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## Update on the Tune-Up

by *William C. Howell,*  
*HFES President*

In my first column as president, I explained my two main goals for the year: getting our confusing tangle of committees in some kind of order, and improving our ability to promote the Society and the human factors/ergonomics (HF/E) field more effectively to the outside world. Thanks to the thoughtful input provided by the current committee chairs along with encouragement and support from the Executive Council, we're making some headway, and I'm back here to tell you about it.

In a nutshell, I presented a restructuring proposal to the Executive Council at our November meeting, and they bought it in principle. Then we went through it item by item, discussed each proposed change in depth – modifying some, tweaking others – and agreed on a slate of prospective chairs. Some of the changes will require membership approval before becoming final, so they will be implemented on a transitional basis this year. Because I am still in the process of making official appointments, I'd prefer not to name any names at this point.

I can, however, update you on the overall picture. Before getting to that, however, I should mention that we haven't ignored the external relations goal; the first step toward that end was a full-day planning session earlier this year with the Executive Council devoted entirely to these issues. The second step was restructuring the function and working with its future chair to develop a general charge for what will become a new standing committee. Which brings me back to the overview of our structural tune-up.

### Overall Plan

Basically, the idea is to work toward eliminating the ill-defined special committees category, and to organize all these activities under one or another standing committee, defined according to the continuing functional requirements of the Society (serving members, managing awards, etc.). "Special" activities would be handled by time-limited task forces appointed to carry out specific projects under the appropriate standing committee (or other governance body). The present subcouncil structure was deemed by all concerned to be working well, so it will continue as is. However, the function of the subcouncils will be a bit more uniform than it has been, representing the Executive Council in working with and coordinating the committees rather than actually managing these functions, as some have been obliged to do in the past.

As it turns out, it was possible to accomplish these goals without massive – and potentially disruptive – change; when brought into the shop for careful inspection, the HFES engine clearly just needed a tune-up, not a major overhaul. I am firmly opposed to change for the sake of change (or for building some kind of presidential legacy); unlike in the auto repair business, making unnecessary repairs in a well-functioning organizational machine is profitable for no one. I believe the Executive Council shares that view. So let's take a look at where we've ended up, discussing old and new committees under their respective subcouncils.

### Nuts and Bolts

The Internal Relations Subcouncil will continue to coordinate three committees: Student Affairs, Chapter Affairs, and the Council of Technical Groups. Student Affairs, however, will become a standing committee, as it should be.

The Communications and Publications Subcouncil will oversee the Society's publication activities just as it does now (hence the nonexistent Publications Committee now on the books is abolished).

The Standards Subcouncil will continue to oversee the Technical Standards Committee, the Certification Endorsement Special Committee, and the HFES Institute Task Force for the present, but this whole functional area will be the subject of a more in-depth review later in view of the number of important and complex issues involved. However, the current (special) Accreditation Review Committee will be abolished and its function taken over by a new standing committee (Education and Training) and moved to the Professionalism Subcouncil, as noted later.

A number of changes will occur in committees that fall under the Professionalism Subcouncil, although the standing Technical Program Committee and Awards Committee will continue as is, and a task force that was established over a year ago to review the whole awards picture will be reconstituted and work closely with this committee. Also continuing will be the Fellows Selection Committee, which will be shifted from special to standing status.

The major changes in Professionalism will come in the areas of education/training and policy/planning: the former, involving formation of a new standing Education and Training (E&T) Committee; the latter, transformation of the standing Policy and

*continued on page 5*

## NEW! On-Line Consultants Directory

Construction has begun on the new HFES On-Line Directory of Human Factors/Ergonomics Consultants. Any full Member or Fellow is eligible to enter a listing. Visitors to the HFES Web will be able to search the consultant database free of charge. A mailing will be sent this month to qualifying members. (If you are not yet a full Member but believe you qualify for a membership upgrade, please contact the Membership Services Department at [membership@hfes.org](mailto:membership@hfes.org); visit <http://hfes.org/MemberDesk/Menu.html> to determine your member class).

Formerly published biannually as a book, the on-line directory will enable consultants to promote their services for \$150 per year (individuals) or \$250/year (companies). (A company must have three full HFES Members on staff full-time.) Listings include name and contact information, with links to e-mail addresses and Web sites, and specialty areas; educational background and partial client list (optional); and, for company listings, number of employees and names of HFES full Members on staff.

The site will be available on **February 2**. Simply log on, fill out the form, send payment, and your listing will be activated within five business days.

## 2001 HFES Membership Survey

Every five years, the Human Factors and Ergonomics Society surveys the entire membership to collect feedback on the following categories:

- HFES Mission and Priorities
- HFES Outreach Programs
- HFES Communications and Publications
- HFES Governance and Organizational Structure

# Bulletin

Volume 44, Number 1 January 2001

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- Professional Information Needs
- Society Demographics

This year's survey was developed by graduate students at the University of Dayton, under the supervision of William F. Moroney. A pilot survey sent recently to a random sample of HFES members provided invaluable feedback on the construction of the survey. Please watch your mailboxes for the 2001 HFES Membership Survey, scheduled for mailing this month. The results of the survey will be analyzed at the University of Dayton. Once data analysis is complete, a summary of the results will be published in the *HFES Bulletin* and on the HFES Web site.

## Free Placement Service Internship Postings

Beginning January 1, 2001, HFES members may post announcements of internships at no charge on the Placement Service Web site, <http://hfes.org>. (Nonmembers will be charged \$150 for a three-month posting.) Internships should be targeted to students in HF/E programs who will be returning to school after their internship is over. Internships should have a beginning and end date and last no longer than 12 months. The internship should involve students in HF/E work that will complement their HF/E studies and enhance their employability within the HF/E field.

Internship posting order forms may be requested by contacting Stefanie Alexander at 310/394-1811 or at [placement@hfes.org](mailto:placement@hfes.org). The order form can also be downloaded at <http://hfes.org/Placement/Menu.html>. ☒

## AWARDS

### Nominations for Awards

Each year during the HFES Annual Meeting, the Society honors outstanding persons who have made significant contributions to the human factors/ergonomics discipline. Nominations are requested for five of the awards. Members of the Society nominate persons for each of these awards, though there is no requirement that nominees be members of the Society. All Members are urged to submit nominations for these awards, and technical groups are especially encouraged to nominate exceptional colleagues.

Submissions should be sent to the appropriate subcommittee chair before *March 30, 2001*. This deadline is necessary to allow time for (1) subcommittee review and decision, (2) Executive Council action, and (3) HFES President William C. Howell to inform the winners and invite them to participate in the awards ceremony at the 45th Annual Meeting in Minneapolis.

Students are encouraged to compete for the Alphonse Chapanis Student Paper Award by submitting a paper for the meeting with an award application form.

The awards for which nominations are sought, and their subcommittee chairs, are as follows:

**Distinguished International Colleague Award:** This award recognizes a non-U.S. citizen who has made outstanding contributions to the human factors/ergonomics field. Gathering supporting information on individuals who live abroad may be slow and difficult, so early attention by potential sponsors is suggested. A résumé or curriculum vitae and two letters of support are required for nomination. Subcommittee chair: Waldemar Karwowski, University of Louisville, J. B. Lutz Hall, Room 445, Center for Industrial Ergonomics, Louisville, KY 40242; 502/852-7173, fax 502/852-7397; karwowski@louisville.edu.

**Paul M. Fitts Education Award:** This award identifies a person who has made exceptional contributions to the education and training of human factors specialists. Candidates considered for this award should include persons currently or previously engaged in college or university teaching of human factors material and/or those who have written significant textbooks in the human factors field. The principal criteria for evaluation should be the influence that the candidate has had on students and/or how extensively the candidate's work has been used by educators in general. A résumé or curriculum vitae and two letters of support are required for nomination. Subcommittee chair: Kenneth R. Laughery, Rice University, Psychology Department, Houston, TX 77005; 713/527-4862, fax 713/285-5221; laugh@ruf.rice.edu.

**A. R. Lauer Safety Award:** This award recognizes a person for outstanding contributions to human factors aspects in the broad area of safety. This includes human factors work that has led to reduced accidents and injuries in industry, aviation, surface transportation, and consumer products, among others. A résumé or curriculum vitae and two letters of support are required for nomination. Subcommittee chair: Rudolph G. Mortimer, University of Illinois, 4 Gerty Dr., Champaign, IL 61801-5826; 217/367-4705, fax 217/384-5424; rgm@uiuc.edu.

**Alexander C. Williams, Jr., Design Award:** This award is intended to recognize those who have made outstanding contributions to the conception or design of any product, service, or system that has had a significant impact on users and exemplifies the excellent use of empirical human factors design principles. A résumé or curriculum vitae and two letters of support are required for nomination. Subcommittee chair: Jack Stuster, Anacapa Sciences, Inc., P.O. Box 519, 301 Olive St., Santa Barbara, CA 93102-0519; 805/966-6157, fax 805/966-7713; jstuster@anacapasciences.com.

**Jack A. Kraft Innovator Award:** This award honors a person for significant efforts to extend or diversify the application of human factors principles and methods to new areas of endeavor. A résumé or curriculum vitae and two letters of support are required for nomination. Subcommittee chair: Stuart O. Parsons, Parsons and Associates, 19740 Via Escuela Dr., Saratoga, CA 95070-4445; 408/867-0987, fax 408/741-4975; sop@pacbell.net. ☒

## EXECUTIVE COUNCIL

# Executive Council Meeting Report

The annual meeting of the HFES Executive Council took place November 3-4, 2000, in Santa Monica. Following is a summary of the actions taken at the meeting.

### 50th Anniversary

A task force will be formed to develop a plan for celebrating the Society's 50th anniversary in 2007.

### Annual Meetings

Locations were approved for two future meetings: 2003 in Denver, Colorado, and 2004 in New Orleans, Louisiana. Specific dates have not yet been confirmed.

Beginning in 2001, the annual meeting registration fee for students who are not HFES members will be \$30 higher than the student member fee.

### Awards

Operating Rules regarding the A. R. Lauer Safety Award will be revised and updated to reflect the award's focus on any area of safety (formerly the focus was on traffic safety).

Other Operating Rules pertaining to Awards Committee procedures were approved to (a) clarify procedures in case of a tie between candidates for an award; (b) require, at minimum, a curriculum vitae and two letters of support for any candidate; and (c) clarify the process for submission of a second candidate to Executive Council after it rejects the initial candidate.

### Budget

Council approved the following budget for 2001:

#### Estimated Income

Membership Dues .....	\$ 563,500
Membership Services .....	113,450
Communications/Publications .....	466,525
Annual Meeting .....	155,225
HFES Institute .....	85,625
Miscellaneous .....	27,450
<b>Total estimated income .....</b>	<b>\$1,411,775</b>

#### Estimated Expenses

Membership Services .....	\$ 94,250
Publications .....	434,869
Administrative .....	623,215
Committees and Officers .....	75,150
Annual Meeting .....	62,000
HFES Institute .....	73,638
Interorganizational .....	23,100
<b>Total estimated expenses .....</b>	<b>\$1,386,222</b>

**Estimated 2001 surplus .....** **\$25,553**

### Fellows

Minor modifications were made to some Operating Rules to facilitate the selection of Fellows. In addition, Council agreed that if a member of the Executive Council nominates or recom-

*continued on page 5*

# 1999 Financial Report

The Human Factors and Ergonomics Society's 1999 audited financial report, received by Secretary-Treasurer David L. Post in December 1999, was prepared by Castillo & Ebenhoch, an accountancy corporation. The firm audited the following statement of assets and liabilities – cash basis of Human Factors and Ergonomics Society, Inc. (a nonprofit organization) at December 31, 1999, and the related statements of revenues and expenses – cash basis and of changes in fund balance – cash basis for the twelve months then ended. These financial statements are the responsibility of the Human Factors and Ergonomics Society's management. The firm's responsibility is to express an opinion on these financial statements based on its audit.

In addition to the regular Society funds, the firm reviewed the A. Chapanis Award Funds. These funds had a balance of \$10,630 at January 1, 1999; at December 31, 1999 the balance was \$16,166.

The firm conducted its audit in accordance with generally accepted auditing standards. Those standards require that the firm plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statement. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. The firm believes that its audit provides a reasonable basis for its opinion.

As described in Note 1, these financial statements were prepared on the basis of cash receipts and disbursements, which is a comprehensive basis of accounting other than generally accepted accounting principles.

In the firm's opinion the financial statements referred to above present fairly, in all material respects, the assets, liabilities, and fund balances of Human Factors and Ergonomics Society, Inc. as of December 31, 1999, and its revenue, expenses, and the changes in its fund balances for the twelve months then ended, in conformity with the basis of accounting described in Note 1.

**Statement of Assets and Liabilities – Cash Basis  
December 31, 1999**

<b>Assets</b>	
<b>Cash on deposit</b>	
Bank Of America Checking .....	\$ 79,924
First Federal Bank .....	4,557
PaineWebber Money Market and Certificates of Deposits (Note 5) .....	340,848
Total Cash on Deposit .....	\$ 425,329
<b>Investments</b>	
Vanguard STAR Fund, at cost (Note 7) .....	\$ 5,712
<b>Total assets</b> .....	<b>\$431,041</b>

**Liabilities and Fund Balance**

Reserve for current payable (Note 3) .....	\$ 12,000
Total liabilities .....	\$ 12,000
Fund balance .....	419,041
<b>Total liabilities and fund balance</b> .....	<b>\$431,041</b>

**Statement of Changes in Fund Balance – Cash Basis  
for the 12 Months Ended December 31, 1999**

Balance – January 1, 1999 .....	\$ 578,920
Plus: excess of expenses over revenues .....	(159,879)
<b>Balance – December 31, 1999</b> .....	<b>\$419,041</b>

**Statement of Revenues and Expenses – Cash Basis  
for the 12 Months Ended December 31, 1999**

<b>Revenues</b>	
Individual memberships .....	\$487,553
Sustaining memberships .....	7,800
Journals .....	200,338
Bulletins .....	30,913
Directory sales and ads .....	5,413
Consultants directory .....	1,692
Salary survey .....	1,978
Proceedings .....	52,382
Ergonomics in Design .....	18,403
Monographs .....	2,720
HFES Institute .....	17,734
Proceedings collection .....	14,996
Interest income .....	17,078
Certificates and collectibles .....	2,364
Membership list sale .....	7,404
Annual meeting .....	139,496
Placement .....	50,835
Miscellaneous .....	6,509
<b>Total revenues</b> .....	<b>\$1,065,248</b>

<b>Expenses</b>	
<b>Publication expense</b>	
Bulletin .....	\$ 50,288
Journal .....	78,860
Directory and yearbook .....	33,863
Ergonomics in Design .....	43,012
Proceedings .....	36,904
Other publication expense .....	46,997
<b>Total publication expense</b> .....	<b>\$289,924</b>

<b>General and administrative expense</b>	
Salary and related costs .....	\$455,841
Mailings expenses .....	30,408
Office expense .....	115,441
Placement service .....	1,989
Accounting and legal .....	17,883
Committee and other (Note 4) .....	118,230
Annual meeting .....	125,997
Computer, web site, & related expenses .....	17,463
Member services .....	28,005
Interorganizational .....	23,946

<b>Total General and Administrative Expense</b> .....	<b>\$935,203</b>
<b>Total expenses</b> .....	<b>\$1,225,127</b>
<b>Excess of expenses over revenues</b> .....	<b>\$(159,879)</b>

**Note 1 – Summary of Significant Accounting Policies**

This summary of significant accounting policies of Human Factors and Ergonomics Society, Inc. (the organization) is presented to assist in understanding the organization's financial statements. The financial statements and notes are representations of the organization who is responsible for their integrity and objectivity.

*Activity.* The organization is a non-profit entity. The organization is an interdisciplinary organization of professional workers concerned with the role of humans in com-

plex systems, the design of equipment and facilities for human use, and the development of environments for comfort and safety. The membership is composed of psychologists, engineers, physiologists, and other scientists from the United States and around the world.

Human Factors and Ergonomics Society, Inc. promotes research and the application of human factors in the design, development, use, and evaluation of machines, systems, environments, and devices.

*Basis of accounting.* The organization's policy is to prepare its financial statements on the cash basis of accounting; consequently, certain revenues are recognized when received rather than when earned, and certain expenses and purchases of assets are recognized when cash is disbursed rather than when the obligation is incurred.

**Note 2 – Property and Equipment**

It is the organization's policy to expense all capital assets purchased throughout the year. This year the total capital assets purchased totaled \$17,463.

**Note 3 – Reserve for Current Payable**

This represents a segregation of surplus for bills due at December 31, 1999. This represents \$12,000 for miscellaneous payables.

**Note 4 – Committee and Other**

Awards .....	\$ 978
Chapter Affairs .....	4,128
Miscellaneous .....	4,541
Public Relations .....	13,857
Technical Standards .....	37,503
Technical Program .....	1,946
Strategic Planning .....	23,046
Executive Council .....	32,231
	<b>\$118,230</b>

**Note 5 – Concentrations of Credit Risk**

The organization maintains its cash balances at several financial institutions located in Santa Monica, California. Accounts at each institution are insured by the Federal Deposit Insurance Corporation up to \$100,000. At December 31, 1999, there were no uninsured cash balances at these financial institutions.

The organization also has an account at Paine-Webber Incorporated, which is insured by the Security Investor Protection Corporation up to \$100,000 for cash balances and \$500,000 for the total account. At December 31, 1999, the organization's uninsured cash balance at PaineWebber totaled \$240,000.

**Note 6 – Pension Plan**

The Organization has a Tax-Deferred Annuity Plan using Teachers Insurance and Annuity Association-College Retirement Equities Fund (TIAA-CREF) Annuities that meet the requirements of section 403(b)(1) of the Internal Revenue Code.

Benefits are provided by individually insured contracts issued by TIAA-CREF to each participant. The guaranteed rate basis for premiums applied to TIAA Retirement Annuity contracts is in accordance with the terms of the participant's individual annuity contract.

The plan is a defined contribution plan, which covers all full-time employees with two years of service. The plan calls for contributions of 10% of compensation for participants for the first three years in the plan and 12.5% of compensation thereafter. The contribution for 1999 is \$27,618.

**Note 7 – Investments**

The organization has the following mutual fund with the Vanguard Group.

	<b>Cost</b>	<b>Fair Market Value</b>
304.787 shares of Vanguard STAR Fund \$5,712 .....	\$5,712	\$5,530



## *Update on the Tune-Up* (continued from page 1)

Planning (P&P) Committee that is currently on the books from myth to reality. Each of these moves calls for a bit of explanation.

E&T currently exists as a special committee with a very narrowly defined mission: development of a specific genre of special education programming. This is an important function, as is continuing education in general, but there are other education and training issues (e.g., those associated with graduate training and program accreditation) that have no home in our present structure. Only Accreditation Review, which exists within a relatively inactive special committee that is being eliminated, is covered. The new E&T Committee will assume this function along with all others involving the important business of educating and training for our professionals.

P&P currently amounts to the president-elect, who leads a planning exercise at the beginning of his or her term that presumably lays out the agenda he or she hopes to address as president. On the premise that policy and planning should involve a bit more comprehensive and sustained attention (and continuity) than this, the new P&P Committee will continue the current planning day practice – which is valuable – but broaden its scope to include a larger planning and policy mission. It will consist of perhaps five members, and, though chaired by the president-elect, will have the continuity afforded by continuing multiyear-term memberships.

The periodic review and updating of the Strategic Plan will be taken over by the new P&P. Also included in its mission will be activities such as the current review of the Society's Operating Rules, and a close working relationship with the Technical Advisory Group (TAG), which now exists as a totally independent special committee. The TAG's job has been, and will continue to be, providing vision: informing the Society of opportunities and emerging developments that lie just over the horizon. A tie-in with P&P would seem like a good way to move visions closer to actions.

Finally, a new standing committee will be established to handle policy issues involved in the planning and management of the annual meeting. The number and seriousness of such issues are growing almost exponentially and cannot be dealt with entirely by our professional staff. Hence the new Annual Meeting Policy and Planning Committee.

The standing committees currently falling within the purview of the External Relations Subcouncil (Government Relations, Public Relations) will be combined into a single Outreach Advisory Committee charged with articulating and recommending processes and mechanisms through which the Society can execute some of the plans and ideas that have surfaced from the many discussions held on these topics over the years. The reason for combining the functions is because, functionally, they are so closely related; the reason for shifting them from special to standing should be obvious to anyone who appreciates how far outside the lexicon of household words the terms *human factors* and *ergonomics* lie.

Finally, we have the Member Services Subcouncil. More than a half-dozen committees and task forces deal with one or another membership function, and the task of overseeing and, in many respects, managing the whole thing has fallen to the chair of the

subcouncil, Betty Sanders. Because Betty has been willing and able to serve this function, and done so exceptionally well, this arrangement has worked. However, it is not good practice to build organizational structure around individuals who, after all, do not stay in those roles forever. Given the number of membership activities to be coordinated, therefore, a new standing Membership Committee will be formed with Betty as its initial chair (she will relinquish her role as chair of the subcouncil).

The following existing committees will become subcommittees under the Membership Committee: Membership Diversity, Welcome, Sustaining Membership, and possibly a new one dealing with recruiting and marketing, if the new committee decides it needs one rather than taking on that function itself. The special Membership Strategic Plan Committee will be abolished, and its function will be taken over by the newly formed Membership Committee. The functions of the special Volunteerism Committee and Women's Issues Task Force will gravitate to the staff and Diversity Subcommittee, respectively, and both of these special committees will fade away.

Well, that's the total picture presented in a way that, I hope, will explain the rationale for each move. What it probably doesn't give you is a big-picture view of the bottom line: what the organization will look like once all these changes are fully implemented. This was a calculated omission. Now that I've piqued your interest, I can squeeze another column out of the rest of the story, presenting not only the structural picture but also the individuals who will be heading up each of the functions depicted. Another reason is that there are still a few structural details to be worked out – call it the test drive, if you will. I'd rather not hand over the keys until we are sure the tune-up is complete. ☉

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## *Executive Council* (continued from page 3)

mends someone for Fellow, he or she will not be permitted to vote for that candidate.

Honorary Fellows will not be eligible to serve on the Fellows Selection Committee or to vote for candidates.

### **Membership**

Members who join in the final quarter of any year will be entitled to a prorated dues rate; however, they will not receive issues of publications produced before they joined.

New members and changes of membership status were approved, as follows: 71 Members, 55 Associates, 271 Affiliates, 191 Student Affiliates, 7 Member to Fellow, 21 Associate to Member, 6 Affiliate to Member, 10 Transitional Associate to Associate, 51 Student to Transitional Associate, 4 Affiliate to Associate, and 11 Members and Fellows to Life Member/Life Fellow.

### **Publications**

Council approved publication of two titles in 2001: Volume 2, *Human Factors Perspectives on Warnings*, covering proceedings papers from 1994 through 2000, edited by Michael S. Wogalter, Stephen L. Young, and Kenneth R. Laughery, Sr.; and *The Ergonomics of Sound*, a new proceedings collection edited by Ellen C. Haas and Judy Edworthy. ☉

# Bulletin

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Opinions expressed in BULLETIN articles are those of the authors and should not be considered as expressions of official policy by the Human Factors and Ergonomics Society.

**FLASH!**

**PLEASE NOTE:**

**January 30**  
**Directory Listing Updates Due**

**February 1**  
**Fellow Nominations Due**

**March 30**  
**Awards Nominations Due**

**ANNUAL MEETING DATES**  
**TO REMEMBER:**

**March 19**  
**Proposals Due**

**June 8**  
**Author Kits Mailed**



**Human  
Factors  
and  
Ergonomics  
Society**

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