimension to Hal Hendrick.

In the end, every remembrance is autobiographical in nature, for we grieve above all things for ourselves and our own loss as well as that of all those others who have shared the knowledge of and time with Hal. I shall leave it to them to recount his career and his professional triumphs—and they were so many. There are high honors to speak of, as well as acknowledging Hal's standing in the professional community, whose loss is profound in its own way as is our own personal bereavement. Our thoughts are, of course, with Mary, and all of Hal's family, for they knew of facets of the man that even we, as friends and colleagues, were privileged only to glimpse. But it hurts that I shall no more hear that slightly husky voice and see that beaming smile greeting me. He was my boss, my mentor, my colleague, and he was above all my friend. And so, alas, Hal Hendrick is no more, and I miss him.

Peter A. Hancock is the University Pegasus Professor and Provost Distinguished Research Professor, University of Central Florida Department of Psychology and Institute for Simulation and Training, and Departments of Civil and Environmental Engineering Industrial Engineering and Management Systems. "With Rue my Heart is Laden for Golden Friends I had" from the poem by A. E. Housman (1859–1936), 1896.

Gunga Hal

by *Barry H. Beith*

(*inspired by Rudyard Kipling's "Gunga Din"*)

You may Talk o'gin and beer
When you party safe in here,
And you're sent to endless meetings just to chair it;
But when it comes to hostin'
You'd best hold off on boasting,
And kiss the arse of them who will attend it.
Now in Denver's sunny clime,
Where I've never spent no time
He serves his own Queen Mary, lifelong pal,
And of all that ergo crew,
The finest man I knew
Was our macroergo dude, Gunga Hal.

He was "Hal! Hal! Hal!"
"You limpin' lump o'chalk dust, Gunga Hal!"
"Hi! Slippy hitherao!"
"Lecture, give it! Panee lao,"
"You squidgy-nosed old idol, Gunga Hal."

The uniform he wore
Haberdashers would adore,
For which a pretty penny he did pay,
And the silken tie he knotted,
Matched the socks his wife allotted,
Queer eye for the straight guy style any day.
When the students at SC
In his classroom where he'd be,
Would fight to stay awake till he was through,
They groaned with each new insight,
Till their nerves were frayed and uptight,
Then they'd kiss his arse, cause that what students do.

He was Hal! Hal! Hal!"
"You 'eathen, where you off to travelin' now?"
"Our brains are yours this minute
"Stuff some macroergo in it
"Then we'll let you catch your plane, Gunga Hal!"

I'll remember him on Council
When discussion reached a standstill,
And he'd find a compromise or point of view.
That would mend as well as mentor,
Take the high ground as our center,
He thinks better when hypoxic than most do.
I know 'e loves to travel,
Rubbin' elbows with the rabble,
You can find him in Korea or Cadiz,
But here's where he likes to stop,
Resting on a mountaintop,
With his sage's loincloth flappin' in the breeze.

He is Hal! Hal! Hal!
“Never missed a chance to talk and never will,
“I am sure that when he’s gone,
“And he’s pushing up some lawn,
“If we listen close, he will be talking’ still.

So farewell from us what love ya.
And by all the stars above ya.
May you never miss a plane forever more.
And may all your books be written,
In your sleep, for it be fittin’
That no one work so hard to make us snore!!
Ah, in truth I’m going to miss ya,
Don’t look scared, I will not kiss ya,
I’ll leave that to your Mary (What’s she thinkin’),
And I look to see you later
In some hotel elevator
And we can go to talk and do some drinkin’

And it’ll be Hal! Hal! Hal!
“You Macroerg Dude, what a pal.
“An’ we’ll miss you as we oughta...
“By the Ergonauts that taught ya,
“We are better cause we knew ya, Gunga Hal.”

Barry is currently CEO & CTO of HumanCentric Technologies, Inc. in Cary, NC. He has been a member of HFES since 1977, Fellow since 1997, and a past president of HFES. He was on the Executive Council from 1995-2004. He is proud to have been a friend of Hal Hendrick for two decades and will miss him as will many others.

Just One Tear

*Words to Mark the Passing of a Good Human Being
Professor Hal W. Hendrick
May 13, 2011*

I know that You can hear Me
Please allow Me just One Tear
Then I Promise I will Laugh and Sing
And Thank God that You were Here.

It’s just We feel such Sorrow
By You leaving Us Behind.
Right now it’s Hard to Understand
And Important to Remind...

Ourselves how fortunate We were
To have known so fine a Man
So quick to Laugh, So quick to Care
So quick to Lend a Hand.

Someone who always Left Us
In a Better Place to Be
You’d greet us with a Smile and Hug

And Your generosity.

Whether it was Your Love of Life
Or the Peace the Islands brought
Or Your love for those Your life has Touched
That You mentored and You taught.

Thank you so much for Caring
And for so Willingly
Making those you met in Life
Feel like more than they might Be.

I know that You can hear Me
Please allow Me just One Tear
Then I Promise I will Laugh and Sing
And Thank God that You were Here.

*For Mary and the Family with Love in Loss
In Loving Tribute to a Wonderful Human Being
From Barry and Danna Beith*

A Final Note

Much has already been said, and deservedly so, about Hal Hendrick's notable leadership and achievements in the field of human factors/ergonomics. Simply put, Hal ranked among the "Best in Class" of legacy HF/E professionals.

—*Maureen Hunter*

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