



IEA Sustainable Organisation Model – Draft 1

Development of proposal 2022¹

Mission/Vision/Goals

The **mission** of the IEA is to support the elaboration and advancement of HFE science and practice, and to promote the expansion of its scope of application and contribution to society.

Its **vision** is to improve the quality of human life by applying HFE principles wherever they are indicated.

Working towards this vision its **main goals** are:

- To promote scientific development by organizing triennial international HFE congresses, establishing and promoting technical committees on important HFE themes, and endorsing federated society scientific events. (Key Standing committee SC: STP Science Technology and Practice)
- To promote experience exchange and international collaboration by developing more effective communication and collaboration with and between federated societies and holding annual council meetings. (Key SC: ID International Development)
- To promote the science and practice of HFE at an international level by cooperation and communication with international organisations that have supporting aims. (Key SC: CPR Communication and Public Relations)
- To promote professional development by supporting the establishment of HFE education programs and endorsing certification systems at national and international level (Key SC: PS&E Professional Standards and Education)

Strategy

To achieve the mission, vision and goals of the IEA, **seven policies** have been developed that guide the **implementation strategy** of the executive committee:

1. Strengthen stakeholder engagement – both internal and external (see analysis below)
2. Build up the co-operation and collaboration with the 5 established IEA Networks and help find solutions to their financial instability threats and any others.
3. Contribute to the promotion of Science, Technology and Practice through the promotion and support of the (25+) networks of members interested in specific theme areas (Technical Committees or TCs) already established and coordinated by the STP SC Chair, allowing for the wide

¹ Updated from 2020

variation in size and resources webinars and continuing the tradition of high quality triennial congresses.

4. Promote high quality HFE Professional Standards and Education using
 - the defined core competences for HFE to assist educators,
 - the (7) endorsed certification bodies and encouraging further development especially in slarge regions still not offering a certification possibility
 - the online map of institutions offering HFE education, overcoming the difficulties in keeping it up-to-date and complete.

5. Reinforce the IEA infrastructure with an external administration service engaged 10 hours per month and a stable interactive and attractive website (ad hoc person in charge)

6. Reinforce relationships with external stakeholders / organisations by improving the collaboration and coordination with those organisations with which we already have formal arrangements and building up new ones. (see analysis below)

7. Maintain the future focus of HFE

To ensure that the policies are implemented in a systemic (i.e. HFE appropriate) manner a Participatory Project Development Toolkit (P²DT) has been developed.

Stakeholder Analysis

Table I: Analysis of the **Internal Stakeholders of the IEA**

Stakeholder	Description of stakeholder relationship	IEA Value propositions	Key Activities	Key Resources required	Impact (Metrics of success)
Federated and affiliated member societies	<p>Federated societies (represent individual HFE specialists in their country/region) – Voting members of IEA council</p> <p>Affiliated societies (represent individual HFE specialists in their country/region) – Non-</p>	<p>~ provides permanence and stability for evolving HFE strategy, direction, advancement</p> <p>~ IEA Congress – dissemination of science & practice, networking</p> <p>~ provides publicity for international events for sharing of research</p>	<p>~ Council meetings (annual)</p> <p>~ Congress (triennial)</p> <p>~ Technical committee coordination</p> <p>~ NewsBriefs</p> <p>~ outreach to newly forming societies</p> <p>~ webinar events</p> <p>~ awards</p>	<p>~ Officer/EC time/effort (voluntary)</p> <p>~ IEA administrator (10 hours per week)</p> <p>~ members of HFE societies prepared to work on TCs as officers (voluntary)</p>	<p>~ ‘successful’ Congress (quality of presentations and also financial success)</p> <p>~ new HFE educational programs</p> <p>~ new and growing member societies</p> <p>~ enhanced recognition of HFE in the world</p>

	<p>voting members of IEA council</p>	<ul style="list-style-type: none"> ~ provides leadership, status & credibility for HFE and members on global stage ~ provides information on HFE developments – website, NewsBriefs, webinars ~ provides networks of member societies and experts (TCs) ~ representation of HFE and outreach to other disciplines/ organizations ~ support the development and provide benchmarking for HFE educational programs ~ benchmarking and endorsement of professional certification bodies ~ support for regions where HFE science & practice are developing ~ technical committees as a resource; cross-fertilisation of ideas ~ engagement with universities/profs/researchers ~ support for new professionals (career info, position descript.) ~ disseminate leading-edge HFE knowledge & practice - Leads development of HFE in new member society areas -Leads development of HFE in new themes (i.e. through TC structures – e.g. informal work) - Supports development of HFE policies with external 	<ul style="list-style-type: none"> ~endorsement of and attendance by officers at federated society conferences ~ Project management for some specific aims, in particular, education promotion. ~Advocacy work (promoting HFE with key stakeholders in collaboration with societies/potential societies) ~External stakeholder advocacy and joint publication output coordination 		<p>~ Increased number of sustaining members</p>
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		<p>stakeholders such as ILO and WHO</p> <ul style="list-style-type: none"> ~ provides annual and triennial awards to encourage quality scientific endeavors and professional commitment. 			
<p>Networks (FEES, ErgoAfrica, ULAERGO, SEANES, ACED, BRICSplus)</p>	<p>Groupings of IEA federated societies, or its affiliates, formed to address specific needs (non-voting members of IEA council)</p>	<ul style="list-style-type: none"> ~ Support implementation of network specific needs e.g. management of regional issues ~ Collaborate/support on regional network projects for growth of HFE ~ provide IEA platforms (webinars, website, endorsement, newsbriefs, etc) to promote activities of networks ~Collaborate on external stakeholder engagement 	<ul style="list-style-type: none"> ~ ID and PSE support for development of new programs and societies (e.g. Collaboration in Asia, Africa and Latin America for development of education programs) ~ Network congresses ~Support for IEA triennial congress from networks 	<ul style="list-style-type: none"> ~ Officer/EC time/effort ~ IEA administrator 	<ul style="list-style-type: none"> ~ New societies joining IEA and networks ~ New academic programs in HFE
<p>Individual Sustaining members</p>	<p>Financially engaged stakeholders</p>	<ul style="list-style-type: none"> ~supports the science and application of ergonomics / human factors worldwide ~ promotes profession 	<ul style="list-style-type: none"> ~ largely philanthropic support from “older” members. 	<ul style="list-style-type: none"> ~ Treasurer time ~ EC advocacy work 	<ul style="list-style-type: none"> ~Financial security ~Growth of HFE in corporate world
<p>Corporate Sustaining members</p>	<p>Financially engaged stakeholders</p>	<ul style="list-style-type: none"> ~supports the science and application of ergonomics / human factors worldwide ~ exposure enhances the image of sustaining members ~ disseminate ergonomic knowledge to industry and society at large 	<ul style="list-style-type: none"> ~ Support development of programs with corporate sustaining members (e.g. SURA) 	<ul style="list-style-type: none"> ~ Treasurer time ~ EC advocacy work 	<ul style="list-style-type: none"> ~Financial security
<p>Triennial congress organisers</p>	<p>Responsible for IEA Triennial congress collaboration</p>	<ul style="list-style-type: none"> ~ dissemination of science & practice, networking ~ Collaboration with External stakeholders 	<ul style="list-style-type: none"> ~Congress model development ~Congress promotion ~Collaboration between STP (and associated TC) and organizers to ensure high quality content 	<ul style="list-style-type: none"> ~DP standing committee congress model implementation ~ STP and TC scientific committee CPR promotion work 	<ul style="list-style-type: none"> ~Financial success

Certification bodies	Set up by federated society members but often legally separate bodies	~Promote uniform standard for professional certification. ~ Ensure quality of certification processes by IEA endorsement ~ Promote mutual recognition between bodies to assist in free movement of professionals	~ Defined core competencies for certification ~ Endorsement of bodies fulfilling IEA standard. ~Organise experience exchange at triennial meeting.	~Sub-Committee under PS&E coordinate on.	~Establishment of more certification bodies or regional networks of bodies ~More certified professionals using titles.
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Table II: Analysis of the External Stakeholders of the IEA

Stakeholder	Description of stakeholder relationship	IEA Value propositions	Key Activities	Key Resources required	Impact (Metrics of success)
ILO	IEA is Registered as a NGO with ILO	~ Joint publications on world of work	~ ILO/IEA publications advocating for safe work	~ IEA EC and key member time	Collaborative Publications
WHO	Official non-state actor	~joint activities promoting safe work ~Joint publications	~ Patient safety days ~collaborative meetings on current topics	~ditto	Collaborative activities
United Nations	Registered NGO	As above	ditto	ditto	ditto
ICOH	MOU	-Joint activities			
ISO	Category A Liaison with ISO/TC159 – “Ergonomics”				
IOHA	MOU				
ISQua	MOU				
Foundation of professional ergonomists	MOU				
INCOSE	MOU				
IISE	MOU				
Potential External stakeholders					
Universities (Academics & students)			-IEA website with interactive map		
Regulators and policy makers			Currently mainly done by local networks		
Employer and Employee organisations					



Private organisations/companies (e.g. Insurance companies)			SURA is sustaining member Some contact with ISSA established		

Strengths

- IEA has over 50 member societies from all around the world. It is the only international organization with this mission. It is growing steadily and membership in the IEA has status value for the members.
- IEA has over 60 years of operation with sufficient funds to accomplish much of mission.
- IEA has five networks of HFE societies from different regions of the world (ErgoAfrica, FEES, ULAERGO, ACED and SEANES) as well as one cross-regional network (BRICSplus)
- IEA has 25 technical committees that are at the forefront of research and practice within that specific domain of interest in ergonomics
- The IEA Triennial congress is the pre-eminent congress to showcase global ergonomics research and practice attracting large numbers from around the globe.
- IEA is seen as being composed of experts and is an acknowledged lead organization in the field.
- IEA has a strong set of awards to recognize excellence in the world of HFE with sponsorship from a variety of sources.
- Many societies align their certification bodies with the IEA and rely on the IEA for the development of (and implementation) of the core competencies of HFE.
- IEA has MOUs with leading international organisations in the field of health and work. ~ recognition as ‘player’ on international NGO field

Constraints

Internal IEA Issues:

Decision making:



With growth in IEA the current system of decision making that requires ratification by council has become slow and cumbersome. Meetings are only held annually, and many participants are not familiar with the issues (i.e. day to day running of the association).

Communication:

- Communication with members of federated societies (individual HFE practitioners) depends largely on the engagement of the council representatives. This has been partly improved with the NewsBriefs and Webinars but these are largely one-way communication methods.
- Communication with educators is weak and unstructured

Reliance on voluntary workers:

This is both a strength and a handicap as office holders may have to prioritize other activities and find themselves with insufficient time or resources to fulfil IEA duties. Additionally, there is increasing difficulty in finding executive members with sufficient time for tasks.

Continuity:

The officers (President, Secretary General and Treasurer) change every three years by election. The standing committees (SC) are reconstituted by the incoming President each three years. The officers and SC chairs make up the Executive. Each member has a maximum of two terms (six years) on the Executive, with the exception of the Awards Chair who is the immediate Past-President and may serve a third term.

Role conflicts:

Some federated members (very large internationally active ones) see the IEA as a competitor in some respects, so do not always support the IEA in activities that they also offer, although this seems to be less relevant today than in the past.

Society size, shape and consistency:

The size of member societies and the objectives of these societies varies significantly from society to society ruling out a one size fits all approach. Quite a few society members are specialised on a specific issue and the systemic approach not always encouraged or applied at national level.

Language:

IEA remains largely an English speaking association, however many members of federated societies (and therefore members of council) do not speak English or only poorly.. This can make decision making difficult in Council meetings, as understanding is often limited. It also hinders communication with individual professionals.

External Issues:

Definition of the discipline:

HFE is poorly understood by the general public and even within the discipline there is inadequate comprehensive understanding of the width or depth of the field.

Press:

The IEA has no contact with press or any form of publicity or public relations policy. However, use of social media is developing well.

Communication:

Communication with some key stakeholders is non-existent (employers, employees, managers, etc.)



Opportunities

- The IEA could try to recruit more sustaining members but should not appear to compete with federated society membership. However, such outreach is time intensive and EC personnel resources are limited.
- There is some possibility to provide new fund-raising events (webinars or web conferences involving TCs and external stakeholders) but personnel resources are already limited.
- There is a rise of political interest in HFE in South East Asia, South America and other developing areas.
- The development of new technology is highlighting the need for HFE.

Threats

Financial insecurity:

The hosting of the triennial congress is the main source of IEA funding, but it is a high-risk endeavour, as external factors may have a large impact and the resources required stretch the capacity of most member societies to even consider hosting. The congress model is currently poorly defined and support for the hosting society limited².

Slowed growth:

Larger, longer established societies are losing members.

Competition and “Voodoo” ergonomics:

Professionals in other fields often see themselves as suitably qualified to offer HFE services and papers are regularly published by non-professionals to say that ergonomics does not work. In most countries there is no requirement for certification or need that HFE programs meet IEA core competencies, often resulting in low quality HFE work. This has a negative effect on the public perception of HFE and it harms the ability of the IEA and member societies to grow HFE.

² IEA is working on this with the implementation of new congress model.