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Welcome to New Orleans!

By John Guignard, Chair, HFES 2004 Host Committee

This year, the 48th Annual Meeting's venue is our theme. On September 20-24, we meet in New Orleans for the first time in HFES history. Teachers, students, researchers, consultants, and other human factors/ergonomics (HF/E) professionals are welcome.

The HFES 2004 Host Committee invites members and non-members to come and, as we say in New Orleans, "pass a good time" in this cosmopolitan seaport city on the mighty Mississippi River - magical birthplace of jazz and famous for fine dining. HFES 2004 will be a memorably enjoyable meeting, not just for the scientific discourse and professional camaraderie but also for the New Orleans experience. As 19th-century journalist Lafcadio Hearn wrote, "Her glamour is strongest upon them whom she attracts to her from less hospitable climates." I believe those words are still true of the Crescent City - so named for the great bend in the river between the historic French Quarter and the Mississippi's west bank.

Social and Technical Offerings

The HFES Technical Program Committee and our 21 Technical Groups have prepared a program spanning five days of almost 120 lecture and poster sessions, colloquia, panels, symposia, demonstrations, tutorials, and workshops. A daily on-site newsletter will publish ephemera such as special meetings and programs, schedule changes, and other HFES news and notes.

HFES 2004 begins with the Opening Reception at the Sheraton New Orleans, our headquarters hotel, which is close to the riverfront and across the street from the French Quarter. Other opportunities abound to enjoy the city and its unique culture and laid-back fun immediately before and during HFES week. Three sightseeing tours are offered on the Sunday and Monday prior to the meeting (note that special rates at the Sheraton New Orleans are available three days before and three days after the meeting). These include a city tour, a look at historical cemeteries with Voodoo associations in New Orleans, a Louisiana swamp adventure, and an evening walking tour of allegedly haunted places in the French Quarter.

Because we are in what many would describe as the culinary

capital of America, in lieu of our usual Thursday evening social option, the Host Committee will coordinate group dinners at some of the most notable local restaurants. Sign-up lists and copies of menus will be displayed at a table in the registration area. Simply stop by the table anytime from Monday through Wednesday evening to sign up for the eatery of your choice. Seating at each restaurant may be limited to 20 or fewer people, depending on its size.



New Orleans' charming French Quarter

Source: New Orleans Metropolitan Convention and Visitors Bureau, Inc.

The Host Committee has arranged 14 fascinating technical tours in and around New Orleans that will illustrate a broad variety of contemporary applications of HF/E, beginning on Tuesday morning following the Plenary Session through Thursday, September 23:

- Audubon Aquarium (behind-the-scenes, technology and people management), two tours
- Belle Chasse Naval Air Station and Joint Reserve Base (flight line and combat training simulator)
- City of New Orleans Offices of Emergency Preparedness and Homeland Security

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Please Stay at the Sheraton New Orleans!

By Betty Sanders & Lynn Strother

The title of this article says it all – as President of HFES, I am urging you to consider staying at the Sheraton New Orleans Hotel when you attend this year's annual meeting in that great city. I know this is an unusual request and one that probably no HFES president has ever made previously. Let me explain why.

In this day and age, it is well known that there are frequently some very good deals available on the Internet for hotel rooms. Sometimes, those deals are even better than the rate negotiated directly with the hotel or through a conference planner. It would be very reasonable and frugal to take advantage of those rates whenever possible, as they could save you and/or your company money. You may even be presented with this option when making travel planning for the 2004 HFES Annual Meeting in September. However, for a few moments, consider an "unreasonable" alternative, that of staying at the New Orleans Sheraton even if it is not the lowest rate you can find. This request is made because for many complicated reasons, HFES could incur financial penalties if an insufficient number of its attendees do not stay at the Sheraton New Orleans, which is the headquarters hotel.

How We Save Hotel Costs

As you may know, HFES selects the site (city and hotel) for its conferences about five years in advance. Professional organizations like HFES must make their meeting plans well in advance of the event to ensure that when the time of the meeting arrives, they are at the destination of choice, not just the facility that has lots of rooms available at the time. This is accomplished by selecting a headquarters hotel and entering into a contractual agreement with it several years before the event.

The contract signed with the hotel specifies, among other things, the number of guest rooms that must be set aside (held) and compatible food/beverage costs. Hotels insist on this agreement, frequently called an "attrition provision," because it financially

obligates the organization for all of the guest rooms and stipulates that if the organization does not meet its commitment, it must pay the hotel the difference between the revenue that should have been received and the revenue that is actually received. This attrition provision has worked very well for HFES in the past because the group rate offered to conference attendees by the hotels was considerably lower than the rate offered to other nonconference guests.

Changes That Affect HFES

Recently, hotels have changed their booking policies and procedures in an effort to maximize their occupancy rate. They now offer rates via the Internet that compete with the rates offered to conference attendees. Up until the year 2003, HFES never had to pay an attrition penalty, but that changed with the Denver meeting. There were plenty of lower-priced lodging options in Denver and, therefore, many special deals available on the Internet. These deals could not have been envisioned five years ago when the original contract with the headquarters hotel was signed. Were it not for skillful negotiations by our meeting planner, Steve Marlin, HFES would have had to pay a hefty penalty. With much effort, the attrition penalty was reduced from \$80,000 to \$13,000.

Penalties for attrition are becoming common throughout the meeting industry in the wake of the huge impact of the September 11 disaster. The years 2002 and 2003 were extremely problematic for the hospitality and association industries alike. This has created a huge challenge for the HFES meeting planner, who continually tries to secure an adequate number of rooms for meeting attendees at the headquarters hotel. If he underestimates the number of rooms, attendees are inconvenienced by having to find their own lodging; if he overestimates, HFES financial resources are put at risk. New Orleans creates a particular challenge because there are many hotels right near the headquarters hotel with comparable rates to the Sheraton. Meantime, HFES is being held to a room block commitment negotiated several years ago, and we need to fill those rooms.

More and more conference attendees from all associations who meet on a regular basis are choosing to stay outside the headquarters hotel. This leads to heavy attrition penalties being levied on associations. In response, some associations are choosing to discount the registration fees of those who are staying in the headquarters hotel. Others are requiring a room key as an entry ticket to official association-sponsored meal functions. Other associations are eliminating the room block altogether and are allowing their attendees to fend for themselves in finding hotel rooms.

HFES does not find these options acceptable, nor does it want to raise registration fees to reduce the financial risk to the organization. Therefore, we have decided to take the interim step of a direct appeal to you, our members and nonmember attendees. HFES does its very best to hold the annual meeting in attractive facilities that meet conference needs for meeting space while providing attendees with a pleasant and comfortable experience. By negotiating an adequate number of sleeping rooms, we are also able to negotiate concessions that keep the cost of the meeting at a reasonable level: complimentary meeting space, cost breaks on food and



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beverages, discounts on A/V equipment rental, and more. Such concessions would not be available without a substantial room block commitment to the hotel. To continue this practice in the future, we are asking for your help.

Book at the Sheraton New Orleans Today!

This article was written to inform members about the new meeting planning issues and to appeal to you to support HFES by staying in the headquarters hotel, even if that means you might find a slightly better rate at a hotel down the street. We hope you'll forsake short-term individual gains in favor of long-term benefits to HFES and decide to stay at the Sheraton New Orleans. Also consider the added convenience and enhanced networking opportunities afforded by staying there. The resulting quality of your meeting experience will make it well worth your investment. **Please note that if you stay at the Sheraton New Orleans at a lower Internet rate or a corporate rate, HFES will still get credit.**

We hope that in the future, the hospitality industry and the association community will be able to write agreements that better service both parties. HFES staff and meeting planners are staying well informed about possibilities for dealing with this new environment and are doing everything possible to reduce risk. Thank you so much for your consideration. For booking information at the Sheraton New Orleans Hotel, go to <https://www.starwoodmeeting.com/StarGroupsWeb/booking/landingPage.jsp>, or call the hotel's reservations desk at 504/525-2500.

Keynote Speaker Focuses on Highway Safety



Col. James E. Champagne

Mounting traffic deaths and injuries have made highway safety a pressing public health issue, according to the keynote speaker for the 2004 HFES Annual Meeting. Col. James E. Champagne, executive director/Governor's Highway Safety representative for the Louisiana Highway Safety Commission, will speak during the Tuesday morning plenary session (September 21) at the New Orleans Sheraton Hotel.

Champagne's talk, "Highway Safety: A National Problem," will address safety issues such as drunk driving, speeding, and the failure to use seat belts.

Champagne was appointed head of the Louisiana Highway Safety Commission by Governor M. J. Foster in 1996. The commission serves as the coordinating agency between the National Highway Traffic Safety Administration (NHTSA) and state and local governments. The primary objective of the commission is to reduce the severity and number of traffic crashes, deaths, and injuries on Louisiana highways through proper problem identification.

As the Governor's Highway Safety Representative, Champagne is helping the state implement a wide range of highway safety programs that have earned him plaudits from several organizations. He was awarded the 1998 J. Stannard Baker Award by the International Association of Chiefs of Police (IACP) and NHTSA in recognition of his outstanding achievements in highway safety. Later that year, Champagne was recognized for his traffic safety efforts in Louisiana: He received the Chairman's Award from the Metropolitan Safety Council of New Orleans, and Triple A and the Safety and Occupational Health Council of Baton Rouge awarded him the Traffic Safety Achievement Award. Champagne has also received awards from Students Against Drunk Driving and Mothers Against Drunk Driving for his traffic safety efforts.

Champagne began his service in 1966 as a state trooper in Baton Rouge. During his time with the state police, Champagne had numerous commands, culminating with his promotion to lieutenant colonel, chief of staff for the Louisiana State Police.

Champagne has a degree in criminal justice from Southeastern University in Hammond, Louisiana, and a diploma in police administration and traffic management from Northwestern University in Evanston, Illinois. He is a member of the IACP and the Louisiana State Troopers Association. Champagne also serves as the vice chairman of the Governor's DWI/Vehicular Homicide Task Force and is a member of the Louisiana Responsible Vendor Board, the Council on Automobile Insurance Rates and Enforcement, the Railroad Task Force, the Metropolitan Safety Council of the New Orleans Area, and the East Baton Rouge Mayor's Traffic Safety Committee.

New Orleans Logistics

By Steve Marlin, HFES Meeting Planner

New Orleans is as unpredictable as it is beautiful to see. This bayou city blends the majestic and historic with the mysterious and magical. Wander the cobblestone streets of the historic French Quarter with its unabashedly opulent and quirky architecture, or visit the first-class art museums and galleries that dot the city. Enjoy world-class jazz and the sights and sounds of Bourbon Street. There are more than 3000 restaurants in the city, many of which have been owned and operated by the same families for generations.

Accommodations

The Sheraton New Orleans Hotel, our headquarters, puts you in the heart of business, entertainment, dining, and nightlife. Splendidly refurbished with tasteful accommodations, gracious service, and progressive technology, the Sheraton New Orleans is the city's premier convention hotel. On historic Canal Street, bordering the French Quarter, the hotel is just minutes from the Mississippi River, Harrah's Casino, the Aquarium of the Americas, the Superdome, world-class shopping, and award-winning cuisine.

To reserve a room at the special HFES rate, complete the hotel reservation form in your Registration Packet (arriving in your mailbox soon and available at the HFES Web site, <http://hfes.org>)

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Welcome to New Orleans!

(continued from page 1)

- Delgado Community College (ship's bridge simulator and firefighter training)
- Entergy River Bend (nuclear power safety training facility)
- FBI New Orleans Division (state-of-the-art facility and Community Outreach Program)
- Industrial Safety & Rehabilitation Institute (ergonomic employment evaluations)
- Ochsner Clinic Foundation (architectural design and building-in of new surgical units)
- Port of New Orleans (fireboat tour of port facilities and U.S. Coast Guard security presentation)
- Tulane University Center for Minimally Invasive Surgery (laparoscopy training technology)
- WWL-TV4 (newsroom, studios, and engineering departments)
- Louis Armstrong New Orleans International Airport (passenger safety and security methodology and procedures)
- Jefferson Parish Emergency Operating Center

Details are at the HFES Web site, <http://hfes.org>. Attendance at these tours is often very limited, and popular tours fill up quickly, so register early!

About Town

Much of what's worth seeing (or hearing, if music is your joy) in New Orleans is readily accessible on foot from the hotel: the riverfront and the historic and architecturally fascinating French Quarter, with its restaurants and pubs, museums, galleries, monuments, parks, shops, and peaceful residential courtyards. Space limitations do not permit me to detail the New Orleans music scene – from famous jazz bands to the Louisiana Philharmonic Orchestra (season opens on September 18 with a Tchaikovsky concert in the Orpheum Theatre, a few minutes' walk from the Sheraton). For more about musical events, go to <http://www.bestofneworleans.com>.

Farther afield, one can explore the Garden District and Uptown to the Audubon Park and Zoo and the university area by a self-guided tour on the famous Saint Charles Avenue Streetcar line. Also, newly reopened after an interval of 40 years, the Canal Street line stops at the Sheraton and can take you to the riverfront or toward Lake Pontchartrain to New Orleans' distinctive above-ground cemeteries, then on to City Park with its lush botanical gardens, huge old oak trees, and lagoon; and the New Orleans Museum of Art (www.noma.org).

The two modern streetcar lines (red cars) in New Orleans, but not the historic St Charles Avenue line, are ADA accessible. Detailed information about New Orleans' extensive streetcar and bus systems is available from the Regional Transit Authority's Web site, www.regionaltransit.org.

New Orleans is essentially a water-girt artifact diligently preserved by the U.S. Army Corps of Engineers, as much of the city lies below mean sea level and is protected against the Mississippi River, floods, hurricanes, and tidal surges by levees and an elab-

orate system of pumping stations to get rid of rising water. The Sheraton and all the surrounding high-rise buildings in the Central Business District (CBD) are floating on an infrastructure of pilings or rafts in the geological ooze of the Mississippi's floodplain beneath our elegant streets. The city's location destined it to be one of America's leading seaports and transportation centers.

For International Visitors

Depending on your location outside the United States, an entry visa may be necessary; and the appropriate type of visa may depend on whether your professional participation in HFES 2004 is considered active (e.g., if you are presenting a paper). Go to http://www7.nationalacademies.org/visas/Traveling_to_US.html for details. In addition, some technical tours require a passport and photo identification for admittance.

Louisiana offers tax-free shopping to holders of non-U.S. passports and round-trip international airline tickets (but this tax-free policy does not include hotel stays or restaurant meals). Sales tax refund claims are processed upon international departure at Louis Armstrong New Orleans International Airport.

Climate and Weather

It is likely to be hot (90s Fahrenheit, 31–35 Centigrade) and humid but generally fair. However, most stores, restaurants, museums, bars, and taxicabs are air-conditioned. Sudden (usually afternoon) thunderstorms are possible. Weather information and storm terminology is continuously broadcast by local TV and radio stations during storm watches. Bring comfortable summer clothing and good walking shoes for strolling in the French Quarter and sightseeing; we also recommend lightweight rain gear.

Where to Get More Information

The New Orleans Metropolitan Convention & Visitors Bureau (<http://www.neworleanscvb.com>; 504-566-5011 or 800-672-6124) is a mine of information for the visitor. The bureau publishes a comprehensive visitor's guide to New Orleans and provides many on-line services, including restaurant reservations. *Gambit Weekly*, New Orleans' alternative newspaper (available free every Tuesday from racks around town or on line at <http://www.bestofneworleans.com>) publishes a useful cuisine section listing restaurants by type, location, and price range. For those interested in Louisiana's history, geography, culture, and economy, I recommend the compact but encyclopedic *Louisiana Almanac* (Pelican Press, 2002), available at local bookstores and public libraries. A lot about the city can be learned from its official Web site, www.new-orleans.la.us. Further local information will be found in your registration bag.

Never mind Hearn's reference to New Orleans' "days of dreamy langors and perfumes": We shall all of course be attending HFES technical or other working sessions with due diligence by day. Hearn continued, "There are few who can visit [New Orleans] for the first time without delight... few who can ever leave her without regret, and none who can forget her strange charm when they have once felt its influence." In modern times, it has been said that New Orleans is one of three cities in America that possesses a personality. We promise you New Orleans! ☒

New Orleans Logistics

(continued from page 3)

and mail it directly to the hotel. You can also make your reservation on the Internet by going to <https://www.starwoodmeeting.com/StarGroupsWeb/booking/landingPage.jsp>, or call the hotel's reservations desk at 504/525-2500. Group rates apply three days before and three days after the 48th Annual Meeting.

Discounted rooms for students are available at the Hotel Monaco. Reserve by calling the toll-free number (866/685-8359) or direct (504/561-0010). Rooms are limited, and reservations should be made no later than August 19. You must identify yourself as being with the Human Factors and Ergonomics Society to receive the discounted rate.

We urge you to stay at our headquarters hotel. It's good for you and critical for the Society. (See Betty Sanders' article on page 2.)

Getting There

The Internet now offers numerous opportunities for attendees to take advantage of low-cost airline and auto rental rates without having to pay travel agency service fees. All major airlines serve the Louis Armstrong New Orleans International Airport (MSY, www.flymsy.com), including Air Canada, American West, American Airlines, Continental, Delta, Frontier, JetBlue, Northwest, Southwest, United Airlines, and US Airways. Additional travel-booking Web sites include Orbitz (www.orbitz.com), Expedia (www.expedia.com), and Travelocity (www.travelocity.com).

Remember that as an HFES member, you are entitled to discounted car rentals from Hertz (800/654-2210 in the U.S. and 800/263-0600 outside the U.S. or www.hertz.com, discount code CDP#1017806) and Alamo (800/354-2322 or www.alamo.com, discount code 558386, rate code BY, coupon code DH5B).

Ground Transportation and Parking

A cab ride to the hotel costs \$28 for one or two persons and \$12 for each additional passenger. Pick-up is on the lower level, outside the baggage claim area.

Shuttle service is available from the airport to the hotel for \$13 per person one way, \$26 per person round-trip, or \$24 per person round-trip for two or more people when purchased at the airport. For more information or to make a reservation, call 866/596-2699 (toll free within the U.S.) or 504/522-3500. Advance reservations are required 48 hours prior to travel for all ADA-accessible transfers. Ticket booths are located on the airport's lower level in the baggage claim area.

There is no self-parking at the hotel, and although there are a number of parking garages in the area around the hotel, most do not allow overnight parking. Valet parking at the hotel is \$27.94 per night, with unlimited ins and outs.

So plan to join us at the 48th Annual Meeting and just sit back and relax. As they say in New Orleans, "Laissez les bons temps rouler," or let the good times roll!

Display Educational Materials

During the HFES 48th Annual Meeting, representatives of graduate and undergraduate programs in human factors/ergo-

nomics are invited to display brochures, applications, and other materials at an exhibit booth hosted by the HFES Education Technical Group and the Student Affairs Committee. The booth will not be staffed, but program representatives who wish to be present during exhibit hours may do so (limited to four people in the booth at any given time). HFES will provide a VCR and monitor for those who wish to run videos promoting their programs.

The exhibit will be open on Tuesday, September 21, from 3:00 to 6:00 p.m.; on Wednesday, September 22, 9:00 a.m. to 6:00 p.m.; and on Thursday, September 23, 9:00 a.m. to 2:30 p.m. Any leftover materials must be picked up during teardown hours (Thursday, 3:30–8:30 p.m.). For further information, contact Nancy J. Stone, Creighton University, 402/280-2146, nstone@creighton.edu.

Items Wanted for Daily Newsletter

The HFES 2004 Annual Meeting newsletter/on-site information editor is accepting items for publication in the annual meeting newsletter, *The Crescent City Chronicle*.

Topics may include

- descriptions of demonstrations
- previews of panels
- TG special session information
- dates for school reunions at the conference
- invited speakers
- "Birds of a Feather" gatherings
- recommendations for "Web Site of the Day" (resources to explore after the meeting)
- upcoming events

We encourage e-mail submissions before the meeting. During the conference, submissions are welcome from all attendees. Submit dates and locations as early as possible for school reunions. If you would like to submit an article or learn more about sharing insights and observations with all attendees, please contact Newsletter Chair Beth Meyer, 1875 Hauck St., Erie, CO 80516; 303/926-5656; bethmeyer@mindspring.com.

If you are interested in advertising in the newsletter, please contact HFES Communications Director Lois Smith at 310/394-1811; lois@hfes.org. ☒

ERRATUM

In the May issue of the *HFES Bulletin* (Volume 47, Number 5), the name of Institute of Industrial Engineers Executive Director John Powers was misspelled in the photo caption on page 4. ☒

2004 HFES Election

This year's nomination ballots have been tallied, and the following candidates have agreed to run for office. Ballots have been mailed to all Members and Fellows in good standing. Complete biographical information can be found at <http://hfes.org> – click the "Elections" link.

President-Elect

- Marvin J. Dainoff, Miami University and Marvin Dainoff Associates, Oxford, OH
- J. F. "Jeff" Kelley, IBM Global Services, New Milford, CT
- Eduardo Salas, University of Central Florida, Orlando, FL

Secretary-Treasurer-Elect

- Gloria L. Calhoun, U.S. Air Force Research Laboratory, Wright-Patterson AFB, OH
- D. Kristen Gilbert, University of Montevallo, Montevallo, AL
- Carol Stuart-Buttle, Stuart-Buttle Ergonomics, Philadelphia, PA

Executive Council Member-at-Large

- Barry H. Beith, HumanCentric Technologies, Inc., Cary, NC
- Mark M. Brauer, Amencie Consultants, Corpus Christi, TX
- Donald L. Lassiter, Methodist College, Fayetteville, NC
- William S. Marras, Ohio State University, Columbus, OH
- Kathleen Mosier, San Francisco State University, San Francisco, CA
- David L. Post, U.S. Air Force Research Laboratory, Wright-Patterson AFB, OH

Journal Editor Candidates Sought

The term of the current editor of *Human Factors* will soon expire, and the Communications and Publications Subcouncil is seeking candidates for the position.

The *Human Factors* editor's term is four years (2005–2008). Upon mutual agreement of the editor and the Executive Council, the editor's tenure may be extended up to four more years. In addition, the incoming editor will be asked to work with the outgoing editor, so at each end of the tenure there will be a few months of overlap to enable a smooth transition.

Desirable candidates should have prior experience working with authors of scientific research, including a demonstrated ability to communicate sometimes unwelcome news with consideration, tact, and diplomacy.

Administrative support for the manuscript review process is provided in the HFES central office in Santa Monica. The Society's publications staff also performs production editing of the journal. Questions about these functions may be directed to Communications Director Lois Smith (310/394-1811, lois@hfes.org).

If you are interested in being considered for the *Human Factors* editorship, please log on to the journal page of the HFES Web site (<http://hfes.org/publications/HFJournal.html>), where you will find further instructions. Please forward a current CV, letter of

interest, responses to the questions posted at the Web site, and any professional or personal recommendation letters by **July 30, 2004**. The Communications and Publications Subcouncil will conduct telephone interviews with qualified candidates in August and make a recommendation to the Executive Council in September.

Proposed HFES Bylaws Revisions

The Operating Rules and Bylaws Committee of HFES, chaired by Hal Hendrick, submitted the following Bylaws changes to the HFES Executive Council at its April meeting. The Council unanimously approved these rules and presents them to the voting Full Members of the Society for their approval. A two-thirds approval vote is required from all Full Members voting.

The text below includes the Bylaws, and all changes thereto, in their entirety. All proposed changes are indicated as follows: additions – bold type, deletions – overstrike. Rationale for changes are printed following each change, or as otherwise indicated.

These Bylaws changes will be submitted as a vote to all Full Members of HFES with this year's election ballot. Results will be reported in the issue of the *Bulletin* following the vote.

Article I – Membership

Section 1.

The corporate (voting) Membership shall consist of all **Full Members** of the Society. There shall also be nonvoting Associates, Affiliates, **and Student Affiliates** ~~members, and Sustaining Members~~, and any additional special classes of membership that are established by a three-fourths vote of the full Executive Council.

[RATIONALE: Throughout the Bylaws, the term "Full Member" is substituted for "Member." This provides a way to avoid the ambiguity between the generic term "member" and the specific term for full member, which previously was, simply, "Member." In the text that follows, this change will not be explained further. A vote in favor of this change would apply to all uses of the term throughout these Bylaws. "Sustaining Member" is deleted in this Section and inserted as an example of a special class of membership in Section 3. This has the effect of removing Sustaining Members as a required class of membership.]

Section 2.

The **Full Membership** of the Society shall be composed of all **Full Members** in good standing at the time of adoption of these Bylaws and any others who are thereafter admitted to **Full Membership**.

Section 3. Qualifications for Membership

Full Member. Any person who has a bachelor's degree ~~approved by the Executive Council~~ **from a regionally accredited institution** and five full-time years of applicable experience in human factors work **as defined by the Executive Council** shall be eligible to become a **Full Member** of the Society. Appropriate academic degrees beyond the bachelor's degree may be substituted in part for work experience up to a total of four years. Interpretation of applicable academic degrees and work experience shall be made by the Membership Admissions Committee. For exceptional applicants, the requirement for a bachelor's

degree may be waived by a three-fourths majority vote of the full Executive Council.

[RATIONALE: Deleting “approved by the Executive Council” and adding “from a regionally accredited institution” reflects the practice observed by the Society since its earliest days and eliminates the perception that the Executive Council has a specific list of approved degrees. Adding “as defined by the Executive Council” also reflects past practice and invests Council with the responsibility of defining what experience is considered relevant and applicable.]

Associate: Any person who has a bachelor’s degree approved by the Executive Council **two years of full-time, relevant experience in the human factors/ergonomics field** and is active in the human factors field shall be eligible to become an Associate of the Society.

[RATIONALE: This change broadens the potential pool of Associates to include those who may not have a bachelor’s degree but who have applicable and relevant experience in the field.]

Affiliate: Any person who is interested in the human factors field but who does not qualify for **Full** Member or Associate status shall be eligible to become an Affiliate of the Society.

Student Affiliate: Any person who is enrolled as a full-time undergraduate or graduate student at an accredited college or university shall be eligible to become a Student Affiliate of the Society.

~~*Sustaining Member:* Any person, corporation, or organization that contributes to the Society an amount prescribed by the Executive Council shall be eligible to become a Sustaining Member of the Society~~

[RATIONALE: Removing Sustaining Member from the list of required classes of membership and adding it to the special classes of membership (see below) enables the Executive Council to have a greater degree of flexibility in naming this class and defining the ways in which individuals or members may qualify for it.]

Special: Qualifications for any special class of membership, such as Fellow or ~~Life-Emeritus or Sustaining~~ Member, shall be established by the Executive Council.

[RATIONALE: See immediately preceding paragraph. Also, the “Life Member” class is renamed “Emeritus” to more accurately reflect the nature of this class, which is for retired members of the Society.]

Section 4. Application for Membership

A candidate for membership in the Society shall submit, on an approved form, an application that specifies the candidate’s qualifications.

~~An application to become a Member must be endorsed, with signatures, by two Members of the Society who thereby certify the validity of the stated qualifications. An application to become an Associate or Student Affiliate must be similarly endorsed, with signature, by one Member of the Society.~~

~~In unusual circumstances, suitable documentary evidence of the validity of the candidate’s qualifications may be accepted by the Membership Admissions Committee in lieu of endorsements.~~

[RATIONALE: The requirement for endorsers served the Society well in its early days when the organization was small and there were few, if any, degree-granting programs in the field and career paths varied widely. In recent years, endorsements have become a barrier to membership and in many cases have not added validity to

applications. Executive Council believes that suitable documentary evidence should suffice to demonstrate a candidate’s qualifications for all classes of membership.]

Procedures for application to special classes of membership shall be established by the Executive Council.

Section 5. Election to Membership

Members of all classes shall be elected by majority vote of the full Executive Council.

Section 6. Termination of Membership

The affiliation of a person with the Society in any class of membership may be terminated at any time by resignation or by a two-thirds vote of the full Executive Council. **Except for Emeritus Members, failure to pay dues for one year shall be sufficient cause for termination, considered resignation. Reapplications for membership class shall conform to the requirements of the other sections of this Article.**

[RATIONALE: Emeritus Members pay a one-time fee and should be specifically excluded from this bylaw. “Resignation” is a more accurate characterization of the act of not paying dues than is “termination,” and does not require any action on the part of Executive Council. The final sentence is considered unnecessary.]

Section 7. Privileges of Membership

Full Members of the Society in good standing shall be entitled to vote, to hold office, and to participate in all activities of the Society. Associates, Affiliates, and Student Affiliates shall be entitled to participate in all activities of the Society, except that they may not vote or hold office. Student Affiliates and Sustaining Members shall receive ~~one copy of a subscription~~ to each regular publication of the Society. Special classes of membership shall be entitled to any privileges established by the Executive Council, except that the privileges of voting and holding office shall depend solely upon meeting the basic qualifications for **Full** Member of the Society.

[RATIONALE: With new forms of distribution (e.g., on line) it is more precise to use the term “subscription” than to state that each member will get one copy of each regular publication.]

Section 8. Membership Dues

Annual dues shall cover the fiscal year of the Society, ~~from January 1 to December 31,~~ and shall be established by the Executive Council for each class of membership.

[RATIONALE: Provides Executive Council the ability to change the fiscal year of the Society to other than a calendar year without requiring a Bylaws change.]

Article II – Officers

Section 1

The Officers of the Society shall be the President, President-Elect, **Immediate** Past President, Secretary-Treasurer, Secretary-Treasurer-Elect, **Immediate** Past Secretary-Treasurer, and six Members of the Executive Council.

[RATIONALE: In this section and those that follow, the term “Immediate” precedes “Past President” and “Past Secretary-Treasurer”

continued on next page

to distinguish the persons in the first term after the presidential and secretary-treasurer's terms from all those who have previously served in these offices and can also be called "Past President" and "Past Secretary-Treasurer." Where these terms are used in subsequent sections, they are not specifically called out in the rationale. A vote for this change would apply to all uses of this term throughout these Bylaws.]

Section 2. Duties of Officers

The Officers of the Society shall perform the duties that are regularly or customarily attached to their offices under the laws of the State of California, and any other duties that are required of them by the Executive Council and these Bylaws.

The *Members of Executive Council* elected as such and other officers of the Society designated in this Article shall constitute the Executive Council, which shall govern the affairs of the Society. ~~The Executive Council shall establish general policy for Society publications and a specific policy for each publication; appoint the Chair of the Publications Committee to oversee all Society publications and an editor for each publication; and regulate and monitor Society publications.~~

[RATIONALE: Provides Executive Council the flexibility to delegate the formulation of general policies, the volunteer body for their administration, and the regulation of publications to subcommittees, committees, or other bodies within the Society. Note: this does not preclude Executive Council from fulfilling these functions but provides flexibility to delegate them as necessary.]

The *President* shall be the chief executive officer and a member of the Executive Council. The President shall preside over all meetings of the Society and of the Executive Council; appoint or direct the appointment of all committee ~~members~~ **chairs** not otherwise specified in these Bylaws, with the advice and consent of the Council; and supervise the Executive Director in the management of the nonfiscal business of the Society.

[RATIONALE: This change reflects long-term Society practice, in which the President appoints chairs of committees and allows the chairs of committees to appoint members.]

The *President-Elect* shall be a member of the Executive Council and shall chair the Policy and Planning Committee. The President-Elect shall act as an understudy to the president in preparation for assuming the duties of the presidency. The President-Elect shall assume the duties of President during the President's temporary absence.

The *Immediate Past President* ~~(immediate)~~ shall be a member of Executive Council ~~and shall chair the Nominations and Elections Committee.~~

[RATIONALE: The Immediate Past President is eligible for election to Society office during his or her term and may have a conflict of interest, or the appearance thereof, in chairing the Nominations and Elections Committee. This duty will be delegated via the Operating Rules to the Secretary-Treasurer-Elect, who is not eligible for election during her or his term.]

The *Secretary-Treasurer* shall be a member of the Executive Council and shall chair the Finance and Budget Committee. The Secretary-Treasurer shall ~~keep a record of all business meetings of the Society and Executive Council,~~ supervise **and oversee** the Executive Director in the management of finances. ~~and make disbursements as authorized by the Executive Council. The Secretary-Treasurer shall be bonded, the fees for which shall be paid by the Society.~~

[RATIONALE: Reflects established practice. Maintenance of records of Society business meetings and the disbursement of funds are a staff function, overseen by the Secretary-Treasurer but not actually implemented by him or her.]

The *Secretary-Treasurer-Elect* shall be a member of the Executive Council. ~~and shall chair the Sustaining Membership Committee.~~ The Secretary-Treasurer-Elect shall act as the understudy to the Secretary-Treasurer in preparation for assuming the duties of office.

[RATIONALE: Provides flexibility to the Executive Council in appointing a chair of the Sustaining Membership Committee.]

The *Immediate Past Secretary-Treasurer* ~~(immediate)~~ shall be a member of the Executive Council. ~~and a member of the Nominations and Elections Committee.~~

[RATIONALE: The Immediate Past Secretary-Treasurer is eligible for election to Society office during his or her term and may have a conflict of interest, or the appearance thereof, in being a member of the Nominations and Elections Committee.]

Section 3. Election of Officers

At least five months prior to the Annual Meeting of the Society, the Executive Director shall mail a call for nominations for the offices to be filled to all voting **Full** Members of the Society. The nomination ballot shall provide, for each office, spaces for three names to be listed.

One month after the nomination ballots are mailed, the nominations shall be closed. The Executive Director, with the assistance of at least one teller, shall count the number of nominating votes for each nominee for each office.

The Executive Director shall then deliver the nomination ballots to the Nominations and Elections Committee, which shall independently count the nominating votes and prepare the election ballot. The ballot shall include, for ~~each office to be filled,~~ **president-elect and secretary-treasurer-elect** the names of the three persons who received the greatest number of nominating votes **and for the two at-large Executive Council positions the names of the six persons who received the greatest number of nominating votes** and who are both eligible and willing to stand for the office, as determined by the Committee. If any nominee is found to be ineligible or unwilling to stand for the office, the name of the person who ranks next in the number of nominating votes, and who is eligible and willing to stand for office, shall be substituted. If two nominees are tied for the final position on the election ballot for any office, then both nominees shall be included. If three or more nominees or tied, the tie shall be resolved by drawing lots. The names of the nominees for each office shall be listed in alphabetical order on the ballot.

[RATIONALE: Clarifies that each position on the ballot includes the top three nominees for each position, including the two at-large positions. Previous wording may have allowed the interpretation that the two at-large positions collectively shared only the top three nominees.]

One month after the election ballots are mailed, the election shall be closed. The Executive Director, with the assistance of at least one teller, shall count the votes cast for each candidate. The Executive Director shall then deliver the ballots to the Nominations and Elections Committee, or to at least two tellers designated by the Committee, who shall independently count the votes. The candidate for each office who receives a plurality of votes shall be elected. A tie shall be resolved by drawing lots.

The Executive Director shall notify all candidates of the outcome of the election, and the names of the Officers-Elect shall be published in the next issue of the *Bulletin*.

Upon petition by fifty **Full** Members in good standing, the Chair of the Nominations and Elections Committee shall arrange for an independent recount of the ballots.

The petition must be received by the Central Office within two months of the publication of the election results in the *Bulletin*.

Section 4. Terms of Office

The Officers-Elect shall assume office for the purpose of conducting business at the end of the scheduled business meeting of the incumbent Executive Council at the Society's Annual Meeting. The formal transfer of office shall take place at the Society's Annual Business Meeting. An officer shall hold office until a successor assumes the office, or until the Executive Council declares the office vacant as provided elsewhere in this Article. The term of office of the President-Elect shall be approximately one year, followed by approximately one year as President and then approximately one year as **Immediate** Past President.

The term of office of the Secretary-Treasurer-Elect shall be approximately one year, followed by approximately one year as Secretary-Treasurer and then approximately one year as **Immediate** Past Secretary-Treasurer.

The terms of office of the six Members of the Executive Council elected as such shall be approximately three years; the terms of two of these members shall expire at each Annual Meeting of the Society.

Section 5. Eligibility and Vacancies

To be eligible for nomination to any office of the Society, an individual must be a **Full** Member in good standing and must be able to discharge the duties of that office, as determined by the Nominations and Elections Committee.

No individual may hold more than one elective office concurrently. However, an incumbent **Immediate** Past President, **Immediate** Past Secretary-Treasurer, or **at-large** Member of Executive Council **in the final year of their three-year term elected as such** is eligible to stand in nomination for another office. ~~If a Member of Executive Council in the first or second year of the term is elected to another office, the highest ranking non-elected candidate for Member of Executive Council on the current ballot shall fill the vacancy created and serve the remainder of the unexpired term.~~ Any officer of the Society must be in the final year of the three-year term of office to be eligible to stand in nomination for reelection to the office currently held.

[RATIONALE: Requires each officer and at-large Executive Council member to complete the term to which he or she committed prior to being elected to another office.]

Any officer of the Society may resign from office by submitting a letter of resignation to the Executive Council. However, resigning shall not allow an officer to circumvent the eligibility requirements for election to a different office or reelection to the same office.

If any elected incumbent fails to perform the duties of office for any reason, the Executive Council may, by a two-thirds vote of the full Council, decree the office vacant. If the office of President or Secretary-Treasurer becomes vacant for any reason, the President-Elect or Secretary-Treasurer-Elect, respectively, shall assume the additional duties of the vacated office for the remainder of the term and then serve the regular term in that office.

If the office of President-Elect or Secretary-Treasurer-Elect becomes vacant for any reason, the Council shall appoint an incumbent officer to become President-Elect or Secretary-Treasurer-Elect. The appointed President-Elect or Secretary-Treasurer-Elect shall complete the normal sequence of office as if elected by Membership vote. If necessary, the vacancy created by this appointment shall be filled in the next election.

If the office of **Immediate** Past-President, **Immediate** Past Secretary-Treasurer, or Council Member becomes vacant, the Council shall appoint an incumbent officer to assume the additional duties of the vacant office until the next election, when any vacancy that remains shall be filled. The term of any officer elected to fill a vacancy shall be equal to the remaining term of the vacant officer.

Section 6. Executive Committee

An Executive Committee of the Council shall be formed of the President, President-Elect, Secretary-Treasurer, and at least one member of the Executive Council to be elected by a majority vote at the first meeting of the Council. The Executive Committee shall have authority to take those actions on behalf of Council specified by a two-thirds vote of each full Council.

[RATIONALE: Provides for an Executive Committee of Council, defines its membership, and delineates under what circumstances it may be empowered by the full Executive Council to make specific decisions.]

Section 7. Society Position Statements

Subject to prior approval by the Executive Council, the Society may take a position and express an opinion on human factors/ergonomics issues.

[RATIONALE: Empowers the leadership of the Society to take positions on issues germane to the field.]

Article III – Committees

Section 1.

~~Committees shall be of two types: standing committees, as defined in this Article; and special committees, as defined by the President with the advice and consent of the Executive Council. The selection of committee chairs members, except as otherwise provided in the Bylaws, and the status and continuance of each special committee shall be determined by the President with the advice and consent of the Executive Council. Committee chairs members shall normally serve from the time of their appointment until the close of the next Annual Meeting of the Society.~~ **completion of the term of the President who appoints them.**

[RATIONALE: Eliminates the distinction between standing and special committees, which has proven extraneous. Provides flexibility to the Council to constitute or disband committees as needed without a Bylaws change. Reflects long-standing practice of the President appointing committee chairs with the advice and consent of Council and delegating selection of members to the chair of each committee. Enables the appointment of chairs to coincide with a presidential term, and thereby allows new chairs to take office during the annual meeting and not require them to initiate their term following the meeting, which represents an opportunity to meet face-to-face with members.]

Section 2. Standing Committees

~~The Membership Admissions Committee shall include at least three Members. It shall evaluate the eligibility of all applicants for admission to the Society for Full and Associate membership and shall assist the Central Office in evaluating all other membership classes. The Membership Admissions Committee shall submit its recommendations in writing to the Executive Council at the Midyear and Annual Meeting of the Executive Council and review and recommend criteria for membership.~~

~~The Sustaining Membership Committee shall be chaired by the Secretary Treasurer Elect and include any additional members appointed by the Chair. It shall actively solicit new and renewed Sustaining Memberships.~~

~~The Nominations and Elections Committee shall be chaired by the immediate Past President and include the Past Secretary Treasurer and~~

continued on next page

at least one other Member. It shall administer the procedures for the nomination and election of candidates for the offices of the Society.

~~The Policy and Planning Committee shall be chaired by the President Elect, and include any additional members appointed by the Chair. It shall review Society operations and recommend changes to the Executive Council.~~

~~The National Program Committee shall include at least five members. It shall be responsible for planning and ensuring the quality of the technical program of the Annual Meeting.~~

~~The Chapter Affairs Committee shall include at least three members, at least two of whom shall be Chapter Presidents. It shall promote the formation of local and student Chapters; assist members in organizing Chapters; determine whether requirements for affiliation are met; and help Chapters to coordinate among themselves and with the Society.~~

~~The Publications Committee shall include at least three members. It shall be responsible for the administrative management of all Society publications.~~

~~The Finance and Budget Committee shall be chaired by the Secretary Treasurer and include the President, the President Elect, the Secretary Treasurer Elect, and any other members elected by the Executive Council. It shall review the Society's financial status between Annual Meetings; make recommendations concerning budgetary revisions, expenditures, and sources of income; and review the next annual budget for submission to the Executive Council.~~

~~The Awards Committee shall include at least three members. It shall administer the selection of recipients of awards established by the Executive Council and recommend the establishment of awards.~~

~~The Professional Standards Committee shall include at least five members. It shall advise the Executive Council on policy and action to develop and promote standards for Society membership, including academic program accreditation, professional certification, continuing education, and ethical standards.~~

~~The Public Relations Committee shall include at least three members. It shall make known the role of human factors and the activities of the Society.~~

~~The Public Interest Committee shall include at least three members. It shall encourage and assist the exchange of information with legislative representatives and other public groups.~~

~~The Technical Standards Committee shall include at least three members. It shall encourage and assist the development of human factors standards and guidelines.~~

[RATIONALE: Removing the list of committees from the Bylaws enables the Executive Council and the President to constitute committees in response to the current needs of the Society without necessitating a Bylaws change. This will result in an organizational structure that is adaptable to change as required and will allow committees whose function is no longer needed to be terminated without the burden of a Bylaws vote of the Full Membership.]

Article IV – Affiliations

Section 1.

The Society may affiliate with other professional organizations to promote common purposes.

Section 2. Local Chapters

The Executive Council may authorize the establishment of local Chapters, subject to any conditions adopted by the Council.

All **Full** Members of a local Chapter shall be **Full** Members of the Society. A Chapter may establish other classes of Chapter membership in accordance with Chapter Bylaws, and qualifications for these classes of membership must be approved by the Executive Council of the Society.

Section 3. Student Chapters

Any **Full** Member of the Society who is directly affiliated with an academic institution of higher learning approved by the Executive Council may, upon written request, be authorized to form a student group to be known as "The (name of institution) Human Factors **and Ergonomics** Society Student Chapter." Any student currently enrolled in good standing in the institution shall be eligible for membership.

Section 4. Chapter Bylaws and Reports

The Bylaws of all Chapters shall be compatible with the Articles of Incorporation and Bylaws of the Society, and must be approved by the Executive Council of the Society. Each Chapter shall keep records of all money received and paid out, ~~on the basis of the same fiscal year as that observed by the Society.~~ Each Chapter ~~and~~ shall submit to the Central Office an annual financial report, a roster of current members, and a brief written report of its activities within one month of the end of the ~~fiscal~~ calendar year.

[RATIONALE: Allows chapters autonomy to determine their own fiscal year and allows the Society to change its fiscal year without creating an undue burden on the chapters.]

Section 5.

The Executive Council may authorize the establishment of Technical Groups subject to any conditions adopted by the Council. The Chair of a Technical Group shall be a **Full** Member of the Society.

The Council of Technical Groups shall assist in the formation, development, and operation of Technical Groups. The Council of Technical Groups shall be composed of a representative from each Technical Group, with a chair elected by the representatives.

Article V – Meetings

Section 1.

The Annual Meeting of the Society shall be held at a time and place designated by the Executive Council. There shall be a business meeting of the Society during the Annual Meeting.

Section 2.

A special business meeting of the Society may be called at any time and place by the Executive Council, or shall be called by the Executive Director upon the written request of at least ten percent of the **Full** Members.

Section 3.

Announcements of all meetings of the Society shall be made in the *Bulletin* or by mail to **Full** Members of the Society at least forty-five days prior to the meeting date.

Section 4.

The presence in person of fifty **Full** Members of the Society shall constitute a quorum at any business meeting of the Society.

Section 5.

During any business meeting of the Society at which a quorum exists, the **Full** Members may, by a majority vote, order the submission of any question, except one affecting the Bylaws of the Society, to the Executive Council or to all **Full** Members by mail ballot.

Section 6.

The Executive Council shall meet during the Annual Meeting of the Society and at the call of the President. The presence in person of a majority of the members of Executive Council shall constitute a quorum.

Article VI – Amendments

Section 1.

Motions to adopt, amend, or repeal the Bylaws must be consistent with the Articles of Incorporation and must bear the signatures of at least ten percent of the **Full** Members of the Society or be approved by a majority of the Executive Council. Such motions shall be submitted in writing to the Executive Director for publication in the next issue of the *Bulletin*. The Executive Director shall then submit the motions by mail ballot to all voting **Full** Members of the Society no sooner than sixty days and no later than ninety days after publication. The **Full** Members of the Society shall be allowed at least thirty days but not more than forty-five days to return their ballots. Approval by two-thirds of the **Full** Members who vote shall be required to adopt, amend, or repeal Bylaws.

Section 2.

The adoption, amendment, or repeal of a Bylaw shall take effect immediately upon its passage and shall be published in the next issue of the *Bulletin*. The complete text of the current Bylaws shall be published annually in the *Directory*.

Article VII – Central Office and Executive Director

Section 1. Central Office

The Central Office of the Society shall be located in the County of Los Angeles, State of California. The Central Office shall administer any Society business and perform any other services charged to it by the Executive Council.

The Central Office shall be managed by the Executive Director.

Section 2. Executive Director

The Executive Director shall implement the policies and procedures established by the Executive Council under the direction of the President and the Secretary-Treasurer.

The Executive Director shall be appointed for a term not to exceed five years, may be reappointed, and may be removed from office at any time; each of these actions shall require a two-thirds vote of the full Executive Council. The Executive Director shall not hold any elective office in the Society.

The Executive Director shall appoint office personnel and acquire materials and equipment for the Central Office, within budget limits. ~~Appointments of professional personnel to the Central Office staff shall be approved by the Executive Council.~~

[RATIONALE: Provides hiring authority to the Executive Director, as is standard policy and practice among comparable scientific and engineering professional societies and associations with headquarters in the United States.]

The Executive Director shall manage the finances of the Society, subject to the approval of the Secretary-Treasurer. The Executive Director

shall: administer all funds, and deposit or invest them as directed by the Secretary-Treasurer; collect all dues and authorized assessments; sign checks and drafts on behalf of the Society to disburse funds for authorized expenditures; keep records of all money received and paid out, and make these records available at reasonable times to any **Full** Member of the Society; prepare and submit annually to the Executive Council an audited financial report and a proposed budget for the next fiscal year for its approval; monitor expenses against established budgets; and notify the Council and the responsible persons when discrepancies occur.

The Executive Director shall manage the nonfiscal business of the Society, subject to the approval of the President. The Executive Director shall direct correspondence to the proper persons and handle all routine matters. The Executive Director shall have charge of the seal and the corporate records, subject to call, and shall direct the publication of the minutes, records, reports, and proceedings authorized by these Bylaws and the Executive Council.

The Executive Director shall prepare and maintain an annual calendar of events and lead-time dates. The Executive Director shall: issue calls for meetings, nominations, and elections; develop and maintain consistency checks on past actions and policies of the Society; bring to the attention of the Executive Council any matters that may concern them; and help to plan new areas of activity for improving operations and increasing revenue.

The Executive Director shall be an ex-officio member of all Society committees and shall perform duties not specifically delegated to another Officer or **Full** Member of the Society, subject to the approval of the Executive Council.

The Executive Director shall be entitled to attend any meeting of the Executive Council but shall not vote.

Article VIII – Indemnification

The Human Factors and Ergonomics Society shall indemnify and hold harmless each person who serves as an officer, staff member, committee chair, or technical group officer of the Society (collectively “agent”) from and against any and all claims and liabilities, whether the same are settled or proceed to judgment, to which the agent becomes subject by reason of his or her position with the Society, or by reason of any action alleged to have been taken or omitted by the person in his or her capacity as agent, and shall reimburse each agent for all legal and other expenses (including the cost on settlement) reasonably incurred by him or her in connection with any such claim, liability, suit, action or proceeding, provided that the agent acted in good faith and in a manner that he or she reasonably believed to be in the best interests of the Society. No agent shall be indemnified against, or be reimbursed for, any claims, liabilities, costs, or expenses incurred in connection with any claim or liability or threat or prospect thereof, based upon or arising out of willful misconduct of that person’s duties as officer, staff member, committee chair, or technical group chair. The final and conclusive determination of the propriety of indemnification and reimbursement hereunder and the reasonableness of such costs and expenses shall be made by the Executive Council acting at a meeting at which a quorum is unaffected by self-interest. The rights that accrue to any person under this provision shall not exclude any other right to which that person may be lawfully entitled.

[RATIONALE: Provides reasonable legal protection for Society and Technical Group officers, committee chairs, and HFES staff. Text prepared by association legal counsel. Such policies are standard for U.S. scientific and engineering professional societies and associations.]

This is part of a series of articles drawn from presentations at the Student Career and Development Day during the 2003 HFES Annual Meeting in Denver.

Fast Track: Finding a Position in Academia

By *Deborah A. Boehm-Davis*

Most students approach job searches with a great deal of anxiety and dread and for good reason – nothing they learned in graduate school really prepares them for this experience. This next article in our continuing series on student professional development discusses keys to success and common mistakes when applying for a job, including writing a cover letter, going to an interview, presenting a job talk, and following up. Although the emphasis is on academic positions, many of these suggestions are also relevant to industry jobs.

The Cover Letter: Keys to Success

The cover letter serves not only to introduce you to the search committee but also to direct the committee's focus as it reviews the remainder of your application.

Address the question of what job you are applying for.

This ensures that your application doesn't end up in the wrong pile. Additionally, stating where you saw the ad, although not critical, establishes some context by letting the committee know where you seek job information.

Address how you meet the criteria asked for in the ad.

The advertised position potentially could generate hundreds of applicants. Emphasize what makes **your** application a good match, tailoring it to the department's and/or ad's unique emphasis. If your research is multifaceted, emphasize those aspects that most closely match the needs stated in the ad.

Common Mistakes

Applying for a job for which you are not a match.

It's okay to stretch a bit, particularly when the job ad says "degree in *x* or related field." In an interdisciplinary field such as human factors, an engineer may find an opening in a psychology department, or vice versa. Furthermore, the committee may not find anyone who fits its job description exactly, and your strengths might appeal to it. However, don't stretch too far (e.g., someone holding a theology degree applying for an experimental psychology position); you should have some background in the department's primary field because typically you will be asked to contribute to both the graduate and undergraduate programs.

Not including all information requested in the ad.

List the materials you are enclosing (e.g., research, teaching statements, reprints of articles) so that if anything goes astray, the committee knows you intended to include that information. Don't worry as much about references. Committees recognize that you

do not control your referees, and most will directly contact your references if they are interested in you but didn't receive a letter.

Failing to proofread your letter carefully.

Be sure your letter is free of typographical and grammatical errors, and don't forget to change the address block or references to a specific employer. Failing to do so may give the committee the impression that you don't think highly enough of their organization to check your work or – worse – that you are not careful or thorough.

The Interview

Interviews can run from one to three days. Typically, during this time, you will meet with members of the search committee, department chair, dean of the academic unit that houses the department, other faculty members in the department, and students. Often you may be required to deliver a colloquium and/or teach a class. The interview also typically includes one or more meals.

During the interview, the committee will be trying to determine the following:

- Are you really a match to the position?
- Can you discuss your work with different people (colleagues, students, administrators)? Also, can you address why your work is interesting and important?
- Are you competent? What is the depth of your knowledge, both in terms of your content area and in the area of methodology and statistics?
- Can they work with you? You don't have to become best friends with the people you meet, but you need to be seen as a team player.

Meantime, you should use the interview to determine:

- How well can the department serve you? Are there people interested in your research? Is the program growing, shrinking, or staying the same? Does the department encourage collaborative research between faculty either within or outside the department?
- What is the environment like? What are the department's values? Do faculty work well together? What resources are available and how are they distributed? What is the physical environment like? Although the size and location of your office isn't a major concern, do pay attention to its physical layout (e.g., are labs shared or separate?) and whether it fits your work style.
- Are there students with whom you can imagine working? If so, that's a good sign. If the students are weak or disgruntled, find out why.
- Are you comfortable with the job's physical locale (e.g., urban, suburban)? If you are miserable at home, you will be miserable at work. Arrange to arrive early or stay late and see real estate agents to check on housing and living costs.

Keys to Success in Interviews

Understand what is expected of you and become familiar with the department. Discuss connections between your work and ongoing work in the department. This shows that you are familiar with their department, establishes a link or continuum between their research and yours, and can also be flattering to the interviewer (which never hurts). Find out the department's expectations in terms of teaching, research, and service. If possible, ask what they would like you to teach, and play that up if it matches your teaching interests.

Ask questions! Be ready to ask questions of your own, but don't inquire about things that may be perceived as selfish, such as your office, benefits, and salary – worry about those if you get an offer. Instead, ask questions to determine whether your research will be adequately supported (lab space, equipment, graduate student support, participant pool). However, before the interview, do give some thought to your desired salary plus the total amount of expected start-up costs. Think about the people you will need, which is typically the most expensive start-up cost, such as computer programmers, administrative support, and paid undergraduates. The chair is likely to ask you about these things at your exit survey.

Be yourself! Be normal, engaging, and comfortable in your own skin. Be lively and enthusiastic, but don't sound like a zealot.

Common Mistakes in Interviews

Not answering questions directly, not allowing interviewers to discuss their work, and inappropriate behavior or dress.

We have seen applicants be rude to support staff or faculty who made the arrangements for their visit and have inappropriate interactions with graduate students. We have known candidates to curse like sailors or say things that denigrate the area, the school, or a faculty member's research (not very prudent!). Be nice to everyone, especially the graduate students. Evaluations of the candidate are usually made (and taken seriously) by everyone you meet.

The Job Talk(s): Keys to Success

Be prepared! Know how much time you have for your presentation (whether a research colloquium or a sample class), including allocation of time between the talk and questions. Know whether questions will be allowed during your talk or only at the end. If you prefer not to be interrupted, as you begin your talk, ask if people can save questions until the end. Make arrangements for any audiovisual support needed well in advance and have a backup plan.

Know your audience! Find out who your audience will be, their background knowledge, and how much methodological detail they expect. Then tailor your talk accordingly.

Give a great talk! Practice, practice, practice. Get people excited about your work. Leave details for questions and conversations afterwards. Provide a knowledgeable response to every question, but also admit when you don't have an answer.

Common Mistakes in Job Talks

Giving a bad talk. This includes not being well organized, presenting poorly, or presenting the material at the wrong level (too high or too low) or to the wrong audience (too narrow or too broad).

Being defensive. Do not be defensive, and don't be afraid to say "I don't know"; this is better than avoiding the question. Don't be offended or, worse, make negative remarks if people leave early or come in late. They often have other commitments, and comments will only put them on the defensive.

The Follow-Up: Keys to Success

A follow-up is not required, but it provides good closure to your interview experience.

Send a note (e-mail is fine) to the committee chair and/or everyone with whom you met thanking them for their time. Send any materials you promised to individuals you met as soon as possible. This leaves the committee feeling positive toward you, and sending requested materials shows you are truly interested in the position.

Final Note

Remember, even if you do everything right, you may not be the best fit for the job. Keep an open mind and just keep searching!

Deborah A. Boehm-Davis is professor of psychology in the Human Factors and Applied Cognition Program at George Mason University (GMU) in Fairfax, Virginia. She is the president-elect of Division 21 (Applied Experimental and Engineering Psychology) of the American Psychological Association and is a past HFES president and secretary-treasurer. ☒

IEA

PIE 2004 Conference Invitation

HFES members and nonmembers are invited to attend the 5th Psychophysiology in Ergonomics Conference on Sunday, September 19, at the Sheraton New Orleans Hotel, hosted by the Psychophysiology in Ergonomics (PIE) Technical Group of the International Ergonomics Association. Presentations will focus on the psychophysiology of preparation and anticipation, task control and cognitive processing, and risk assessment. A midday workshop by Glenn Wilson focuses on artificial neural networks and the use of multiple psychophysiological measures and classifiers to estimate operator functional state (OFS) for adaptive aiding in real-time.

Registration for the conference opens at 7:30 a.m.; sessions begin at 8:00 a.m. and run through 5:00 p.m. The workshop hours are 1:30 to 3:00 p.m. Registration fee (before August 15) for PIE and HFES members is \$80 (\$90 nonmembers); for the workshop only, the fee is \$20 for members or nonmembers.

To register, and for more details, go to <http://www2.uni-wuppertal.de/FB3/psychologie/physio/pie.htm>. ☒

Announcement deadlines: 1st day of the month prior to the desired issue; for events or deadlines within the first 3 weeks of a month, send information at least 2 months in advance. Items are published according to space availability.

★ **Stooped Posture in the Workplace (sponsored by NIOSH and others)**, July 29–30, 2004, Oakland, CA. COEH Continuing Education Program, UC Berkeley Mailcode 5120, 2223 Fulton St., 2nd Floor, Berkeley, CA 93720-5120; 510/643-7277; <http://socrates.berkeley.edu/~coehce/>.

12th Conference of the New Zealand Ergonomics Society, August 5–6, 2004, Copthorne Manuels, Taupo, New Zealand. NZES Conference 2004, P.O. Box 300 540, Albany, Auckland, New Zealand; www.ergonomics.org.nz, david.tappin@cohfe.co.nz.

26th Annual Cognitive Science Conference, August 5–7, 2004, Westin River North Hotel, Chicago, IL. cogsci@cs.northwestern.edu, <http://www.cognitivesciencesociety.org/cogsci.html>.

XXVIII International Congress of Psychology, August 8–13, 2004, Beijing, China. Institute of Psychology, Chinese Academy of Sciences, 10A Datun Rd., Beijing 100101, People's Republic of China. 86 10 6485 5830, fax 86 10 6485 5830; icp2004@psch.ac.cn, <http://www.icp2004.org>.

7th IASTED International Conference on Computers and Advanced Technology in Education – CATE 2004, August 13–16, 2004, Kauai, HI. <http://www.iasted.com/conferences/2004/hawaii/cate.htm>.

★ **40th Conference of the Ergonomics Society of Australia and the 7th Conference of the Pan Pacific Council on Occupational Ergonomics**, August 23–25, 2004, Cairns, Queensland, Australia. Jennifer Allen, National Secretariat, Ergonomics Society of Australia, Creeda Business Centre, 281 Goyder St., Narrabundah, ACT. 2604, Australia; 02 6295 5959, fax 02 6295 5946; secretariat@ergonomics.org.au.

★ **ECCE 12: 12th European Conference on Cognitive Ergonomics**, September 12–15, 2004, University of York, UK. <http://www.ecce12.org.uk>.

HFES 48th Annual Meeting, September 20–24, 2004, New Orleans, Louisiana. info@hfes.org, <http://www.hfes.org/meetings/2004menu.html>.

★ **Technologies for Public Safety in Critical Incident Response Conference and Exposition 2004**, Department of Justice, National Institute of Justice and Department of Homeland Security, Science and Technology Directorate, September 27–29, 2004, New Orleans, Louisiana. CTC-PSTC, Jen Telander, 576 Welsh Dr., Ruther Glen, VA 22546; 888/475-1919; jtelande@ctc.org, <http://www.regonline.com/eventinfo.asp?EventId=13297>.

★ **42nd Annual SAFE Symposium**, September 27–29, 2004, Salt Lake City, UT; SAFE Association, Post Office Box 130, Creswell, OR 97426-0130; 541/895-3012, fax 541/895-3014; safe@peak.org, <http://www.safeassociation.com>.

★ **2004 Performance-Based ISD Conference**, September 30–October 2, 2004, Chicago, IL; <http://www.ispi.org/isd2004/rfpisd2004.htm>.

★ **2nd International Symposium on Work Ability**, October 18–20, 2004, Verona, Italy. Daniela Fano, Clinica del Lavoro L. Devoto, Via S. Barnaba 8, 20122 Milano, Italy; + 39 02 503 20146, fax + 39 02 503 20150; ergonomia@unimi.it.

★ **Inaugural Conference on the Manual Handling of People**, October 22–24, 2003, Adelaide, South Australia. Australian Association for the Manual Handling of People (S.A.) Inc.; <http://www.sapmea.asn.au/manualhandling.htm>.

★ **HFES Europe Chapter Annual Meeting**, October 27–29, 2004, Delft, Netherlands. Dick de Waard, HFES Europe Chapter; d.de.waard@hfes-europe.org, <http://conference.hfes-europe.org>.

★ *Indicates new listing.*



Guidelines for Using Anthropometric Data in Product Design *By the HFES 300 Committee*

NEW!

Guidelines for Using Anthropometric Data in Product Design
HFES 300 Committee

Guidelines for Using Anthropometric Data in Product Design provides a path for the most efficient design of furniture, clothing, tools, or anything that must be used safely, comfortably, and efficiently by taking into account the dimensions of the human body. Anthropometry provides the human dimensional data, and the techniques to properly apply these data may vary in proportion to the complexity of the population to be accommodated.

This is the first document to present a global approach to anthropometry, extending from the use of averages and percentiles to methods appropriate for more complex designs, such as multivariate analysis. The unifying theme for all anthropometric methods is what is referred to as *case selection*. Case selection is the process of choosing realistic combinations of body dimensions that must be accommodated simultaneously for a design to fit its target audience.

Basic and advanced methodologies to properly apply anthropometric data are described, their advantages and disadvantages are explained, and illustrative examples are provided. Includes abundant resources and references.

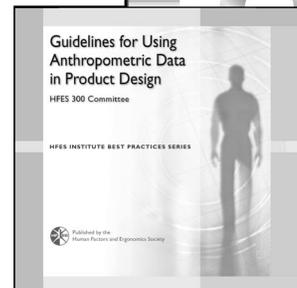
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FLASH!

Ballots for the HFES elections were mailed in early June and are due on July 19. Candidate biographies may be viewed at the "2004 Elections" link at <http://hfes.org>.

Plan To Attend the 2004 HFES Annual Meeting

The deadline for early registration for the 2004 HFES Annual Meeting in New Orleans is August 27.



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