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International Ergonomics Association

#### **2022 MEETING OF THE IEA COUNCIL**

## October 31<sup>st</sup> and November 1<sup>st</sup>, 2022 Delft University of Technology Delft, The Netherlands

#### MINUTES

#### EC (Executive Committee) Attendees - Officers and Standing Committee Chairs:

Jose Orlando Gomes, President (JOG) Maggie Graf, Vice-President and Secretary General (MG) Thomas Alexander, Vice-President and Treasurer (TA) Kathleen Mosier, Past-President and Awards Chair (KM) (ex officio) Anindya Kumar Ganguli, International Development Chair (AKG) Elina Parviainen, Development and Promotions Chair (EP) Jonathan Davy, Communication and Public Relations Chair (JD) – attended online Nancy Black, Science, Technology and Practice Chair (NB) Takeshi Ebara, Professional Standards and Education Committee Chair (TE) – attended online

#### EC Attendees - Other Members (Ex Officio):

Takashi Kawai, Information and Communication Technology Ad Hoc Committee Chair (TK) attended online Andrew Thatcher, Future of Work Task Force Chair (ATH): Day 1 only. Andrew Todd, Strategy Development and Implementation (ATO) Myung Hwan Yun, IEA2024 Congress Chair (MHY)

Staff: Aleksandra Gamper, IEA Administration Officer (AG) – attended online

#### **Ex Officio IEA Network Representatives (nonvoting):**

Asian Council on Ergonomics and Design (ACED), represented by President Anindya Kumar Ganguli, (AKG) BRICS Plus - not represented La Union Latinoamericana de ergonomia (ULAERGO), represented by President Carlos Espejo, (CE) – attended online Federation of European Ergonomists (FEES), Represented by President Bernard Michez (BM) South East Asian Network of Ergonomics Societies (SEANES), Represented by Ng Yee Guan, President (RS) – attended online ErgoAfrica – not represented

#### **Council Member Attendees and Votes:**

Color code: Attended in-person Attended online Not attending, proxy received. Not Attending, no proxy

Country	Federated Society Name	Potential society votes	Council Representative(s) Present	Votes accorded to individual	Proxy Holder
	Asociación de				
	Ergonomía				
Argentina	Argentina, ADEA	1	Martin Rodriguez	1	JOG
	Human Factors and				
	Ergonomics Society		Valerie O'Keefe	1	MG
Australia	of Australia, HFESA	2	Jody Oakman	1	MG
	Österreichische				
	Arbeitsgemeinschaft				
Austria	Für Ergonomie	1	Michael Wichtl	1	
	Belgium Ergonomics				
Belgium	Society, BES	1	Alain Piette	1	
	Associação Brasileira		Paolo Antonio Oliveira		
	de Ergonomia,		(PAO)	1	
Brazil	ABERGO	2	Lucy Mara Bau	1	PAO
	Association of				
	Canadian				
	Ergonomists/				
	Association				
	canadienne		Jennifer Kenny	1	
Canada	d'ergonomie, ACE	2	Kathy-Lynn Shaw	1	
	Sociedad Chilena de				
Chile	Ergonomía,				
	SOCHERGO	1	Mauricio Santos Morales	1	JOG
			Wei Zhang	1	JOG
	Chinese Ergonomics		Chaoyi Zhao	1	JOG
China	Society, CES	3	Ruifeng Yu	1	JOG
	Sociedad Colombiana		Martha Helena Saravia		
Colombia	de Ergonomía, SCE	1	Pinilla	1	PAO
	Croatian Ergonomics				
Croatia	Society	1	Ivana Salopek Cubrik	1	JOG
	Czech Ergonomics				
Czech Republic	Society, CzES	1	Lukáš Šoltys	1	JOG
·	Asociación				
	Ecuatoriana de				
Ecuador	Ergonomía, AEERGO	1	Yadira Gordón Vinueza	1	JOG

	Société d'Ergonomie				
	de Langue Française,		Valérie Pueyo	1	BM
France	SELF	2	Rafael Weissbrodt	1	BM
	Gesellschaft für				
	Arbeitswissenschaft,		Oliver Sträker (OS)	1	
Germany	GfA	2	Rolf Ellegast	1	OS
	Hellenic Ergonomic				
Greece	Society	1	Dimitris Nathanael	1	MG
	Hong Kong				
Hong Kong	Ergonomics Society	1	Ameersing Luximon	1	AKG
	Hungarian				
Hungary	Ergonomics Society	1	Gyula Szabó	1	MG
	Indian Society of		Debkumar Chakrabarti	1	
India	Ergonomics	1	Rauf Iqbal	1	AKG
	Perhimpunan				
	Ergonomi Indonesia,				
Indonesia	PEI	2	Lilik Sudiajeng	0	
	Iranian Ergonomics				
Iran	Society, IES	1	Mahnaz Saremi	0	
	Irish Ergonomics				
Ireland	Society, IES	1	Leonard O'Sullivan	1	MG
	Israel Ergonomics				
Israel	Association	1	Joan. S. Geiger	1	MG
	Società Italiana di			_	
Italy	Ergonomia, SIE	1	Tommaso Bellandi	1	
			Kentaro Kotani (KK)	1	
	Japan Ergonomics	_	Takashi Toriizuka (TT)	1	
Japan	Society, JES	3	Takeshi Shibata	1	КК
		-	Myung Hwan Yun	1	
Republic of	Ergonomics Society	3	Inseok Lee	1	
Korea	of Korea, ESK		Taezoon Park	1	
	Latvijas				
	Ergonomikas				
Latvia	Biedriba	1	Henrjs Kalkis	1	MG
Malaysia	Human Factors and				
	Ergonomics Society				100
	of Malaysia (HFEM)	1	Ng Yee Guan	1	JOG
	Sociedad de		Contra En la		100
Mexico	Ergonomistas de	2	Carlos Espejo	1	JOG
	Mexico A.C., SEMAC	2	Enrique de la Vega	1	JOG
Netherlands					
Nethenands	Human Easters MI	1	Mariike Mollos	1	
	Human Factors NL	1	Marijke Melles	1	
New Zealand	Human Factors and				
	Ergonomics Society	1	Marion Edwin	1	ATO

	of New Zealand (HFESNZ)				
Nigeria	Ergonomics Society of Nigeria	1	Echezona Ekechukwu	0	
Nordic	Nordic Ergonomics		Denis Coelho	1	EP
Countries	Society, NES		Cecilia Österman	1	EP
		3	?	1	EP
Peru	Sociedad Peruana de Ergonomía, SOPERGO	1	Andrés Arce Guadalupe	1	ΡΑΟ
Philippines	Human Factors and Ergonomics Society	1	Jonnifor Alma Cutiorraz	1	100
	of The Philippines Polskie Towarystwo	1	Jennifer Alma Gutierrez	1	JOG
Poland	Ergonomiczne, PTErg	1	Jerzy Lewandowski	1	JOG
	Associação Portuguesa de				
Portugal	Ergonomia, APERGO	1	Therese Cotrim	1	JOG
	Inter-Regional		Alexandr Volosyuk		
<b>-</b> .	Ergonomics	1	(inofficial, society		
Russia	Association, IREA		currently not functioning)	0	
Serbia	Ergonomics Society of Serbia, ESS	1	Aleksandar Zunjic	1	JOG
	Human Factors and				
	Ergonomics Society				
Singapore	of Singapore, HFESS	1	KC Yong	1	AKG
	Slovak Ergonomics				
Slovakia	Association	1	Martina Gašová	0	
	Ergonomics Society of South Africa,				
South Africa	ESSA	1	Jonathan Davy	1	ATO
<b>c</b> .	Asociación Española		Francisco Javier Llaneza	0	
Spain	de Ergonomía, AEE	1	Álvarez	0	
Switzerland	Swiss Ergonomics Society	1	Yvonne Straub	1	MG
Switzenana	Ergonomics Society	<u> </u>		<u> </u>	
Taiwan	of Taiwan, EST	1	Ray F. Lin	1	TT
	Ergonomics Society				
Thailand	of Thailand	1	Wattana Jalayondeja	1	AKG
Tunisia	Tunisian Ergonomics Society, STE	1	Amira Omrane	1	JOG
Turkey	Turkish Ergonomics Society	1	Serpil Aytak	1	JOG

	All-Ukrainian				
	Ergonomics				
Ukraine	Association	1	Oleksiy Reva	0	
	Chartered Institute		,		
	of Ergonomics and		Bob Bridger	1	
	Human Factors,		Amana Widdowson	1	
United Kingdom	CIEHF	3	Ben Peachey	1	
	Human Factors and	3	Christopher Reid	1	
	Ergonomics Society		Carolyn Sommerich	1	
United States	(HFES)		Susan Kotowski	1	
	Asociación				
	Uruguaya de				
	Ergonomía,				
Uruguay	AUDERGO	1	Stella Conde	1	JOG
	Associación				
	Venezolana de				
Venezuela	Ergonomista	1	Rafael Gonzalez	1	JOG
TOTAL SOCIETY					
VOTES		71		20	44
			Jose Orlando Gomes,		
OFFICERS		(1)	President	(1)	
			Margaret Graf		
		1	VP/Secretary General	1	
			Thomas Alexander, VP/		
		1	Treasurer	1	
Total Officer					
Votes		3		3	
		74		23	
TOTAL VOTES		/4		23	44
Quorum for all					
voting items					
except bylaws =		22			
1/3		23			
Quorum for					
bylaws = 2/3		48			
5910103 - 2/5		-10			

#### AGENDA

## Meeting Check-in: October 31, 2022 – 8:30 am local time Day 1

Agenda item	Person	Discussion, Decisions and Action Items
Call to Order		
9 am		
9:00 – 9:10 1. Welcome and administrative matters	JOG	Welcome to all participants. Apologies and acknowledgment of those who have passed away since the last meeting: Richard Cook, Veerla Hermans and Claire Gordon were recognized with a short silence.
9:10 - 9:20 2. Quorum and voting	MG	Information: There are 74 potential votes (71 Federated Society votes and 3 Officer votes). Quorum for regular voting is therefore 23 votes and 48 for bylaw related items. At this meeting, there are 23 votes present in person, with 44 requested by proxy, and therefore quorum has been met for all voting conditions. Information to Council of the procedures for the voting at the meeting was provided.
9:20 – 9:30 3. Approval of Agenda	MG	The draft agenda was circulated prior to the Council meeting. (REF: 1. IEA Council Draft Agenda 2022)
9:30 – 9:35 4. Minutes of 2021 Meeting	MG	VOTE 1: The agenda was approved by unanimous consent. Reminder: The 2021 meeting minutes were circulated to Council at the conclusion of the meeting for edits and approval. Per the IEA Operating Procedures, the minutes were approved. ( <i>REF: 2. IEA Minutes of Council</i> <i>Meeting 2021</i> )
9:35 – 10:00 5. Intro- ductions	MG	The Council members introduced themselves (Name, Society/Network they represent) Starting with those present, then those online.
10:00 – 10:30 6. President's Report	JOG	José Orlando Gomes presented the activities of the president since the 2021 Council meeting and provided the President's report. ( <i>Ref 3: President's Report 2022</i> ). Requests from Council: USA: What relationships does IEA have with governments and other global
		organisations (for example world usability day)? UK: Can IEA share more what we are doing as individual societies?
10:30 - 10:45		BREAK
10:45 – 11:05 7. Vice President and Secretary General's	MG	Maggie Graf summarized the Secretary General's report. ( <i>Ref 4</i> : 2022 VPSG report)
Report		Action point:

<b>r</b>		
		MG asked federated societies to please check their information on the IEA website and to bring this information up to date. To please provide information to the IEA administrator.
		Action point: Newsbriefs - Member societies were asked to put the link to the subscription onto their own websites allowing their members to subscribe directly to the Newsbriefs.
		Noting: Business plan name to be changed to sustainable operating model as it better reflects the purpose of the document.
		FS Questions: USA: Suggested using Quarterly townhalls (a meeting with leadership that is open to the public) to engage with various stakeholders and to promote transparency. (CPR to take this up).
		Belgium and FEES: Issues with IEA website (Webinar link and IEA resources). MG noted that the website is being upgraded.
11:05 – 11:25 8. Vice President and Treasurer's Report	ТА	Thomas Alexander presents the treasurer's reports and responds to questions. ( <i>Ref 5: VP Treasurer Report 2021, Interim Report 2022</i> ).
		FS Comments: CIEHF: Noted that IEA has not got a savings account. TA noted this and said that IEA was exploring options currently.
		CIEHF: Requested a clearer picture of operating expenses.
		GFA: Financial surplus of the IEA. TA is working within Swiss and global law to clarify this issue.
11:25 - 11:35	TA/MG	Presentation of Auditors' Report
9. Auditors' Report and exoneration of officers for 2021		VOTE 2: Approval of the Auditors' Report ( <i>Ref 6: Auditors' Report</i> ) It was moved that the 2021 Financial year auditor's report be accepted. Passed unanimously.
		The two auditors for 2021 were thanked by JOG for the work that they have done as auditors for the last two years.
		GFA president requested the Exoneration <sup>1</sup> of the Officers. It was passed unanimously.
		Appointment of auditors VOTE 3: Kathy-Lynn Shaw (ACE) and Alexsander Volosuik volunteered to be the auditors for 2022. They were elected unanimously.

<sup>1</sup> This is a legal step necessary to release the officers from any (financial) obligations in respect of the past year

	T	
11:35 – 11:50	КМ	Kathleen Mosier provided a summary of the IEA Awards for 2022 and
10. IEA Awards		explained awards for 2023.
		(Ref 7: Awards Report 2022)
		Noting: KM encouraged the members of all societies to apply for the IEA
		Awards.
		USA: Asked about practitioners awards? KM noted that there is only one
		award for practitioners and is something to work on.
		USA: Asked what IEA is doing with trade unions. Currently not working with
		any trade union bodies.
11:50-12:05	ATH	Andrew Thatcher reports on the activities of the Future of Work ad hoc Task
11. Future of Work		Force
(FoW)		FFFC and UCA. Noted that there are an entry it as to live with inductors 4.0
		FEES and USA: Noted that there are opportunities to link with industry 4.0 and 5.0.
		CIEHF: Wanted details on the outcomes FoW was working towards so that
		they could potentially contribute.
		(Ref 8: Future of Work Report 2022)
12:05 – 12:20	AKG	Anindya Kumar Ganguli provided an update on the activities of the
12. International		International Development Standing Committee.
Development		(Ref 9: International Development Report 2022)
Committee (IDC)		Nation Manhaus were approved to portionate in the LEA Neurobuiefe
		Noting: Members were encouraged to participate in the IEA Newsbriefs – please give inputs on the template.
		please give inputs on the template.
12:20 - 1:45		LUNCH
1:45 – 2:00	MG	Demonstration of Members area on IEA Website. Access will be commenced
		for all Council representatives in 2023. Explanation of login procedure.
2.00 2.15	50	Discussions were held and issues clarified.
2:00 – 2:15	EP	Elina Parviainen provided an update on the activities of the Development
13. Development and Promotions		and Promotions Standing Committee (Ref 10: Development and Promotions Committee Report 2022)
Committee (DPC)		(nej 10. Development una riomotions committee Report 2022)
		Italy: Can member society's TCs also be able to have content on the
		congress webpage?
2:15 – 2:30	TE	Takeshi Ebara (in video report) provided an update on the activities of the
14. Professional		Professional Standards and Education Standing Committee and the
Standards and		Certification Sub-Committee.
Education		
(PS&E)		

2:30 -2:45 15. Science,	NB	<ul> <li>Action item:</li> <li>FEES: To help growth of HFE in Spain – please could we give details of the programs mentioned in the report. To schedule an online meeting on this regard with Spain (JOG).</li> <li>Italy, USA and CIEHF: Discussions around the levels of certification and the possibility for mutual recognition of designations.</li> <li>JES: Translating the core competencies into Japanese, will ask IEA press to have them published.</li> <li>Noting: IEA will assist any societies trying to translate the core competencies into their own languages.</li> <li>(<i>Ref 11: PS&amp;E Report 2022</i>)</li> <li>Nancy Black provided an update on the activities of the Science, Technology &amp; Practice Standing Committee, and reported on the activities of the</li> </ul>
Technology & Practice (STP)		Technical Committees ( <i>Ref 12: Science, Technology and Practice Report</i> 2022)
		Event endorsement procedures: Will be circulated to council and voted on at the meeting tomorrow.
		Action point: HFES (USA) – Willing to trial run the dissemination of the "Ergonomics in a Nutshell" document with their partners for IEA and to provide feedback.
		Noting: USA: ISO standards – HFES works closely with ISO and will connect IEA to their liaison.
2:45 – 3:00 16. Communications and Public Relations (CPR)	JD	Jonathan Davy provided a summary of Communications and Public Relations Standing Committee. ( <i>Ref 13: Communications and Public Relations Report 2022</i> )
		Noting: USA: Opportunities for podcasting – (example Barry Kirby from CIEHF) by the IEA that links communications from around the world.
		External stakeholders/technical societies – could break these down by market sectors (for example human centered design).
3:00 - 3:15		BREAK
3:15 – 3:30 17. IEA 2024	MHY	Myung Hwan Yun provided an update on the planning for IEA 2024: Better life ergonomics for future humans, Jeju, Republic of Korea, August 25-29, 2023. (See www.iea2024.org) ( <i>Ref 14: IEA2024 Report</i> )

3:30– 3:45 18. Information & Communication Technology (ICT)	ТК	Takashi Kawai provided (via video) a summary of Information & Communication Technology activities (IEA website). ( <i>Ref 15: ICT Report 2022</i> )
3:45 – 4:00 19. Strategy Development and Implementation	ATO	Andrew Todd provided a summary of the work on Strategy Development and Implementation. (Ref 16: Strategy Development and Implementation Report 2022)
		FS Comments: USA: There is a need to make sure that the benefits of the IEA are made clear to the larger societies CIEHF: What is the timeline for the project? And what contribution of what
4:00 – 4:30 20. Reports from Networks		you are wanting from the federated societies. Representatives from IEA Networks provided updates on network activities (5 min per Network)
		FEES: Consists of a committee of 5 working to help in the development of HFE in Europe; with a specific focus currently to help with Spain;
		ErgoAfrica: No report received.
		ACED: ACED congress next year in Mumbai, India. 11 countries are members of ACED and Bangladesh has recently applied for membership. Key concepts in HFE and core competency development was done.
		SEANES: Since ACED has been developed SEANES has not been hosting conferences. Looking to building again after COVID.
		ULAERGO : Mauricio Santos (Chile) was elected as new president of ULAERGO in October. Have applied to host IEA council meeting in 2023 for the 25 <sup>th</sup> celebrations of the Chilean ergonomics society.
		BRICSplus ACED Conference will also be a joint conference with the BRICSplus network.
		COMMENTS FOM MEMBERS: CIEHF requested a document showing committee structure of the IEA
4:30 – 5:30 21. Reports from Federated Societies		Federated Societies provided information on significant challenges and accomplishments during the past year (5 mins per Society)

(Part 1)	(Canada, USA, Mexico, Peru, Ecuador, Uruguay, Argentina, Chile, Brazil, Venezuela)
	Canada: 555 members of the society; Held several conferences (in various formats from 2020 to 2022 including IEA 2021). Member retention and volunteer recruitment are continual issues. Bilingual association also provides some challenges (particularly cost).
	USA: HFES diversity, equity and inclusion as a focus and have a new media relations company working with HFES. Working on various stakeholder engagement projects to work more closely with relevant stakeholders. Retaining members (particularly student to early career) is a challenge.
	Mexico: Absent
	Argentina: Following IEA seven policies with a focus on local stakeholders to promote growth of the society. 300 members at congress in 2020. ULAERGO will be hosted (officially/legally) in Argentina. More than 30 HFE people certified.
	Peru: Doubled its members to 78 members. Last conference virtual with more than 300 members. HFE is growing but still much to get done.
	Brazil: Significant drop in membership during COVID but has grown nicely again up

Significant drop in membership during COVID but has grown nicely again up
to 500 subsequently. 255 Certified ergonomists. Journal in both Portuguese
and English. Working with IEA ID in various countries to support the
development of HFE.
Venezuela: Absent.

Nigeria: 50 members in the society and optimistic that can double numbers
shortly. A major challenge is awareness of ergonomics.
Day 1 Meeting recessed at 17:13
Council dinner, Café de Wijnhaven, Delft.

Day 2		
August 24, 2019		
Call to Order	JOG	Call to order
9:00 AM		

Operating procedure	MG	NB circulated the operating procedure to all members of council.
for Conference Endorsement		Amendments: 3.1 Reception where it says: "The requesting society". That should be changed into "The requesting conference organizers". The same applies to 4 Timeframe where the documentation is to be received also from "the requesting conference organizers" in addition to the national society. In addition, please change "STP president" to "STP chair" throughout the document. And change "conference" and "meetings" to "events" (because the OP is about endorsed "events"). To add the society that has requested the endorsement to the list of those informed by IEA STP chair. Motion passed unanimously.
		Action Item: CIEHF: Could we report how many conferences are endorsed each year and
9:00 – 9:30 22. Sustainable operations model	MG	what the financial implications are. Nancy Black will do so. MG presents the IEA Sustainable operations model: History, aims, content. ( <i>Ref 17: Sustainable Operations Model</i> )
		Action item: MG: Asked the IEA council to please add to and comment on the sustainable operations model. To send comments and thoughts to her.
		MG: Asked those in Council who have experience with the development of these models to volunteer to work with IEA.
		USA: Education services from the IEA and partnerships with companies that get buy-in and access to IEA events.
		CIEHF: Invest the money IEA has and have a three-year operating plan at the end of each Triennial congress. Struggle to understand the committee structure and what goals they are
		working towards (A Todd to do this). Request for proposal to be put together for consultants to support IEA to be circulated amongst council.
		ASA – Recommend use of online resources for association good practice; for example in the UK, there is an organization that is a membership body of associations (Memberwise) which has excellent free resources. There is a similar organization in the US called ASAE Sustaining members – good to understand these agreements. Collaboration and communication – limited capacity so the more that we can support each other the better.
9:30 – 10:00 21. cont. Reports from Federated		Federated Societies provide information on significant challenges and accomplishments during the past year (5 mins per Society) (South Africa, Tunisia, Australia, New Zealand, Indonesia, Singapore)

Societies		
(Part 2)		South Africa: 50-60 members. PAB does certification with 35 certified people (IEA endorsed). Volunteer nature of society makes management direction difficult.
		Tunisia: Also affected by pandemic. Moving from just occupational doctors to engineers with masters in ergonomics. Conference now in November after several delays due to Covid.
		New Zealand: Through tine introduction of a new health and safety body HFE society has grown nicely with a doubling in members (now have 25 certified members). A new mentorship program has been introduced. Need to address education problem after the retirement of several academics.
		Australia: 650 members, although membership remains a challenge. Education programs continue to be a problem. Have focused on the development of white papers and policy matters. They have had society leadership role difficulties but these have been resolved with a new committee.
		India: 519 life members with 10 new in the last year. HWWE annual congress (19 <sup>th</sup> ). Supporting Bangladesh ergonomics society to join ACED and then IEA. HWWE in 2022 in Punjabi. In 2023 hosting the ACED, BRICSplus congress in Mumbia at NITIE.
		Colombia: SCE celebrated 25 anniversary in 2021. Have Colombian academic network of ergonomics (with 10 universities with research groups in HFE). New PhD program has been initiated. Change in model for congress moving it to each chapter rather than hosting in Medellin every time.
10:00 - 10:15	ļ	BREAK
10:15 – 11:00 23. CM Workshop	EP	Congress model presentation, workshop on stakeholders for IEA congress with delegates in small groups.
		Stakeholder mapping "kick off" Various groups presented their findings on stakeholders that they had thought of. The results of this workshop will also flow into the Sustainable Operations Model and other strategic projects.
		CIEHF - AA 1000 stakeholder engagement tool and argued for Sector by sector maps allowing people to understand (e.g. healthcare, defense, automotive).
11:00 - 12:30		Federated Societies provide information on significant challenges and
21. cont. Reports		accomplishments during the past year (5 mins per Society)

from Fodonatad	( Malausia Dhilinginga Thailand Ching Hang Kang Taiwan Janan Kang
from Federated Societies	(Malaysia, Philippines, Thailand, China, Hong Kong, Taiwan, Japan, Korea, India, Iran, Israel, Turkey)
(Part 3)	india, iran, israel, rurkey)
(10103)	Iran, Israel and Turkey: Absent
	Malaysia: Increased membership; 2023 congress planned. Successfully got government to consider including cognitive and organizational factors into enforcement regulations.
	Indonesia: HFE in Indonesia is not well known so have focused on growing awareness through programs. National congress on agriculture in 2021 and international conference on economic transport. 4 Vice-presidents to support the growth of HFE within the country. Trying to build collaboration with government ministries on national standard on ergonomics.
	Taiwan: 30 <sup>th</sup> celebration of society in 2023. Have HFE programs at university. Working with organizations in healthcare. 2021 medical device regulations include HFE.
	Hong Kong: Several members have been awarded government awards in the last two years. Hong Kong still closed because of Covid so meetings have been hybrid. Society membership aging (introduced emeritus membership).
	Japan: 2021 first face to face congress since pandemic. Also recognized the benefits of virtual conferences so looking at a new model for domestic conferences. SDGs set for 2040. New executive committee has been elected.
	South Korea: 40 <sup>th</sup> anniversary this year with 600 members participating at the congress this year (the largest number ever for the society). History book of the 40 years of ESK being created. Created new awards for manufacturing companies for the workplace interventions. In 2023 will host domestic congress at Juju island as a pre-run for 2024.
	Philippines: Ergonomics in design event hosted this year. With an international collaboration included.
	Thailand: Founded in 2001. 128 members from a variety of backgrounds. Starting a certification process and have established a board (Starting with associate professional ergonomist before CPE at a later date). Received funds from foundation of professional ergonomists. Have a journal for ergonomics. Local congress in 2022 that is hybrid. Everyone invited to the online congress.
	Singapore:

	Working group to engage with external stakeholders (industry, research agencies and universities). Working with community to identify HFE issues. Practitioners also a focus from this year to build a strong team.
12:30 - 1:30	LUNCH
1:30 – 3:15 (21. cont.) Reports from Federated Societies (Part 4)	Federated Societies provided information on significant challenges and accomplishments during the past year (5 mins per Society) (Austria, Belgium, Croatia, Czech Republic, SELF France, GfA Germany, Greece, Hungary, Italy, Latvia, Netherlands, NES Nordic Countries, Poland, Portugal, IREA Russia, Serbia, Slovakia, Spain, Switzerland, Ukraine, CIEHF United Kingdom)
	Serbia: Follows FEES and IEA. Special issue of journal on COVID-19. Continued to grow journal in 2022. Past president of society recognized by journal. Ergonomics and management society of Romania has been established with the help of Serbia. Regional ergonomics education network.
	Austria: Webinars and seminars have been a focus including on mobile work. Cooperation with Hungarian ergonomics society has been fostered in 2021/2. Membership decreased during COVID with 40 members currently. Therefore, a goal is to improve membership. New election of the board in December.
	Belgium: Congress in Tunisia next week (Collaboration with various societies – Francophone TMS congress). New event this year. Webinar attracted 300 participants so looking to blended options going forward. Digital modeling congress to be in Belgium next year.
	SELF/France: 500 members in France and other French-speaking countries. 450 participants from 16 countries in 2022 congress with plenary sessions and PhD student videos available on YouTube. Podcasts have also been made and are available for free. Next conference in October 2023. Also contributed to Francophone conference in Tunisia. History commission on website.
	Germany: GfA also includes Austria and Switzerland. Congress has seen high numbers of participants due to COVID online format (improved finances and membership). GfA made two recommendations for stakeholders. Inter societal working committee that is a community of stakeholders.
	Greece: Absent
	Hungary: Absent
	Italy: 13 <sup>th</sup> triennial congress in 2021 (meant to be in 2020) in Luca. Explore collaboration amongst various communities with 200 participants (post conference book published). Internal and external stakeholder engagements

· · · · · · · · · · · · · · · · · · ·	
	(Robotics; world disability day; Banking). First Master's degree in HFE starting. Cooperating with local stakeholders on research. Standardization a key issue for HFE and encouraging IEA to do more in this regard. CREE president from Italy.
	Latvia: Absent
	NES: New board has been elected. Continued the previous boards efforts to restructure NES through survey. IDA-AM confirmed to leave NES at AGM. Focus on long term sustainability. Looking at more diverse membership from international community. 130 participants at the 2022 conference held in October. Finish society very busy working with ministry of social affairs and health. Iceland working to grow membership and grown social media presence (200 followers). Norway working with companies (human factors and control group). Denmark represented in NES until end of the year.
	Portugal: External threats to HFE in EU – reduction in number of members due to COVID. Growing interest in companies to hiring HFE specialists. Committed to the local focal point of EU-OSHA.
	Poland: Absent
	Russia: Has not been operating since 2018. Presidency is being transferred which will hopefully see some new actions taken.
	Croatia (AV): International annual congress hosted in December.
	Switzerland: 140 members; Financials are good – need to now figure out how to spend it effectively. Launched online meetings with members online, but only about 10% of members participate. Difficulty in member retention and in finding people to take up officer roles in the society. Language is also a difficulty.
	Netherlands: Membership is stable at around 300. Working with Jan Dul and journal to put together an editorial on starting points of HFE. National congress coming up in 4 weeks.
	United Kingdom: Various documents/white papers been published and on their website. 10 webinars in the last year, with up to 39 countries attending the webinars. Major investment in a learning management system (learning pathways to be launched). Mining and rail are key domains working with. Training documents available and happy to work with IEA member societies. 2023 congress in April and encouraged to participate. 4 and half full-time staff members (about half of the finances go to these staff).

3:15 – 3:30		BREAK
3:30 – 3:45		
Various		USA (Chris Reid): Australia asked HFES about journal publication access. In response HFES has introduced a new membership category called "corresponding membership" at \$ 50 and \$25 for LMICs giving them access to various publication opportunities. This offer is available to all Federated Societies.
		USA: Membership is a key concern amongst many societies across the world.
		Discussion was had around the issues of membership and retention.
		Action point: CPR to work with FS (ask for interested parties from societies) to engage actively with early career professionals in response to the paper that they have published and to work on ways to retain and support them as part of societies.
		Action point: Document on best practice examples and what can and should be done to alleviate the issue of retention of membership.
	JOG	Presentation of application to become an IEA Federated Society from Algerian
		Association of Ergonomics.
		Maggie went through the requirement for recognition as an IEA federated society. She confirmed that they meet all the necessary requirements of the IEA policy.
		65 Votes yes 0 votes No therefore Algeria are accepted as a new IEA federated society.
3:45-4:00 24. Next Council and EC meetings		MG outlined considerations for the process for selection of locations for Council and Executive Council (15 people) meetings.
		Two proposals were received and circulated for hosting of the council meeting in 2023. Bangalore, India and Santiago, Chile.
		A total of 66 votes were counted and the next council meeting will be in Chile. It was agreed unanimously that the ballots be destroyed.
		VOTE 4: Council approved Santiago, Chile as the location for the 2023 IEA Council Meeting and associated EC Meeting [Later confirmed 18th and 19th October in Vina del Mare, Valparaiso, Chile]
4:00 - 4:15	JOG	
25. Other business		New ad hoc committee on HFE standardization has been constituted by the IEA president, with an international advisory group and support team. A document with the structure of the committee will be circulated to council members.
		Formation of a new TC – HFE in informal work. If any members would like to take up roles in the TC please let MG know via email.

4:15 -5:00 26. Approval of formal resolutions of	MG	Susan Kotowski moves that Marijke Melles act as Council representative to sign resolutions along with JOG and MG, seconded by Jennifer Kenny
meeting and		VOTE 5: Approval of the resolutions (formal minutes) of the meeting and
signers		signatures.
27. Adjournment	JOG	The meeting was adjourned at 1700

Annex: Full copies of the following reports can be found on the IEA Website Members' area.

#### Ref. 1: Minutes of council meeting 2021

#### Ref. 3 VPSG Report 2022

#### tes of the 2021 Council Meeting of the International Ergonomics Association The IEA Council meeting was virtually via Zoom during 11 and 12 June 2021. An email ballot was conducted prior to the meeting according to the Bylaws of IEA. The Council balloting satisfied the quorum requirements. Total potential votes: 70 Total effective votes: 57 The quotums for effective votes: For ordinary votes: 23 (one-fluid of total potential votes) For the change of the by-laws: 48 (two-fluid of total potential votes) Results of email balloting prior to the meeting The following resolutions on the mail ballot were reported to the IEA Council in the virtual meeting: Approval of agenda for virtual IEA Council meeting 11-12 June 2021 Resolution 1: By a vote of 57 approve, 0 do not approve, 0 abstain, the agenda for the virtual Council meeting was approved. Resolution 2: Exoneration of officers. By a vote of 54 approve, 0 does not approve, 1 abstain, the exoneration of officers was Resolution 3: Approval of Auditors' Report By a vote of 56 approve, 0 does not approve, 1 abstain, the auditors' report was approved. Resolution 4: Approval of Kermit Davis and Takashi Toriizuka as 2021 auditors. By a vote of 56 approve, 0 does not approve, 1 abstain, Kermit Davis and Takashi Toriizuka were approved as 2021 auditors. 1

## Ref. 2: President's Report 2022

#### IEA President's Report José Orlando Gomes

es the activities of the IEA President since June 2021 oriented by the IEA mission and goals, as rategic Policies<sup>1</sup>, previously called IEA 7 Policies. The IEA has been facing an extraordinary years operating in virtual mode, including its main event, the XXI Triennial Congress of the IEA, cossifully by the sociation of Canadian Ergonomists, in June 2021.

seen operating virtually since 2020, led by Prof. Kathleen Mosler and the EC as well as the entire congratulate all the members of the previous EC, the new EC, the federated and affiliated ovvious shorthown are as a second over the previous EC. he members of the previous EC, the new EC, the federated and affiliated societies Maboratively enabled the smooth and effective transition to the new term, as well of Lynn Strother as IEA administrator in recent years until the second semester of

As you have, the III is block space by the Precisions' main invariants as follows: representing the E.S. during the source of Committee, newselve, related to the Source of the Source of Committee, newselve, related to the Source of Sou

Coordination of Executive Committee Activities

Coordination of Executive Committee Activities 1. Experient advancements 2. Experient advancements 3. Experient advancements 4. Senders with seven scheduling, weight and experient 5. Senders with seven scheduling, weight advance, certification, and related matters 5. Senders with seven and agressization, isotification, and weight advances 6. Senders with scheduling weight advances of AL 7. Senders weight ad Planning activities, guided by the UK Strategic Polices and using as a basic tool the 2270 tool BL previously and the planning activities of the UK Strategic Polices and using as a basic tool the 2270 tool BL previously and tool trategic Planning and Inglinementation take by Advert Pol BL is secretary to research the compose and boot trategic Planning and Inglinementation take by Advert Pol BL is secretary to research the compose activities and ensure a smooth question, as well as the numerous activities developed with all EC members finderated society and ensures as mediation and the planning activities and the Pol Pol BL is a secretary to research the annihus activities and ensure as mooth question, as well as the numerous activities developed with all EC members finderated societies and interviews as mediation. The special issue of Journal Work is about to be published, as a result of the great coordination and editorial work of the team led by Prof. Nancy Black, which pleased have the pleasure to be a part of.

IEA Council Meeting 2022: Report of Vice-President and Secretary General VPSG Dr Margaret Graf EurErg. The first year of a VPSG is probably always marked by a lot of learning how things work trying to get up to date with everything that is happening within the IEA and Its many working groups. The had to rely heavily not the apperience of Lasty Moster and does Orlands Gomes as well as our previous office administrator, tynn Strother. Many than them and to all the members of the IEE accurity, who have always been patient and helpful. It is really a pleasure to work in this group. The following points sum up what has taken most of my er The following points using which has taken most of my energy during this period: 1. The scatabilization of the Ka websites are single basis, using the same single same singl Council meeting. 4. Organism meetings and getting to know the source the IEA Beacuter meet in online meetings in Movember and again in April. This is my thus Council meeting. There are meeting of a routon working groups that need to be controllate around the words and often quite a lot of emails to read and annew; also from the contact beace of the automatic and the source of the and annew in the contact beace of the automatic and the source of the and annew; also from the contact the Movember of the Automatic and the annex of the automatic and the annex the Movember of the automatic and the annex of of the website. Preparing the IEA Business Plan and various other strategy documents. rok on the Business Plan will be reported on separately in the Council m with the other officers on strategy development will be reported by José

work with the other difference to some year-or-tering the other difference of the other difference of the difference o

#### Ref. 4: Treasurer's Report 2021

# IRA 2021 TREASURER'S REPORT January 1ª – December 31ª, 2021 Jose Orlando Gomes and Thomas Alexar INTRODUCTION This report summarizes the financial performance for the period of January 1<sup>-1</sup>. December 21<sup>+</sup> of 2021 thereafter referred to as "the Period". The basic accounting rules are seemitally the same as those applied in previous years. However, the following are noted for clarification: 1. Banking and financial services Banking and financial service: The TeRAbas considered its banking at URS in Settmehant, where it now basi-11.1. a basic URS domainsted checking assume sponse in Oct2017 narbise URS domainsted checking assume sponse in Oct2017 narbise from the IEGU URS assume spansager the fiduciary assume for fiscal to the 2021 to the match interact of the interaction accuration was appeted basis magnitude. (the monthly interves of the investment account was expected to become negative). A Mendbership dues of previous years paid during Year 2021 are booked with '20201 monthership dues. A Mendbership dues. A Mendbership dues for '2022 and byond paid during Year 2021 are booked as Liabilities. S Whenever possible expenses are allocated the various IEA committees rather than to "Approximation & Outrack". The "Representation & Outreach" classification holds only (but not all) expenses specifically related to IEA Executive Committee activities: 6.1. Some of IRA officers' travel for "Representation & Outreach" is being partially covered by the host society or by the officer's local society.

# 6.2. Most host societies are already covering accommodation, food, and local transportation, and some of them have started to cover air travel as well.

## **Ref. 5: Interim Treasurer's** Report 2022

	Thomas Alexander
INT	RODUCTION
Sep are	a report summarizes the financial performance for the period of January 1 <sup>4</sup> . tember 16 <sup>4</sup> of 2022 thereafter referred to as "the Period"). The basic accounting rules essentially the same as those applied in previous years. However, the following are of for clarification:
	Banking and financial services <sup>2</sup> 1.1. The IEA has consolidated and continued its banking at UBS in Switzerland, where it now has:
	<ol> <li>a basic US\$ denominated checking account opened in Oct/2017</li> <li>a basic CHF denominated checking account opened in Oct/2017</li> </ol>
	1.1.2 a base CHF denominated indexing account opened in OCDD17 in addition, IEA is using a paypal account to allow payment of membership fees as an exception, if direct hank to bank is not possible. However, it is recommended to use this only as an exception because of extra efforts for subsequent accounting
	Membership dues of previous years paid during Year 2022 are booked with Y2022 membership dues.
. :	Membership dues for Y2023 and beyond paid during Year 2022 are booked as liabilities.
	Whenever possible expenses are allocated the various IEA committees rather than to 'Representation & Outreach''.
	The "Representation & Outreach" classification holds only (but not all) expenses specifically related to IEA Executive Committee activities:
	6.1. Some of IEA officers' travel for "Representation & Outreach" is being partially covered by the host acciety or by the officer's local acciety.

6.2. Most host societies are already covering accommodation, food, and local transportation, and some of them have started to cover air travel as well.

#### Ref. 6: Auditors' Report 2021

7 September 2	102.2
To the Council of the International Ergonomics Association: Att. Professor José Orlando Gomes President	, IEA
Serving as auditors for the year 2021 for the International Egonomica Association, we are not formey not that the ward of the IA financial documents for the VB222 body year has been can be used to the beginning and ending balances, deposit, expenditures, and service sharger outsident with the automatic reported in the IAT Fraseure's Report for the period of and December 2021. Alka, we found the financial records to be complete and comprehensive with mathematical arences.	mpleted. s to be
We would like to acknowledge the treasurer's responsiveness in working with the auditing review the records, to answer our questions concerning records, expenditures and transaction	
We have comments and suggestions for the IEA Executive Committee to consider, as folio	ws:
The Treasurers were able to provide us with a comprehensive overview of the financial tra and all of these are considered reasonable. It is noted that there was a credit card fraud of \$7, due to a stolen credit card. Further, there was a \$33,000 surplus for the Triennial Congress.	
The greatest expanditure was office costs were \$24,315 with next costs being awards com (\$16,000) and website (\$8,252). One big benefit was limited travel costs. All of the costs were considered reasonable.	nittee
The solicitation and payment of the Sustaining members was at 93.7%. 56% of the Societis membership dues in 2021, totaling over 80% of revenues expected from this source, despite th pandemic.	
The treasurer continues to use accrual-based accounting using Banana software.	

We acknowledge the competence and commitment the Treasurers (lose Orlando Gomes and Thomas Alexander) have demonstrated in the execution of their duties and suggest that the Counci discharese the treasurers.



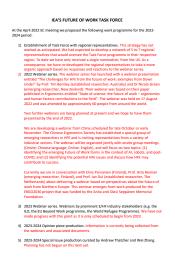
The IEA is registered as an association in the municipality of Thônex, Canton of Geneva, Geneva sentarized

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#### **Ref. 7: Awards Report**



#### **Ref. 8: Future of Work Report**



#### **Ref. 9: International Development Report**

# International Development Standing Committee <u>Chair</u> Anindya Ganguli India ta<u>irs</u> Paulo Antonio Barvos Oliveira Brazil Latin America Martin Rodriguez Argentina Latin America Nelson Ekechukwu Nigeria Africa (with the collaboration of Prof. Paulo Antonio for African Portuguesse countries) Liang Ma China Asia Jennifer Guiterrez Philippines Asia Leng-term Stratery The long-term strategy of the International Development Standing Committee continues to be global by the two ELA overriding principles. Representation and Ontracels activities to "models the presence of IEA and spread awareness of what high quality HFE entails." ungeneration of the IEA access philos. Sources of a strategic lancewise for development as outlined and influenced by types pet in place by the International Development Standing Committee the Si-Si-Si-Si off and off-the input predata (Single Committee) and the Single Si Strateck Design The strategy design for implementation of the International Development Standing Committee Stands on the Phristophury Poycet Development Toolki (PhD), cartine known as the General Framework Model (GFM). Of particular importance is the emphasis placed within the toolki to me kellenfication of two-added topics, its distribution and methodinating of atkabolistic relevant to the topic, and the development of project specifications according to strategies based on these instances. nitiatives and Plans Training the Trainer Transmission as transmission of the long-term plans outlined above, the focus of the keyping with the framework of the long-term plans outlined above, the focus of the cells in the developing rations with complexitions to be on the development of ergonomics cells in the developing rations with complexitions. The second Integration time scientific programmes

The thrust will be helping to develop curricula in synchronization with the IEA Core

#### Ref. 10: Development and **Promotion Report**

Development and Promotion Committee (DP) Chair: Elina Parviainen

Development of IEA Congress model (CM), main activities 2022 The abridged version of the Congress Model was shared to Courcil members for familiariting purpose in August 2020. The longer version was shared for comments and feedback to Executive Committee in 2021 The longer version was shared for comments and feedback to Executive committee in 2021 and shared to functional digital version in 2022 and will be over exists as noved to functional digital version in 2022 and will be oversion and adapter "Organizing hybrid and full virtual compress" into the model during 2023 Describing the main activities of exists Standing and ad hoc Committee for supporting the Host society/Organizing Committee. These will be added in the chapter 47 "Organizing Committee (C) and the Cooperation with each other Carling and stratures to the thinking in generation each there Create transparency to the activities in C and communicatory' collaboration in IFA between committees, counting methods and collaboration partners of IEA and other important stableholder. Enhance networking and promotion of HF/E through IEA network globally and increase collaboration between the partners of IEA, member societies and IEA. For implementing the CM into use in IEA: Second half of 2022: Meetings held with chairs of each executive committee commering bein' first thoughts about support and needs to be met in organizing the IEA triennial congress on the. Summary of the feedback will be addies an appendix to this document. The content of the feedback will be utilized in the updating of the CM as mentioned in the point 3.

## **Ref. 11: Professional Standards** and Education Report

#### information as of end of September is shown in red.

We are now trying to frame some value-added demands made by each member for taking initiatives during the period of 2022-2024. Please note that the following are tentative, as a first step in making plans based on the P2DT framework.

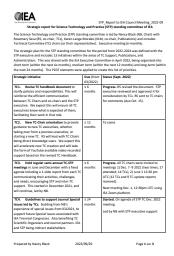
Development of education tool kit for HFE core competencies collaborating with CNAM (Paris) I SIC/CFI Uppan), proposed by Takehi Kaned(nair) and Takar Hakim Benchetono (Lo-Ahu) Developa and conduct: Takasi on training with a real-word probenic collaborated with Profisialin, CMAM, and SIS/CFIL by multicolphiany teams working together with institus, and human-equisitist practitiones such as accoder protection, cocupational and any and human-

ntered daugs. en wir E core competencies put stress on applying the systems approach, and recent social mands in Jugan Tocus on socialidi "Society Sd", building a human-centered scorety human interace scorence advancement with the resolution of cological problems by a yatem that human stress of the difference of the stress of the difference of the stress of the difference of the stress of the difference of the stress of the difference of the stress of the difference of the stress of the

Next, the meetings with CMAM (Paris) and JEC(2FI) (Japan) are held from March 2022. Members Takesh Eand (FIE char) are Taken Henderstom (PE co char), Takesh Tombuls et al. (Takesh Tombuls) (Parisetteri of CFI), Alse high transfer president of LSI), ands pass of land Gones (president of LA). Takesh Tombuls) (Parisetteri of CFI), Alse high transfer are scharing in (Parimon on particus of advance) and HE portects conducted in France rapis to share local needs and characteristics of HE partices. At the first meetings, held in relocades at too the induction of LON of the partices areas in France. Then in relocades at too the induction of LON of the partices areas in France.

A service of the service section at CMM and Ib practice activities in France. The member from CPI introduced their regrounds represent at the regrounds. For drosses, treatident of ISS introduced general education system at Japanese universities and gene ducation program in bachelor, and the section of their ducation of their ducation of their sections of their sharing our local strategies of HIB ducation of HIB ducation and practices in Fran-gara, we'll make the F20T plan. We will discuss how to proceed with our project or walk follow way to targe produced in the sections of their ducations to the factor way to targe produced in the sections in the induced on the sections.

#### Ref. 12: Science, Technology and **Practice Report**



#### Ref. 13: Communications and **Public Relations Report**

than Davy

Committee members: Sara Albolino (Co-chair and webinar pr Qureshi (ECC and outreach coordinator); Katie Buckley (ECC and Tukulula (IEA NewsBriefs editor); Kathleen Mosier and Michelle R stakeholders); Maggie Graf (Secretary General and VP of IEA).

Committee roles and responsibilities 1. To improve on and diversify the methods of communication with and stakeholder groups.

2. Promote the HFE profession and enhance the IEA's presence on and use of social media platfor (e.g. Facebook, Twitter, LinkedIn). control of the left and its stakeholders. This may be achieved through:
 a. The promotion and sharing of high quality research and practice of HFE through the "IEA
webmar program." 3. To prom

b. The support and promotion of events, activities and publications that emanate from the IEA's Technical Committees (TCs), IEA networks and federated societies. 4. Enact and leverage the existing MOUs with external stakeholders through IEA execu

Provide support to the Early Career Coalition, composed of ECRs (researchers) and ECPs (professionals) and other early career groups such as students to ensure the sustainable growth of HE.

#### Activities to date and plans for further devi Social media presence for promotion

The attempt increase the visibility of the IEA and its internal stakeholders, the committee has increased the use of certain social media platforms, specifically, Linkedin, and to a lesser extent, staceboak and "tettis". This is establed our committee to platforts the activities and events of the IEA feature of the IEA and the state of the state of the state available on the IEA's for the other than the state of the state of the state of the state available on the IEA's for the other than the state of the IEA for the other of the state of

# Plans for further development: There is need to enhance the frequency, quality ar of the means through which the activities of the IEA and its internal stakeh promoted and shared on these and other platforms. This may require the as professional marketing and communication services.

There is a need for better network creation on various social media platforms, include the creation of distinct social media pages for societies, tachical a con-networks which may facilitate a water network through which to disseminate it events. This should also include determining how societies and networks that do use these platforms, can be connected as well.

#### Ref. 14: IEA2024 Congress Report



BETTER LIFE ERGONOM

(Progress Report #4)

22nd Congress of International Ergonomics Association 25-29th August 2024 | ICC, JEJU, KOREA

October 29, 2022 Myung Hwan Yun Chair, Organizing Committee

# Ref. 15: ITC Website Report

Information & Communication Technology
Report for Council Meeting
Ort 2022
Takashi Kawai
Mission
Promote the use of IEA website and ICT tools for enhancement communication
Progress
Progress Following activities were carried out in cooperation with VPSG. Administrator and
Development and Promotion Standing Committee.
1. Web page correction
Fix errors in links, layout, etc.
2. Setup of member login
Modify access levels according to member types
3. Support for Dokuwiki
Prepare for digital version of Congress Model
4. Renewal of the top page
Redesign simpler page with less scrolling (in progress)

# Ref. 16: IEA Sustainable **Organisation Draft**

#### **ØIEA**

IEA Sustainable Organisation Model – Draft 1 Development of proposal 2022<sup>5</sup>

- Mission/Waten Ganh The **mission** of the ITA is to support the claberation and advancement of IPE science and precifice, and to promote the expansion of its scope of highlight and coursebusion to accident the state of the probability of the product of the state of t In table to requere to quark planning the parking HT principle shows the year statust.
  Weiler provide the statust planning of the statust planning of the parking shows the planning p
- Strategy To achieve the mission, vision and goals of the IEA, seven policies have been developed that goide the implementation strategy of the executive committee:

 constant
 · Undated from 2020