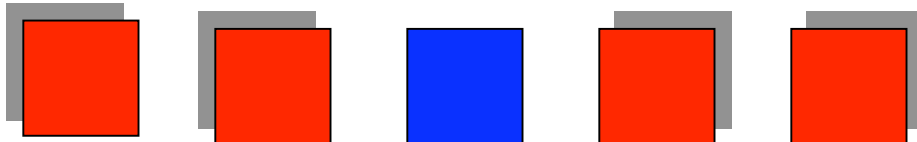




Chapter Leaders

Chapter Leaders



Operating a Chapter



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CHAPTER OPERATIONS HANDBOOK

Chapters of the Human Factors and Ergonomics Society (HFES), are organized to serve the needs of the human factors/ergonomics (HF/E) profession in a specific area. The Society's purpose is to promote and advance the understanding of HF/E involved in the design, manufacture, and use of machines, systems, environments, and devices of all kinds through the interchange of knowledge and methodology in the behavioral, biological, and physical sciences and industrial and other relevant engineering disciplines.

HFES chapters are established as affiliates of HFES, a nonprofit corporation incorporated in the State of California, to operate exclusively for charitable, educational, scientific, and literary purposes by authority of and in accordance with the Articles of Incorporation, the Bylaws, and the Operating Rules of the Society now in force or hereafter amended.

General Aims and Objectives

The aims and objectives of an individual chapter are both general and specific. The general aims and objectives of a chapter should be similar to those defined in **Article II** of the HFES Articles of Incorporation:

(1) The purpose for which the corporation is organized is as follows:

- To operate exclusively for charitable, educational, scientific, and literary purposes.
- To promote and advance through the interchange of knowledge and methodology in the behavioral, biological and physical sciences the understanding of HF/E involved in the design, manufacture and use of machines, systems and devices of all kinds.

Specific Aims and Objectives

The specific aims and objectives should be oriented towards satisfying the needs and desires of the prospective members of the chapter.

Example:

- Provide a professional forum for the exchange of multidisciplinary ideas and information about humans and their environment.
- Encourage a social relationship where members can meet and communicate freely with others who have a wide variety of viewpoints and backgrounds.
- Establish a point of contact for persons and organizations that are interested in or have a need for HF/E research and technology.

List of Specific Objectives

Additional examples of specific aims and objectives of individual chapters are listed below. While this Objectives list is far from exhaustive, it is illustrative of the types of goals a chapter can stress. Again, the specific aims and objectives of the individual chapter will be unique to that chapter.

- Provide a forum for the presentation, discussion, and investigation of matters of local interest.
- Provide directory and news bulletin information for local use and as inputs to HFES *Bulletin*.
- Facilitate communications between HF/E specialists and other specialists in the local area.
- Provide funds for awards, scholarships, grants, and other projects.
- Provide placement services or other types of employment assistance in the local area.
- Encourage local participation by individuals active in HF/E and related fields, including students, who might not otherwise become active in HFES.
- Encourage individuals to become members of HFES through their participation in the affairs of the local chapter. This is the "grass roots" strength vital to the future of HFES.
- Facilitate joint meetings with chapters of other national/international associations.
- Provide a good training ground and source of talent for future HFES officers by serving as a model of the parent organization.
- Provide a vehicle for communicating the needs of local groups to HFES through participation of local officers in HFES committees, attendance of the chapter President at the Council of Chapter Presidents meeting at the Annual Meeting, activities of the Society's Chapter Affairs Committee, and other direct interfaces.
- Provide the points of focus and the necessary organization of interests, ideas, talent, and personnel to host an Annual Meeting of the Human Factors and Ergonomics Society.
- Ensure representation from the chapters on key committees, committees, intersociety activities, and other efforts of the Society by volunteering to participate in activities of interest.

(Sometimes the *Bulletin* announces calls for volunteers. Direct contact with the HFES President and chairs of the various committees is also encouraged.)

- Provide the basis for social interaction and informal discussions among members of the various human factors groups, industry, government, and education on a periodic basis.

These aims and objectives are only representative. You must develop specific ones for your particular chapter. The goals of a chapter should be based on what will best benefit and interest the prospective membership.

CHAPTER RESPONSIBILITIES

Chapter affiliation with the Human Factors and Ergonomics Society brings with it certain continuing responsibilities and obligations that must be met to maintain your Chapter status. These responsibilities/obligations are outlined below.

Chapter Operation

Following is an excerpt from the HFES Operating Rules:

6.4 Operation

- 6.4.1 The president of a local chapter shall be a Full Member of the Human Factors and Ergonomics Society.
- 6.4.2 Once a chapter is formed, any subsequent change in its Bylaws must be approved by the Executive Council of the Society. The chapter must notify the Council of proposed changes. If this notification is received 30 days or more before a Council meeting, the Council shall consider the proposed changes at that meeting. If notification of proposed changes is received less than 30 days before a Council meeting, the Council may defer consideration of the changes until its next meeting.
- 6.4.3 According to the Society Bylaws, each chapter must submit a financial report to the Society no later than one month after the end of the Society's fiscal year; i.e., by February 1. This report shall be prepared according to the specifications of the Chapter Affairs Committee, which shall notify the chapter presidents of the appropriate format by January 1 each year. In addition to this financial report, each chapter shall submit at the same time an annual report to the Executive Council. This report shall include:
- A copy of the chapter's input to the Directory, including a list of current officers and a review of the year's activities.

- A current membership list, including each member's name, preferred mailing address, employer or academic affiliation, and membership status in the chapter.
- Any other information the chapter wishes to report.

6.4.4 Each chapter shall notify HFES Headquarters and the chair of the Chapter Affairs Committee within 10 days whenever new chapter officers are elected or appointed, and whenever the chapter mailing address is changed. If these changes occur at the time the annual report is filed, explicit attention shall be drawn to them. In the case of student chapters, this shall be the responsibility of the advisor.

6.4.5 Each chapter shall send one copy of each publication issued by the chapter to HFES Headquarters, and one copy to the chair of the Chapter Affairs Committee. Chapters are encouraged to exchange publications with each other.

6.4.6 Each chapter shall send the Communications Director copies of all announcements and reports of meetings, programs, other activities, and additional news that may be of interest to the entire Society membership.

6.4.7 Chapters are encouraged within the limits of their resources and with the approval of the Technical Program Committee, to sponsor symposia, workshops, or invited speakers at the annual meeting of the Society. Arrangements for these activities are to be made through the standard channels.

DISAFFILIATION

Local Chapter affiliations may be terminated by the Executive Council if the chapter:

- Fails to submit annual and financial reports two (2) years in succession.
- Fails to comply with its own Bylaws.
- Initiates conduct prejudicial to the interests and objectives of HFES.

Excerpts from the HFES Operating Rules:

6.5 Disaffiliation

6.5.1 The Executive Council may terminate the affiliation of a chapter for failure to submit annual and financial reports for two or more years in succession, failure to comply with its own chapter Bylaws, or conduct prejudicial to the interests and objectives of the Society.

The Chapter Affairs Committee should bring to the attention of the Executive Council any available information relevant to such a decision.

6.5.2 A chapter may initiate disaffiliation by formal request to the Chapter Affairs Committee, sent via the HFES Headquarters, signed by a majority of the current chapter officers. This request must include a copy of notification to the membership that disaffiliation is being requested. The Chapter Affairs Committee will review such a request, and then forward it along with relevant information and appropriate recommendations to the Executive Council for decision.

6.5.3 Following a vote of disaffiliation by the Executive Council, all officers of the chapter being dissolved will be notified of the decision in writing by the chair of the Chapter Affairs Committee. An announcement will also be published in the Bulletin. This announcement will include a description of the appeal process. If five chapter members request reconsideration within 30 days of the Bulletin announcement, the chair of the Chapter Affairs Committee will inform the President of the Society. The President will appoint three members of the Executive Council, preferably from areas other than that of the chapter, to review the case. These three Council members will make their recommendation to the Executive Council within 30 days of that review. If they recommend reconsideration, the Executive Council will make a final decision at its next regular meeting.

OPERATING A CHAPTER

The following four sections provide some specific help in operating a chapter. These sections address:

- Operating Funds
- Budgeting and Accounting
- Chapter Meetings
- Chapter Communications

OPERATING FUNDS

Purpose

The Articles of Incorporation and Bylaws of the Human Factors Society place no restrictions upon the manner in which chapters may obtain funds, however the IRS does. All income must be related to HFES's tax exempt purpose. Dues, contributions from Sustaining Members, subscriptions, proceeds from the Annual Meeting, publications, sales, interest, and miscellaneous other sources typically provide the bulk of the Society's income. Chapters, on the other hand, must depend almost entirely upon dues. Other sources of chapter income, however, are available. These sources include contributions, gifts, and proceeds from meetings and symposia.

Tax-Exempt Status for Chapters

If your chapter has annual gross receipts under \$5000, your chapter is automatically tax-exempt, according to IRS Publication 557 (Rev. July 2001). [Please refer to the latest version of that document for specific information on automatic tax-exempt status AND check with the HFES Executive Director before assuming your chapter is automatically exempt.] Chapters that exceed the \$5,000 limit will have to apply formally for tax-exempt status by (1) applying for an Employer Identification Number (IRS Form SS-4), (2) paying a user fee (IRS Form 8718), and (3) filing for recognition of exemption (IRS Form 1023). IRS would then issue a determination letter to your chapter that can be used to seek exemption from state income tax (exemptions from state sales and use tax may also be available) and to present to potential contributors as evidence of your chapter's charitable status.

Regardless of gross income and tax-exempt status, your chapter should apply for an Employer Identification Number (IRS Form SS-4). You can use this number to open a chapter checking account, since financial institutions require a Federal Employer Identification Number for all interest bearing accounts.

Personal Contributions

Organizing and operating a chapter typically requires a substantial amount of volunteer time, usually requires the use of personal transportation, and may require unavoidable out-of-pocket expenditure of personal funds. Officers, committee chairs, and other volunteers are not reimbursed for their time, but if the chapter budget will permit it, their out-of-pocket expenses may be reimbursed from the chapter treasury. Members should contact their accountant or tax advisor regarding deductibility of expenses incurred while volunteering for the chapter.

Expenses Paid by Third Parties

The employers of chapter officers, committee chairs, and members may provide supplies, secretarial services, printing, photocopying, postage, stationery, meeting space, and other resources on behalf of their employees. These can be very important, even vital, to the success of chapter operations. The employer typically absorbs such expenses as part of overhead. The chapter should acknowledge such contributions by employers.

Savings Account

If the chapter has more than \$500 on hand, it might be worthwhile to open a savings account. After several months of operation, the treasurer should be able to estimate the amount of working cash he or she should have on hand; once this is accomplished, he or she can consider the merits of putting the rest to work in a savings account.

Company Contributions

In addition to paying certain chapter expenses, company cash contributions can also be a source of receipts. Chapters might consider instituting a "Sustaining Member" classification for companies and individuals who contribute a specified amount over and above the usual dues payment.

Receipts from Meetings and Symposia

The net revenue over expenses incurred at dinner meetings and symposia can be sources of income. However, these sources are usually extremely variable and should be carefully analyzed for stability before being considered as a continuing source of funds.

BUDGET AND ACCOUNTING

Purpose

Accounting for money flowing through the chapter is a fairly simple but a very important responsibility of the treasurer and the Executive Council. The objective of accounting is to record and accurately reflect the sources and amounts of income realized by the chapter, and the manner expenses are met. Accounting records are required to maintain a current and accurate picture of the chapter's financial condition so that the chapter's Executive Council

- can make intelligent decisions about the uses of funds available
- is aware of the current trends of income and expenditures
- can periodically inform chapter members of the treasury balance and make a full disclosure of the uses of chapter money
- can make reasonable projections of future income and expenses, and prepare budgets
- can prepare the Annual Financial Report to the Society.

Create a Simple Accounting System

Since chapter treasuries are typically not very large, accounting records can and should be simple at the outset. Double entry bookkeeping -- balancing debits against credits for each transaction -- is not necessary. In fact, the following will satisfy minimal needs for financial records at the outset:

- A checkbook (for the chapter account) with the stubs being used to record all expenditures except petty cash (many banks and savings and loans offer a "personal" type checking account. This type of accounts saves initial check costs and, often times, eliminates monthly fees.) A simple accounting software such as Quicken is an alternative.
- Receipt book recording all cash income.

Treasurer's Journal

- Receipts for all cash expenditures.

The Chapter Treasurer should maintain a general journal—one book or computer file in which all financial transactions are entered by the treasurer as they occur. For each month, receipts are listed indicating:

- Date money was received.
- Serial number of the receipt given.
- Person's from whom money was received.
- Purpose of the money (dues, subscription, contribution, etc.).
- Amount received.

Expenditures in the same month should include:

- Date money was paid out.
- Check number or cash.
- Person to whom payment was made.
- Purpose of the payment (Post Office box rental, postage, service charge, printing, etc.).
- Amount spent.

Income Statements

The treasurer should consolidate this basic accounting information into a statement of receipts and expenses for presentation to the chapter Executive Council at each meeting. This should be prepared at least quarterly and preferably at the end of each month. In either case, very little effort will be required to consolidate these periodic financial reports into the Annual Financial Report at the end of the fiscal year. (**See Appendix D**) See a sample Chapter Income Statement in **Appendix A**.

Balance Sheet

The "Income Statement" summarizes financial operations over a period of time. The Balance Sheet summarizes, for the day it is prepared, the property/assets and debts/liabilities of the chapter.

As a practical matter, it may not be necessary for the treasurer to prepare a balance sheet at the end of each month or quarter unless he/she wishes to draw attention to a specific problem or set of problems. These specific problems might include an inordinately large number of dues in arrears, a poor cash position, a large number of bills to be paid, or some other problem of concern to the Executive Council. A year-end Financial Report must be submitted to HFES headquarters.

The sample Balance Sheet shown in **Appendix B** illustrates most of the items that can be expected to appear at one time or another on the balance sheets of all of the chapters.

Planning a Budget

Reliable budgets cannot be prepared without sound objectives and thoughtful planning. Planning must begin with the definition of a program of activities for the year--how many programs/meetings will be held; what kinds of programs will be held; will the chapter publish a newsletter in addition to meeting announcements, and if so, how frequent and how large will it be; how many new members will be recruited, and how will they be contacted; how will the chapter publicize its activities and the accomplishments of its members; will the chapter publish a directory, and if so, how detailed will it be; etc.

All of these questions and many others should be resolved in advance of budget preparation since these decisions are essential for the generation of the budget. A sample budget information form is shown in **Appendix C**. This sample illustrates the manner in which key budget items can be estimated.

CHAPTER MEETINGS

Excerpts from the Model Chapter Bylaws:

ARTICLE VIII - MEETINGS

Section 1. Types. There shall be Regular and Special Meetings of the Chapter, and Regular and Special Meetings of the Executive Council.

Section 2. Regular Meetings of the Chapter. The chapter shall hold no less than three regular meetings each year. One of these shall be designated the annual business meeting. The selection of the time and place of each meeting shall be designated by the Executive Council or its designated representative for this purpose. Announcements for each meeting shall be mailed to chapter membership not less than ___ days prior to the meeting date.

Section 3. Special Meetings of the Chapter. A special meeting of the chapter may be called by the: 1) Executive Council, or 2) Secretary upon written request of not less than ___ members of the chapter. The Executive Council shall select the time and place of all special meetings. Announcements for each meeting shall be mailed to chapter membership not less than ___ days prior to the meeting date.

Section 4. Quorum. ___ percent of the voting members of the chapter present in person shall constitute a quorum at any regular or special meeting of the chapter. Any meeting at which a quorum is present may, by a two-thirds (2/3) vote, order the submission of any question, except one affecting the bylaws of the chapter, to the Executive Council or to the voting members by mail ballot. A quorum need not be present to adjourn a meeting.

Section 5. Executive Council Meetings. Meetings of the Executive Council shall be called by the president. The president may request the attendance of any committee chairperson, publication editor, or member-at-large to present or receive reports and recommendations pertinent to the conduct of the chapter affairs. A majority of the members of the Executive Council present in person shall constitute a quorum.

NOTE: Refer to your own Chapter Bylaws for detailed information

Meeting Purpose

Technical meetings are perhaps the most important way in which the chapter can assist in the professional growth of its members. The experience of existing chapters suggests that certain principles should apply to the topics, location, timing, and format of technical meetings. The following guidelines are based on this experience.

Types of Programs

The Human Factors and Ergonomics Society is an advocate of interdisciplinary cooperation in psychology, engineering, human factors/ergonomics, industrial design, medicine, and many other fields, and chapter programs should reflect this broad interest. While you may find that the chapter has a fairly large contingent of members from the psychological sciences, as does the Society, the interests of members from other disciplines should be respected and regarded in building the program for the year. Additionally, a variety of program formats should be employed, such as:

- Local trips/tours
- After-dinner speakers
- Panel discussions
- Chapter picnic

Choosing a Meeting Place

The question of a fixed versus revolving meeting place is a key issue since it will influence the size of the geographical area served by the chapter. Revolving sites, of course, cannot be avoided in the case of tours and trips to university, industrial, and government facilities. For the more standard speaker format--one or two speakers or a discussion session at the dinner meeting, site planning is important. Continually scheduling the meeting at one and only one place (restaurant or club) may result in members losing interest.

Members who work and/or live beyond a comfortable distance for an evening's drive may not be motivated to attend all but the most outstanding programs, and may eventually fail to renew because of the inconvenience. Going to a new place each time takes more effort - effort for the Executive Council or program chair to find good places (with good facilities and menu), and effort for the membership to get to the new places.

Meeting Formats

Dinner meetings have generally been the most successful format. Business meetings where the annual report is delivered and new officers are invested, often draw a much smaller crowd than dinner meetings. It is strongly recommended that a speaker be scheduled on the same evening as the annual business meeting and that the business part of the meeting be kept to a minimum (10-15 minutes). However, the affairs of the chapter should be satisfactorily taken care of before introducing the speaker.

Joint Meetings

The importance of joint meetings with other organizations cannot be overemphasized. Such meetings can be arranged at the local level with relative ease.

With care in selecting the other parties to a joint venture, (like ACM, SIGCHI, UPA, IIE, STC, SID) such meetings can be of regional, perhaps even national, significance. They are also an excellent way for the chapter to assume an important role in the local scientific and/or practitioner community, and to become highly visible as the voice for interdisciplinary cooperation. Many major societies have technical sections on HF/E; cooperative programs at the local level with these other societies can therefore be an important contribution to the international stature of the entire Human Factors and Ergonomics Society.

Joint events between student and local chapters can be both interesting and informative. These meetings provide a forum for students and working professionals to exchange information on HF/E research and practice.

Meeting Planning

Consistently superior programs and large meeting attendance cannot occur without thorough planning. You cannot expect to produce a well-rounded program by waiting until one meeting is over to plan the next. Speakers and facilities that the membership will want to hear and see will be in demand; they must be contacted at least 3 to 6 months ahead of time.

Make every effort to hear a person speak prior to your meeting to assure yourself of his/her merits as a speaker.

Meeting arrangements should be thoroughly worked out as far in advance as possible. Naturally this takes a lot of effort on the part of officers and chair who are already committed to career and job demands. The effort may be delegated to dependable, motivated members and associates.

It will probably not take very long to determine who these willing people are and how much time they can commit to a project. The chapter will be more meaningful for them if you use their talents.

The chapter Executive Council should establish a firm policy regarding meeting financing and adhere to it throughout the program year.

Financing the Meetings

From the financial standpoint, meetings, as a general rule, should be self-sustaining; i.e., the chapter should not have to use other income to defray the cost of meetings. This can be accomplished by marking up the meal costs by some nominal amount to defray the cost of guests and speakers. If the meeting place charges a fee for the facility, a registration fee should be charged for all attendees. Nonmembers should be charged more than members, so that advantages of membership will be clearly evident. Some chapters give student members a break on meal costs.

CHAPTER COMMUNICATIONS

Chapter publications can accomplish many things. They maintain the thread of common interest among members throughout the year, and promote the value of investment in dues for each member. Chapter publications also establish the identity of the chapter, contribute to its local stature in the community, and demonstrate the scope of professional accomplishments of its members. However, publications can be costly to produce and distribute. Again, as with so many chapter activities, a qualified and dedicated individual (or group) should be assigned responsibility for the chapter publications..

Publications Committee

Most chapters establish a Publications Committee consisting of a chairperson, the editors of all regular chapter publications (e.g., newsletters, email, Web site.), and no fewer than ___ additional members appointed by the chair. This committee is responsible for:

- publishing and distributing all chapter publications
- identifying and defining requirements for new publications
- preparing and submitting annual budget requests to the Executive Council

The chair appoints editors for each chapter publication, subject to confirmation by the Executive Council. He or she establishes and reinforces editorial policies subject to such constraints as may be imposed by the Executive Council. Editors are delegated with full editorial authority, subject only to established editorial policies. The tenure of an editor is limited only by his or her willingness to serve and continued approval by the Executive Council. The Executive Council may vote for the removal of an editor. Copies of all chapter publications are to be submitted regularly to the Executive Council.

Types of Publications/ Communications

Types of publications/communications are listed along with the primary chapter member (or editor) usually responsible for their production.

- Newsletters – newsletter editor
- Meeting announcements - secretary
- Web sites - webmaster
- List servers – secretary
- Election ballots - chair of Nominations and Elections Committee.
- Chapter directories - secretary
- Surveys – chair of Publications Committee
- Chapter officer special notices – officer authoring the notice and secretary
- Electronic mail/bulletin board - secretary

The most common forms of chapter communications are newsletters, directories, Web sites, elections, and meeting announcements.

Newsletters

The production of newsletters is the responsibility of the newsletter editor. The newsletter editor is responsible for soliciting material for each edition of the newsletter from chapter members. The gathering of material is an ongoing process throughout the year. Although each chapter may differ in the number of newsletters produced each year, it is recommended that at least three be produced, perhaps in January (to include a dues solicitation), May (to include a nominations ballot), and October (to include election results and reports from the HFES Annual Meeting). In addition to the items just mentioned, newsletters can contain:

- conference announcements
- calls for papers
- officer columns
- chapter meeting announcements
- articles of interest
- news of member activities
- recognition of member accomplishments
- calendar of upcoming events
- officer contact information

A varied newsletter, packed with as much information as possible, is a valuable benefit of chapter membership. Newsletters should be produced in both hard copy and electronic format to ensure that chapter members have access to it. Those members who wish a hard copy can request it.

Meeting Announcements

Meeting announcements are usually sent out via email by the secretary. Announcements can also be sent to invited guests. Meeting announcements should be sent at least three weeks before a meeting, requesting an RSVP by the week or so before the meeting date in order to get a head count for food, beverages, and seating requirements. A good idea is to send another announcement three days before the meeting as a reminder.

Web Sites

Web sites can be a valuable mode of communication for chapters. The chapter webmaster is primarily responsible for Web site content and maintenance. The most economical way to have a Web site is to find a chapter member who can arrange for his or her workplace to host the site for free, or for a nominal fee. Much like the newsletter editor, the webmaster is responsible for soliciting material for the Web site from members. Material can include much of the same content as newsletters, but can also include electronic surveys for members, a bulletin board for exchange of ideas, a newsletter archive, a chapter directory (if members agree to have their information listed on an unsecured Web site), special announcements that cannot wait for the next newsletter edition, and other useful features.

TIPS FOR SUCCESSFUL CHAPTER OPERATIONS

This list, gleaned from some of the major points presented in this handbook, contains some important tips that might help your chapter stay active and “healthy”, and most importantly, promote value of chapter membership.

- Encourage joint meetings with local chapters of other professional societies. Other groups to consider are ACM-SIGCHI, UPA, IIE, STC, SID, and Division 21 of APA. Also, where possible, have at least one joint meeting a year with a local HFES student chapter.
- Keep the meeting location as varied as practicable to keep attendance and interest high.
- Keep meeting programs varied as well: have an annual meeting schedule featuring speakers (both practitioners and researchers); field trips to local research, industrial, and/or government facilities; and social gatherings such as holiday parties and summer picnics.
- Use and update the chapter Web site regularly. On the website, include conference announcements, job listings, calls for papers, chapter newsletters, recognition of efforts of chapter members, a bulletin board for exchanging ideas, etc.
- Produce at least three newsletters a year: one in January soliciting dues for the year, one in late spring/early summer including the nominations ballot, and one in the late fall after the HFES Annual Meeting announcing the new officers.

These newsletters should contain a wide variety of information of interest to the chapter membership.

- Develop mechanisms for recognizing and rewarding volunteers (officers and other notable contributors). A good and inexpensive way is to present certificates at chapter meetings. Consult HFES Membership Services for more information.
- Experience has shown that the best way for a chapter's Executive Council to operate is for Council members to *meet in person* about three times a year. Executive Councils that have tried to conduct chapter business via email are less-effective. Less effective Executive Councils can contribute to a chapter becoming inactive.
- Work hard to keep prices for food at meetings as low as feasible. Experience has shown that as meal prices go up, attendance goes down, particularly for student members of the chapter. Chapter members can opt to subsidize meal costs for student members.
- Submit chapter reports and budget reports to HFES *each year* and *on time*, as failure to do so risks disaffiliation of the chapter from HFES.
- Contact the chair of the Chapter Affairs Committee if you have any questions regarding chapter issues.

**CHAPTER
OPERATIONAL
SCHEDULE**

Appendix F contains an example of a year-long operating calendar that chapters can follow to ensure that chapter activities take place and obligations to HFES are met.

**CHAPTER
MEMBERSHIP FORM**

Appendix G contains a sample form chapters can use for chapter membership applications

Appendix A

Chapter Income Statement

Chapter: HFES Chapter

INCOME STATEMENT REPORT FOR 2002

A. INCOME

Dues	\$555.00
Meeting Receipts	\$235.00
Interest	\$6.73
<hr/>	
Total	\$796.73

B. EXPENSES

Postage	\$135.00
Stationery	\$3.08
Meetings	\$380.38
Duplication	\$72.93
Career Fair	\$50.00
<hr/>	
Total	\$641.39

Appendix B

Balance Sheet Example

BALANCE SHEET JUNE 30, 2002

Current Assets

Cash - petty	66.00
Checking	190.00
Postage	45.00
Dues receivable	550.00

TOTAL ASSETS \$851.00

Current Liabilities

Accounts payable	350.00 (meeting room rental, honorarium, etc.)
Advances	50.00 (next meetings reservation deposit)
Accrued expenses	51.00 (telephone charges, etc.)

Total \$451.00

Net Worth

Reserve	150.00 (emergencies, etc.)
Dues	200.00

Total \$350.00

TOTAL LIABILITIES & NET WORTH \$851.00

Appendix C

Budget Information Form

BUDGET FORM

LOCAL CHAPTER December 31, 2002

2001 Budget		2001 Actual		2002 Budget	
	Income		Income		Income
Treasury Balance	602.66	Treasury Balance	602.66	Treasury Balance	902.51
Membership Dues	750.00	Membership Dues	555.00	Membership Dues	750.00
Contributions	250.00	Contributions	00.00	Contributions	250.00
Symposium Receipts	200.00	Symposium Receipts	278.84	Symposium Receipts	275.00
Total	1802.66	Total	1436.50	Total	2177.51
	Expenses		Expenses		Expenses
Newsletter	125.00	Newsletter	128.91	Newsletter	125.00
Symposium	100.00	Symposium	00.00	Symposium	200.00
Directory	100.00	Directory	96.00	Directory	100.00
Speaker's Dinner	50.00	Speaker's Dinner	9.50	Speaker's Dinner	20.00
Telephone	10.00	Telephone	00.00	Telephone	10.00
Stationery	80.00	Stationery	24.98	Stationery	50.00
Meeting Room Rental	100.00	Meeting Room Rental	254.10	Meeting Room Rental	275.00
Post Office Box	18.00	Post Office Box	16.50	Post Office Box	18.00
Election Committee	50.00	Election Committee	00.00	Election Committee	50.00
Membership Comm	10.00	Membership Comm.	00.00	Membership Comm	10.00
Affiliations Committee	10.00	Affiliations Comm.	00.00	Affiliations Committee	10.00
Education Committee	10.00	Education Comm.	00.00	Education Committee	10.00
Program Committee	25.00	Program Comm.	00.00	Program Committee	25.00
Checking Acct Charge	15.00	Checking Account	5.00	Checking Acct Charge	25.00
Total	703.00	Total	534.99	Total	928.00
Estimated Balance (12/31/01)	2505.66	Actual Balance (12/31/01)	902.51	Estimated Balance (12/31/02)	1249.51



Chapter Financial Report

Chapter: _____

Prepared by: _____

Telephone: _____ E-mail: _____

Total cash assets, January 1, 2002 \$ _____

2002 Income

From dues _____

From meetings _____

From other sources _____

Total 2002 Income \$ _____

2002 Expenses

Postage _____

Stationery _____

Newsletter production _____

Meetings/symposia _____

Other _____

Total 2002 Expenses \$ _____

Total cash assets, December 31, 2002 \$ _____

Appendix E

Example of a Year-Long Operating Schedule

January	Newsletter (include 1st Dues Notice and Chapter Directory Update Notice) Full Chapter meeting Report/roster due at HFES Headquarters -----
February	Review/Revise Chapter Directory Executive Board meeting -----
March	2nd dues notice Full chapter meeting Submit Directory for publication -----
April	3rd dues notice to delinquent members Executive Board meeting (review delinquent dues) -----
May	Newsletter (include call for nominations) Full chapter meeting -----
June	Close nominations Executive Board meeting (review nominations) -----
July	Election ballots Full chapter meeting -----
August	Executive Board meeting (review election results) Notify officers-elect Report new officers to HFES Headquarters -----
September	Newsletter (Announce Election Results) Annual Business meeting (Install New Officers) -----
October	Represent chapter at the Council of Chapter Presidents session during the HFES Annual Meeting Executive Board meeting -----
November	Full chapter meeting <i>When notified by HFES, submit Activity Reports for inclusion in the HFES Directory and Yearbook. In addition, submit year-end financial report to HFES headquarters.</i> -----
December	Executive Board meeting

Appendix G

CONSTITUTION OF THE HUMAN FACTORS AND ERGONOMICS SOCIETY, _____ CHAPTER

The Human Factors and Ergonomics Society, _____ Chapter is organized to serve the needs of the human factors profession in the _____ area. Its purpose is to promote and advance the understanding of the human factors involved in the design, manufacture, and use of machines, systems, environments, and devices of all kinds through the interchange of knowledge and methodology in the behavioral, biological, and physical sciences and industrial and other relevant engineering disciplines.

The _____ Chapter is established as an affiliate of the Human Factors and Ergonomics Society, Inc., a nonprofit corporation chartered by the State of California, to operate exclusively for charitable, educational, scientific, and literary purposes by authority of and in accordance with the Articles of Incorporation, the Bylaws, and the Operating Rules of the Society now in force or hereafter amended.

BYLAWS OF THE HUMAN FACTORS AND ERGONOMICS SOCIETY, _____ CHAPTER

ARTICLE I - NAME

The name of this organization is the "Human Factors and Ergonomics Society, _____ Chapter".

ARTICLE II - PURPOSE

The Human Factors and Ergonomics Society, _____ Chapter, hereinafter referred as the Chapter, is an affiliate of the Human Factors Society, Inc., a nonprofit corporation chartered by the State of California. Purposes of the Chapter are those set forth in the Articles of Incorporation of the Human Factors and Ergonomics Society, Inc., hereinafter referred as the Society.

ARTICLE III - MEMBERSHIP

Section 1. Classes of Membership. The voting membership shall include Members and Associates of the Chapter. Additional special classes of membership and their voting privileges may be established by the Chapter Executive Council.

(NOTE: Any other classes of voting membership established by the Bylaws should be identified here.)

Section 2. Qualifications for Membership. Qualifications for the various classes of membership, in addition to residing within the area serviced by the Chapter, are:

- a. **Member** - Membership in the Human Factors Society (HFS).
- b. **Associate** - 1) Interest or activity in human factors or a related field,
2) endorsement by a member in good standing of the Chapter, and
3) lack of eligibility for membership in HFS.
- c. **Special** - Those qualifications as established by the Executive Council.

(NOTE: Special classes of membership may include Fellow, Honorary, Student Affiliate, Sustaining or others as established by the Executive Council.)

d. Other - _____

(Note. If other classes of membership are established in Section 1, then describe qualifications for those classes in this section under subheads "d", "e", etc.)

Section 3. Application for Membership. Persons who wish to apply for membership shall submit a written application to the Chapter Secretary on a prescribed form. This form must include acceptable evidence of the applicant's qualifications. Membership in the Society shall be verified by HFS Headquarters.

Section 4. Election to Membership. The Membership Committee shall review submitted applications for all classes of membership and nominate qualified applicants to the Executive Council. Election to membership shall occur when a nominee is approved by a majority vote of the full Executive Council.

Section 5. Privileges.

a. Members. Members in good standing shall be entitled to vote, hold office, receive notices, participate in all activities of the Chapter, inspect official records of the Chapter, insist on enforcement of the Bylaws and rules of the Chapter, receive one copy of all Chapter publications, have a hearing before expulsion.

(Note: Other additional privileges may be described in the Bylaws or established by the Chapter Executive Council.)

b. Associates. Associates in good standing shall be entitled to all privileges of Membership with the exception of holding the office of President. The President must be a member of both the Society and Chapter.

c. Special. Special classes of member shall be entitled to such privileges as the Chapter Executive Council may establish.

d. Other.

(Note. If other classes of membership are established in Section 1, then describe the privileges for those classes in this section under subheads "d", "e", etc.)

Section 6. Change of Membership Status. Associates of the Chapter in good standing shall be reclassified as Members when they become Members of the Society.

Section 7. Termination of Membership. The membership of a person in the Chapter in any membership class may be terminated at any time by voluntary resignation, or by involuntary expulsion by a two-thirds vote of the full Executive Council. Sufficient causes for involuntary termination include: 1) failure to pay dues for one year, or 2) conduct prejudicial to the purposes of the Chapter (for which an appeal may be made to the Executive Council, if requested in writing 30 days from receipt of notice of termination).

Section 8. Reinstatement of Members. Procedures and conditions for the reinstatement of members shall be established by the Executive Council subject to the requirements of the other pertinent Sections of this Article.

Section 9. Dues. Annual dues for each of the various classes of membership shall be established by the Executive Council.

ARTICLE IV - OFFICERS

Section 1. Designation.

(NOTE: The Operating Rules of the Society require the offices of President and Treasurer. All other offices are optional.)

- President**
- President Elect**
- Past President**
- Secretary**
- Secretary Elect**
- Past Secretary**
- Treasurer**
- Treasurer Elect**
- Past Treasurer**
- Directors**

Section 2. Duties of Officers. The officers of the Chapter shall perform the regular and customary duties of their offices and other duties that may be required of them by the Executive Council, Chapter Bylaws, or the HFS.

- a. President.** The President shall be the chief executive officer of the Chapter. He or she shall be a member of the Executive Council. He or she shall preside over meetings of the Chapter and the Executive Council. He or she shall appoint, with the advice and consent of the Executive Council, all committee chairmen not otherwise specified in these Bylaws.
- b. President-Elect.** In preparation for assuming the duties of the Presidency, the President-Elect shall act as an understudy to the President, and become acquainted with the business and operations of the Chapter. He or she shall assume the duties of the President during the President's temporary absence, or in the event that the President is not able to perform his or her duties as determined by a two-thirds vote of the Executive Council. The President-Elect shall be a member of the Executive Council.
- c. Past President.** The immediate Past President shall be a member of the Executive Council and chairman of the Nominations and Elections Committee. He or she shall also serve as Chapter Historian.
- d. Secretary.** The Secretary shall keep a true and faithful record of all business meetings of the Chapter and of the Executive Council. He or she shall be the custodian of all records and correspondence of the Chapter. He or she shall maintain the membership list and other mailing lists pertinent to Chapter business. The Secretary shall be a member of the Executive Council.
- e. Secretary-Elect.** In order to become acquainted with the duties of the Secretary, the Secretary-Elect shall act as an understudy to the Secretary. He or she shall assume the duties of the Secretary in his or her absence. The Secretary-Elect shall be a member of the Executive Council.
- f. Past Secretary.** The immediate Past Secretary shall be a member of the Executive Council and the Nominations and Elections Committee.
- g. Treasurer.** The Treasurer shall be responsible for the money and securities of the Chapter. He or she shall keep a true and faithful record of all financial transactions and shall prepare the annual financial status report. The Treasurer shall deposit Chapter funds to the account of the Chapter in a bank or trust company selected by the Executive Council. He or she shall disburse such funds only upon approval by the Executive Council.
- h. Treasurer-Elect.** In order to become acquainted with the duties of the Treasurer, the Treasurer-Elect shall act as an understudy to the Treasurer. He or she shall assume the duties of the Treasurer in his or her absence. The Treasurer-Elect shall be a member of the Executive Council.
- i. Past Treasurer.** The immediate Past Treasurer shall be a member of the Executive Council.
- j. Directors.** ____ (number of) Directors-at-Large shall be members of the Executive Council.

ARTICLE V - EXECUTIVE COUNCIL

The affairs of the Chapter shall be managed by the Executive Council which shall consist of the elected Officers and the Directors. The President shall call meetings of the Executive Council at least twice annually to administer the affairs of the Chapter. The chair of each standing committee shall report at these meetings.

ARTICLE VI - ELECTION OF OFFICERS

Section 1. Nomination. At least three months prior to the Annual Business Meeting of the Chapter, the Chairperson of the Nominations and Elections Committee shall issue by mail a nominations ballot to all Members and Associates in good standing for nominations for the offices to be filled. The nomination's ballot shall list all Chapter members and associates that are eligible for each office to be filled. Thirty days after the date nomination ballots are mailed, nominations from the membership shall be closed and the Nominations and Elections Committee shall begin to prepare the election ballot. This ballot shall include, for each office, the names of the three persons who received the largest number of nominating votes and who are both eligible and willing to stand for that office, as determined by the Nominations and Elections Committee. If any nominee is ineligible or unwilling to stand for office, the name of the person who ranks next in nominating votes, and who is eligible and willing to stand for that office shall be substituted. In order to fill out the slate for the election ballot, if the nominations ballots from the membership do not result in three candidates for each office who are willing to serve, the Nominations and Elections Committee may make additional nominations.

Section 2. Election. No later three weeks after the closing of nominations, the Chairperson of the Nominations and Elections Committee shall mail the election ballot to all Members and Associates in good standing. Thirty days after the date the election ballots are mailed, the Nominations and Elections Committee shall close the election and count the votes. The candidate for each office who receives a plurality of the votes cast shall be elected. The votes for any office shall be resolved by drawing lots. The incumbent President shall notify the winning candidates of their election and shall direct that their names be published within 45 days in any publication distributed to all Chapter members. He or she shall further direct that names of the newly elected officers be forwarded to the Executive Administrator of the Society.

Section 3. Terms of Office. The Officers (and Officers-Elect) shall assume their offices on the first day after the close of the Annual Business Meeting of the Chapter following their election. They shall hold office until their successors accept office in their stead, or until the Executive Council shall have declared their office vacant as provided for elsewhere In these Bylaws. Terms of Directors shall be two years. The terms of all other officers shall be one year.

Section 4. Installation. Election results shall be announced during the Annual Business Meeting of the Chapter and the newly elected Officers installed by the Incumbent Officers.

Section 5. Eligibility and Vacancies. No individual may hold more than one elective office concurrently. Officers-Elect shall serve their complete terms of office before becoming eligible for reelection to the same office. The Executive Council shall consider the failure of any incumbent to perform the duties of his or her office from disability or other circumstances and may decree the office vacant by a two-thirds vote. In the event that the order of succession to office described above does not provide for the assumption of duties by another incumbent, the Executive Council may appoint an appropriate a qualified member to assume the duties of the vacant office until that vacancy is filled at the next election.

ARTICLE VII - COMMITTEES

Section 1. Types. Committees shall either be Standing, as provided for in these Bylaws, or Special, as may be determined by the President with the advice and consent of the Executive Council. The selection of Committee Chairpersons, the status of each Special Committee, and the period of continuance of each Special Committee, shall be determined by the President with the advice and consent of the Executive Council. Except as otherwise provided for in these Bylaws, the Chairperson of each Committee shall select and appoint such Committee members as are necessary to conduct the affairs of the Committee. Chairpersons and other Committee Members shall normally serve from the time of their appointment until the close of the next Annual Business Meeting.

Section 2. Standing Committees.

a. Membership. The Membership Committee shall consist of a Chairperson and not less than ___ additional members appointed by the Chairperson. It shall 1) evaluate the eligibility of all applicants for membership, for all classes of membership, 2) evaluate the eligibility of all applicants for changes in membership status, and 3) submit its evaluations and recommendations to the Executive Council for action.

b. Nominations and Elections. The Nominations and Elections Committee shall consist of a Chairperson and not less than ___ additional members. It shall: 1) administer the procedures for the nomination and election of candidates for elected offices of the Chapter as provided for elsewhere in these Bylaws, 2) ascertain the eligibility and willingness to serve of all nominees.

c. Program. The Program Committee shall consist of a Chairperson and not less than ___ additional members appointed by the Chairperson. It shall 1) plan the content of, and 2) execute the arrangements for, all regular meetings of the Chapter, and such special meetings as may be called by the President and the Executive Council.

d. Publications. The Publications Committee shall consist of a Chairperson, the Editors of all regular chapter publications and not less than ___ additional members appointed by the Chairperson. It shall 1) be responsible for publishing and distributing all Chapter publications, 2) identify and defined requirements for new publications, and 3) prepare and submit budget requests to the Executive Council at least annually. The Chairperson shall appoint Editors for each Chapter publication, subject to confirmation by the Executive Council. He or she shall establish and enforce editorial policies subject to such constraints as may be imposed by the Executive Council. Editors shall be delegated full editorial authority, subject only to established editorial policies. The tenure of an Editor shall be limited only by his willingness to serve and continued approval by the Executive Council. The Executive Council may vote for the removal of an Editor. Copies of all Chapter publications shall be submitted regularly to the Executive Council.

ARTICLE VIII - MEETINGS

Section 1. Types. There shall be Regular and Special Meetings of the Chapter, and Regular and Special Meetings of the Executive Council.

Section 2. Regular Meetings of the Chapter. The Chapter shall hold no less than three Regular Meetings each year. One of these shall be designated the Annual Business Meeting. The selection of the time and place of each meeting shall be designated by the Executive Council or its delegated representative for this purpose. Announcements for each meeting shall be mailed to Chapter membership not less than ___ days prior to the meeting date.

Section 3. Special Meetings of the Chapter. A Special Meeting of the Chapter may be called by the: 1) Executive Council, or 2) Secretary upon written request of not less than ___ members of the Chapter. The Executive Council shall select the time and place of all Special Meetings. Announcements for each meeting shall be mailed to Chapter membership not less than ___ days prior to the meeting date.

Section 4. Quorum. ___ percent of the voting members of the Chapter present in person shall constitute a quorum at any Regular or Special Meeting of the Chapter. Any meeting at which a quorum is present may, by a two-thirds (2/3) vote, order the submission of any question, except one affecting the Bylaws of the Chapter, to the Executive Council or to the voting members by mail ballot. A quorum need not be present to adjourn a meeting.

Section 5. Executive Council Meetings. Meetings of the Executive Council shall be called by the President. The President may request the attendance of any Committee Chairperson, publication Editor, or member-at-large to present or receive reports and recommendations pertinent to the conduct of the Chapter affairs. A majority of the members of the Executive Council present in present shall constitutes a quorum.

Section 6. Parliamentary Authority. The rules contained in *Roberts' Rules of Order* shall govern the Chapter in all cases in which they are applicable, and in which they are not inconsistent with the Chapter or the HFES, or the body of standing rules or rules of order of the Chapter.

ARTICLE IX - FISCAL ACCOUNTING

Section 1. Accounting. The Chapter shall keep a record of all money received and paid out on the basis of the same fiscal year as designated by the HFES. Chapter funds shall be deposited to the account of the Chapter in a bank or trust company selected by the Executive Council.

Section 2. Financial Report. The Chapter Treasurer shall prepare an Annual Financial Report for submittal to the Executive Council of the Society within one month following the end of the fiscal year. The Treasurer shall present a financial status report at the Annual Business Meeting of the Society.

ARTICLE X - AMENDMENTS

Section 1. Proposal. Motions to adopt, amend, or repeal Chapter Bylaws submitted in writing to the Secretary and shall bear the signatures of at least _____ members of the Chapter or Executive Council. Motions shall be distributed by the Secretary to the Executive Council within ____ days for evaluation and voting. The proposed changes shall be evaluated by the Executive Council to ascertain whether they are consistent with the Articles of Incorporation, the Bylaws, and the Operating Rules of the Society. Members of the Executive Council shall be allowed not less than ____ days, nor more than ____, thereafter to return their votes.

Section 2. Adoption.

a. Motions Approved by the Executive Council. Approval of Motions to adopt, amend, or repeal Chapter Bylaws shall require a two-thirds vote of the Executive Council. After approval by the Executive Council, the proposed change shall be submitted to the voting membership of the Chapter, either during the next meeting or by mail ballot. Voting members shall be allowed not less than ____ days, nor more than ____ days, thereafter to return their votes. Voting shall be by secret ballot. Motions shall be adopted if approved by a two-thirds majority.

b. Motions Not Approved by the Executive Council. In the event that the Executive Council fails to approve a motion, a petition bearing the signatures of at least _____ voting members shall cause a mail ballot on the motion to be distributed by the Secretary within ____ days to all voting members of the Chapter. Voting members shall be allowed not less than ____ days, nor more than ____ days thereafter to return their votes. Voting shall be by secret ballot. Motions shall be adopted, thus overriding any contrary vote of the Executive Council, if approved by a two-thirds majority of all voting members.

Section 3. Society Approval. Any amendment to these Bylaws initiated by the Chapter shall be submitted in writing within 30 days after its passage to the Chairperson of the Chapter Affairs Committee of the Society for approval or disapproval by the Executive Council of the Society.

Section 4. Date of Effect. Adoption, amendment, or repeal of a Bylaw shall take effect immediately upon its passage by the Chapter and approval by the Executive Council of the Society, and shall be announced immediately by mail to all members by the Secretary.

ARTICLE XI - COMPATIBILITY OF BYLAWS

These Bylaws shall be compatible with the Articles of Incorporation, the Bylaws, and the Operating Rules of the Society; and any deviation there from is null and void.

ARTICLE XII - DISSOLUTION

The Chapter may be dissolved according to procedures described in the Operating Rules of the Society. In the event that the Chapter dissolves, its assets will be distributed for one or more of the purposes in section 501 (c) (3) of the Internal Revenue Code or to an organization that has been held exempt from Federal income tax under section 501 (c) (3) of the Internal Revenue Code.