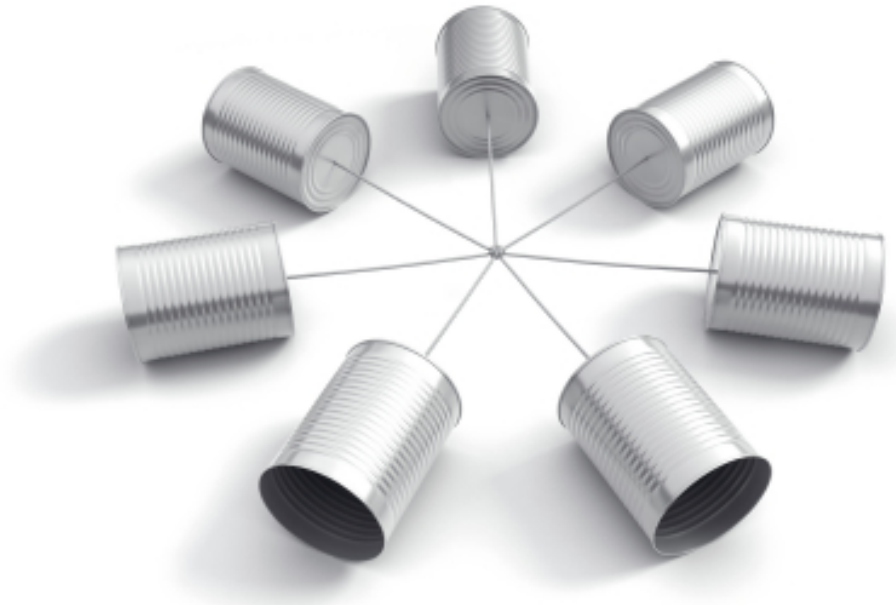


Strategic review and analysis of IAAP Communication

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Task Force Communication:

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Background

Communication is an important strategic issue in an association like the International Association of Applied Psychology (IAAP). For this purpose, the IAAP board established a communication task force to improve IAAP's communication strategy. The task force members were Angela Ruepert (University of Groningen, the Netherlands, member of IAAP division 4), and Maria Paz Garcia Vera (Universidad Complutense de Madrid, Spain, President-elect division 6); the task force was chaired by Linda Steg (University of Groningen, the Netherlands, president of IAAP division 4).

The main goals of the communication task force were:

- to review and evaluate IAAP communications (i.e., their goals, functions, types and contents) in the light of the mission and goals of the association, and to identify ways to enhance their effectiveness;
- to formulate recommendations to the Board of Directors of IAAP on strategies to use for delivering messages and disseminating information more effectively and harnessing social networking to allow members and non-members of IAAP to connect, interact and build networks.

The task force communication gathered ideas, opinions or experiences from the different Divisions of the IAAP by conducting a questionnaire study among IAAP board members (including presidents of the divisions), by reviewing results from interviews among 15 IAAP Board members conducted by the task force on strategy for renewable and growth, and by analysing websites from other associations. This report presents an overview of different communication activities employed by the IAAP in general and the different IAAP divisions, and provides recommendations for improving IAAP's communication strategy.

In this report we will first present the main recommendations on the basis of the data collected by the task force. The second part of the report comprises a more detailed description of activities employed by the task force communication, including a description of the method of data collection, and a summary of the main findings. Full details on the results of the studies are given in Appendix 1.

Recommendations task force communication

The communication function of the IAAP and its divisions

The IAAP and its divisions can enhance its effectiveness in delivering messages and disseminating information in the following ways:

1. Develop a clear communication strategy both at the association and at divisional level.
2. Focus on fulfilling the following basic IAAP communication goals:
 - a. provide information to members and potential members about the association and its activities;
 - b. disseminate information of interest to IAAP members coming from other sources;
 - c. disseminate information among IAAP members through IAAP'S communication channels;
 - d. provide specialized scientific communication (journals and conferences);
 - e. inform the wider community about IAAP activities and promote applied psychological research.
3. Improve the communication within the association between conferences as to increase involvement of IAAP members.
4. Improve IAAP's basic communication tools, including
 - a. the bulletin/newsletter: encourage involvement of IAAP member and decrease the time between submission of the text and publishing of the bulletin/newsletter so that relevant information can be communicated timely;
 - b. website: make more effective use of the website as a communication channel. Realize this by appointing a website coordinator and a website committee and by conducting a study on what IAAP members want to see on the website;
 - c. journals: consider discussion points with regard to the content (diversity and specificity of topics), dissemination (online or printed) and editorial policy of the journals. Actively promote the journals and select editors with ideas for increasing journal impact.
5. Make use of new communication tools to facilitate communication among IAAP members, for example social media and YouTube channels with recordings of talks at main conferences.
6. Create a support system for scholars from selected countries in publishing their research

Models to manage IAAP's communications functions and services

There are three different models that can be followed to manage the communication of the IAAP and its divisions:

Model 1: Business as before but improving the awareness of the divisions' officers about the importance of communication. Currently, the communication in the division is the responsibility of the divisional officers with the support of a "reactive" services for the webpage from the communication officer.

Model 2: Providing distributed support for the divisions to fulfil the standards of communication services agreed upon. The divisions could identify one person (e.g. PhD student) who would be willing to serve in the function of assisting the Executive Committee in facilitating and promoting communication.

Model 3: Providing central support to the divisions to fulfil the standards of communication services agreed upon. IAAP appoints one person who would be in charge both of the general communication for IAAP and also would support the communication activities of the divisions giving support to and facilitating and promoting communication by the Executive Committee of every division.

The results of our studies and reviews reveal that model 2 seems most appropriate for managing the communication functions and services in the association and its divisions. The interviewees agree that it is timely to implement structural changes and improvements in the communication system, which indicates that model 1 is not supported. Also, the results of the review and analysis showed that divisional communication is perceived to be more relevant for IAAP members than general communication from IAAP. This suggests that the communication can be best managed within every division. Hence, providing distributed support for the divisions and identifying one person who will be responsible of assisting the Executive Committee of the Division as to facilitate and promote communication seems the most appropriate strategy. In sum, the task force communications recommends to appoint one person (e.g., a PhD students who received a small compensation for his or her effort, like a grant) within each division who is responsible for the communication strategy within the division. Important tasks for the communication officer could be encouraging divisions members to send in contributions for the Newsletter, and identify relevant information for the divisional members obtained from other sources of information. The division communication officers could be encouraged to share their experiences and effective strategy with the communication officers of other divisions; this can be realized by publishing including communication efforts and results in the division reports to IAAP.

Detailed report on the activities of the task force communication

Method

The Task Force Communication aimed to actively involve IAAP board members to gather ideas on how to improve IAAP's communication strategy. Therefore, we sent a questionnaire to all IAAP board members (i.e., Division presidents and president elects). In total, board members from 9 Divisions completed the questionnaire, including president and president-elects. The questionnaire comprised general questions related to IAAP's communication goals, such as target groups, key topics, and channels that could be used. Furthermore, we asked board members about their level of satisfaction with the current channels of communication such as the bulletin, the newsletter, the website, the journals, and about which channels they propose to use in the future. In addition, we asked them about their opinion on new communication strategies for members and non-members and for the public at large. As the questionnaire was rather long, we asked board members to at least answer the general questions, and next indicated that we would highly appreciate their answers on the other questions as well. Appendix 1 gives an overview of the four parts of the questionnaire, the specific questions included, and all responses provided. Below, we summarise the main findings based on the responses from the questionnaire.

Additionally, to enrich our findings from the questionnaire and to provide a more solid base for our recommendations, we reviewed the results from interviews with 15 IAAP Board members conducted by the task force on strategy for renewable and growth (chaired by Gary Latham), as these yielded relevant insights on IAAP's communication strategy. The aspects considered include communication with members and non-members, the website, the bulletin and divisional newsletters, the journals, conferences, and the network of relations.

Finally, to extend our understanding about how to enhance the visibility, attractiveness, and usability of the IAAP website, we analysed websites of relevant psychological associations. This yielded some additional ideas about how to improve the IAAP website. Again, we include the main results in our summary of results below details of the method followed and specific results can be found in Appendix 2.

Results

Basic functions of the communication system of IAAP.

The board members indicated that the communication strategy of IAAP can and should be improved, both about IAAP in general as about specific divisions. The following suggestions were provided:

- IAAP in general: there are several activities with regard to communication, but in general a clear communication strategy seems to be lacking. Communication should be improved and more people should be actively involved in this.
- The divisions: board members indicated that the communication to/from members in their division could be improved. For example, the level of involvement of members should be improved, and a clear mission for communication seems to be lacking.

IAAP communication goals

The respondents indicated the importance of the fulfilment of the following basic IAAP communication goals:

- Provide information to members and potential members about the association and its activities. This applies to IAAP in general but also to each division, because for members, divisional communication is perceived to be more relevant than general communication from IAAP. Communications with regard to the conference is perceived as good, but board members were less satisfied with the communication of other IAAP activities.
- Disseminate information of interest to the members coming from other sources (e.g. information about conferences, calls, etc.). This applies also to IAAP in general as to each division. Part of this functions is the establishment of links with other psychological associations.
- Disseminate information among members through the communication channels of IAAP (e.g. activities they want to announce, recent publications, possible projects for which they search for cooperation etc.). Thus facilitation of networking, cooperation and information sharing among members across the world, for example by creating an interactive map that shows IAAP's members from each country. Board members were not satisfied with the communication between members (between the conferences).
- Provide specialized scientific communication (journals and conferences).
- Inform the wider community about IAAP activities and promote our research. This includes providing information to relevant organizations, public institutions and companies.

This may ultimately fulfil the goals to attract new members, retain members, increase members' involvement and provide information about important research findings and professional work activities of IAAP members to decision makers.

Target groups and specific communication goals

The respondents identified the following target groups to address and key topics to be communicated to these different target groups by IAAP.

- Psychologists/researchers (members of the divisions, members associated with the International Test Commission and potential new members): Provide information on work of different research groups to encourage collaborations in different areas of interest in Applied Psychology, and to encourage members to collaborate in applications for international or national research grants. Also, provide updates on activities, developments and other important topics within IAAP.
- Psychologists/practitioners (Psychologists working in different companies, corporations and their own organizations etc.): provide information on relevant procedures of intervention, instruments that are relevant for practitioners, empirical evidence that can support practitioners' work, and consider to offer some ways of consultancy and supervision when practitioners ask for them.

- Psychologists/students: enhance orientation and motivation to take part in professional practice, research and diffusion of Applied Psychology.
- Journalists (who can inform the general public and the wider scientific community on the activities of IAAP): provide information on advances in Applied Psychology with social repercussions.
- Users of psychological services (such as general members of society): provide information on the adequacy and utility of psychological procedures and instruments.
- Politicians (political decision makers and politicians in charge of the management of psychological resources): provide key insights with relevant implications for policy. For example, information can be provided on the efficiency of psychological treatments and interventions in different areas of social interests. This may strengthen the acknowledgement that psychologists can offer relevant insights in improving policies related to a wide range of social and health issues.

In the next sections we will present more specific recommendations with regard to the possible communication tools and modes to manage the communication functions in the IAAP and its divisions.

Basic communication tools of the IAAP communication system

In order to fulfil the communication goals, IAAP can consider different communication tools to be used both by the IAAP in general and the different divisions. The results of the study suggest that it is important to differentiate between basic communication tools and possible new communication tools.

IAAP Bulletin/Newsletter

The IAAP Bulletin/newsletter is perceived as one of the most important communication channels that could be used in a more effective way. The following suggestions were provided:

- Content: The newsletter is perceived as very useful and the content as OK, but it takes far too long to before the newsletter is published. The time between submission of text and printing of the newsletter should be substantially reduced so that relevant information can be provided timely. It was suggested that the newsletter could provide information on professional issues and scientific debates (the communication strategy by APS could serve as a model here) and input from the Division Presidents as well as from specific regions (e.g., Asia, Africa, and South America) could be more actively solicited.
- Dissemination: board members prefer to receive the newsletter online, because a hard copy is perhaps too expensive. Also, this gives the possibility to be a part of an active communication strategy. This may also speed up the time for publishing the newsletter. Also, possibly put the electronic version on the website (as well), so that members can read a single or multiple articles without having to download a full pdf version.
- Organizational suggestions: Encourage stronger involvement of IAAP's (younger) members. Members can be encouraged to publish in the newsletter, e.g. it may "provide positive feedback in the development of their careers and a visible impact on society". Such contributions could be encouraged by offering a sort of prize to the most interesting contribution received and

published in the Newsletter every year. Also, interest in contributions could be higher if the Bulletin would have an ISSN number.

- Other specific suggestions for the Bulletin: Include photographs as to connect faces with names. Insert a summary on the first page about the contents. Make the titles more visual by using colour.

Website

The website is also mentioned as an important communication channels that could be used in a more effective way. The following suggestions were provided:

- Content
 - IAAP website: The website is seen as important to provide update information, but needs some improvements, for example continuous and timely updating, more information about interesting and valuable events, and Web 2.0 capabilities.
 - Division websites: These are not so much used for communication with members. However there are some intentions to improve the divisional websites, but information on what way is not provided. Improvements seem warranted here.
- Organizational suggestions:
 - Appoint a website coordinator and a website committee who is responsible for the content of the website.
 - Conduct a study on what the members want to see on the website, especially the young members, for example “Perhaps a section of gossiping, about people connected with the applied questions and topics, would ass interest to the page”.
- Specific suggestions: (see Appendix 2 for the full analyses of the IAAP website)
 - Homepage: It is important that our homepage clearly states and communicates the most important features of the organization in terms of goals, mission, values, and the unique features of the organization: 1. IAAP is an international organization, with a focus on bringing together psychologists from all countries, particularly from locations those that tend to be underrepresented in the field. 2. That the IAAP focuses heavily on applying psychological concepts to policy and on the successful translation of psychological findings into tangible efforts that can improve people’s lives. 3. IAAP is an “open doors” organization and seeks to recruit members and participants from a variety of countries and disciplines across psychology. The IAAP seeks to be accessible to psychologists from a range of backgrounds
 - Menu: Make the menu shorter, flexible and more simple. Possible sections could include: Home, About IAAP, News and Events, Membership, Links. Reorganize the page based on “importance”. Place in the middle “news and publications”. Post news and highlights central to the web so every time someone visits, what has changed can be readily seen. Include a section with the latest news and hyperlinks. Images could be used to illustrate each web section so as to increase its appeal. Make it easier to log in.

- Additional resources may include applications for Smartphones (Android, iPhone) to disseminate IAAP relevant information.

Journals

The following suggestions were provided with regard to the IAAP journals:

- Content: Respondents are satisfied with the IAAP journals; from OK to excellent. There are some discussion points with regard to the diversity of topics and specificity of some journals
- Dissemination: In general on line (pdf) versions are considered as a possibility for saving costs, but it seems that a printed version is preferred
- Organizational suggestions:
 - Actively promote the journals
 - Select editors with ideas for increasing journal impact. It has been disappointing to see it drop. Select an editor and board where reputations will attract high quality articles.
 - Consider elements in the editorial policy: include content for practitioners and involve the divisions.

New communication tools

Suggestions for new communication tools for members.

Board members indicated that social media such as Facebook or twitter may be useful to facilitate communication among IAAP division members when combined with more traditional media, especially for communicating with younger members (e.g. “I would not use social media myself, but I can imagine others will use it”). Also, they think it is a good idea to facilitate Skype discussion forums, chats or meeting in the facilitation of communication among IAAP division members (e.g. “I use Skype for the discussions with Division 1 members and it’s useful”).

Providing members access to YouTube channels with recordings of talks at main conferences which they did not attend was evaluated as a good idea, but it should not lead to a lack of motivation to attend a conference (e.g. “I believe this would be a great tool, not only to provide materials of conferences for those who were not able to attend, but also material that can be advanced that can create topics of discussion”).

Also, support for scholars from selected countries in publishing their research by senior IAAP members was evaluated as a good idea, which is actually already done by some divisions. A possibility is to have a trial mentor scheme organised by the Divisions.

Specific recommendations about how to improve the web page for members:

- The websites could provide easily accessible articles and other information to promote psychological knowledge in divisions.
- The IAAP divisions websites could help connect psychologists with common objectives; opportunities for collaborations and facilitates effective international working groups with clear

objectives, agendas, and meetings. These workgroups can facilitate collaborations between psychological researchers, policy makers, and clinicians from around the world.

New communication strategies in the division for non-members and the public at large.

Involving IAAP in communicating important research findings of its members to the public at large was evaluated as a useful strategy (e.g. I expect that these findings are already communicated by the host institutions, but maybe IAAP can provide an overview of relevant findings as to facilitate members to find relevant outcomes”).

Posting of materials on the IAAP website that can be used for free by professionals was also evaluated as useful, but guarding quality and obtaining legal permissions of the different authors of the material is a key issue to consider (e.g. “Potentially – but would need to be careful about copyright, intellectual property – and knowing what responsibility/liability Division has for posting unreliable or invalid materials).

Communicating relevant activities and outcomes of the IAAP by establishing contacts, agreements, contracts with other associations, scientific and professional bodies or even with public administrations of other countries was deemed appropriate, particularly at the Division level (e.g. “Yes, of course. We could share information and we could propose to share members in the sense of promoting joint membership”). To increase the IAAP’s usefulness to the public and its visibility the IAAP could target some relevant world organizations (e.g. UN, WHO, UNESCO, ILO), but also regional institutions (e.g. the European Commission).

Using social media for communication with non-members was not evaluated very positively, but most division officers did not provide an explanation for their views on this.

Putting (links to) video recordings of important lectures by IAAP members on the IAAP website was positively received for selected presentations (e.g. “This would be good if they are well done”).

Specific recommendations about how to improve the web page for non-members and the public at large:

- The information provided on the website should be easy to process (e.g., include pictures, concise wording, no jargon).
- Make sure that the website can be navigated quickly without confusion for non-members and the general public.

Appendix 1 – Questionnaire and results

IAAP Task Force on Communication

Communication is an important strategic issue in an association like the International Association of Applied Psychology (IAAP). For this purpose, the IAAP board established a communication task force to develop a strategy to improve IAAP’s communication strategy to:

1. inform relevant actors on important activities IAAP is developing to achieve its goals;
2. capture the attention of new members and keep the old ones.

As an experienced IAAP board member, we think you can provide us with important input to develop the communication strategy. Therefore, we would like to hear your ideas and opinions on effective communication strategies, and learn about your experiences in this respect. Could you please answer the questions below? We first list some general questions on your ideas. Next, we ask you to give your opinion on some possible components of IAAP’s communication strategy. We appreciate that your time is limited. Therefore, we particularly ask you to answer the general questions, but we would highly appreciate it if you could find the time to answer the other questions as well.

Thank you very much for your input!

General

What are the most important goals of the communication function in IAAP?

Information about what’s important and new in our discipline mostly within the division of interest.
To inform our members, through the IAAP newsletter, of the status of test development and use in various countries. To link with other organizations that are similarly committed to help advance assessment and evaluation methods and activities.
Informing IAAP members on activities relevant to IAAP members. Informing the wider (scientific) community on relevant activities of IAAP members.
Provide information of relevance and interest to members and potential members (on events, research, major policy that has broad relevance/application, major practice sites that have relevance to practitioners, Divisional highlights etc). Perhaps, can help to build a platform that members can share information on: research collaboration (including cross-cultural data collection), exchange activities (sabbatical leave, summer teaching opportunities, etc.),
To promote activities and services to our members To get known each other across the world, to connect us, to facilitate information about where our IAAP colleges are working in the main topics of Applied Psychology (their areas of expertise and the centres where they are working) To link with other Associations of Psychology and Public Institutions and of Health, Education and Companies to get that the results of research in Psychology were known by the Society.

To promote research teams and professional work activities whose benefits will contribute to finance the IAAP
To increase and retain members
1) To reach psychologists, namely those not working in academia, to raise their awareness on specific developments in the field. 2) To reach decision makers to influence their decisions concerning people' life, planning services and equipment and implementing public policies.
Retain members
Member involvement and connection to IAAP
To have a general information about applied psychology in different countries
To participate in our society's general policy.

What are the most important target groups to address?

Researchers and practitioners. I mean university workers and psychologists working in different companies, big corporations, in their own organizations etc.
Members in Division 2, those in other IAAP divisions, and those associated with the International Test Commission
IAAP members, applied psychologists, wider scientific community, practitioners, public at large
<ol style="list-style-type: none"> 1. Members (practitioners, researchers, policy makers) 2. Potential members 3. General audience for whom some activities/notifications by IAAP will appeal
Psychologists (practitioners, researchers, and students)
Journalists interested in the utility of Applied Psychology
Users of psychological services
Politicians in charge of the management of psychological resources
Psychologists; political decision makers; special groups like professors, health professionals, among others.
Members of the Divisions
All members and associated national groups within each country—APA, APS, etc.
BOD members, specially presidents of divisions
General members of society

What should be the key topics to be communicated by IAAP to these different target groups?

New concepts which offer valuable solutions to solve important social problems for example in the work places. I think application of psychological theories is the crucial thing and the transfer of the theories into not only psychological but also general organizational practice
The changing status of test development and use, emerging issues to which to be aware, efforts by others to help promote assessment and evaluation, opportunities for members' continued professional and academic development
<ul style="list-style-type: none"> - Activities relevant to members - Demonstrate important findings from research in applied psychology and their meaning for society - Communicate added value of applied psychology - Professional/practice events for practitioners (conferences, workshops for

<p>professors/graduate students on cutting edge methodologies, etc.)</p> <ul style="list-style-type: none"> - Research events for researchers - Major publication releases (eg. PISA) for policy makers, researchers, practitioners - Divisional highlights (major highlights) - International grants/funding calls/opportunities for researchers - Major summits (OECD, government etc) that have relevance to Divisions - Collaboration invitation (cross-cultural data collection)
<p><u>Psychologists (practitioners)</u>: procedures of intervention, free working instruments, empirical support for their work, and some ways of consultancy and supervision when they ask for them</p> <p><u>Psychologists (researchers)</u>: connecting with other research groups to build together international research groups in different areas of interest in Applied Psychology and to apply for international or national research grants</p> <p><u>Psychologists (students)</u> orientation and motivation to take part in professional practice, research and diffusion of Applied Psychology</p> <p><u>Journalists</u>: advances in Applied Psychology with social repercussions</p> <p><u>Users</u>: adequacy and utility of psychological procedures</p> <p><u>Politicians</u>: efficiency of psychological treatments and interventions in different areas of social interests. The own identity of Psychology as a method of working to get good results in social and health relevant issues</p>
<p>The importance and role of psychological knowledge in general for people and community development and well-being, and on the scope of each IAAP division the specific contribution and role of knowledge/professionals in the respective area.</p>
<p>Updates on activities, invitations to participate in collaborative projects, announcements of small conferences,</p>
<p>How their profession is improved by the governance. How the IAAP does something that is worth their annual dues.</p>
<p>Society events – congresses, seminars, Singular events taking place everywhere, affecting psychology – special interventions, conflict situation among psychologists and other professionals in some countries ...</p>

What are the most important channels that IAAP can use to communicate with relevant target groups?

<p>Interesting Internet interactive pages, sending emails, white papers distributed among the members</p>
<p>Other than its scholarly journals, our newsletter is likely to serve as the primary communication vehicle. I would suggest a wider use of Division 2 members writing about what is happening in their countries in reference to Division 2 interests. The newsletter also should have an exchange of columns in which IAAP information appears in others' newsletter and their information appears in ours.</p>
<p>Newsletter, web, mailing lists</p>
<ul style="list-style-type: none"> - Website - Email notification with weblink for Division members (but should be from Division, not general IAAP) - Forums on web
<p>Participations in social and scientific events across the world, especially in world organizations Website, emails, newsletters, and social networks (twitter and facebook)</p>

Use IT, namely social networks to communicate with members, professionals, and the general public but also to produce documents (short and incisive) with recommendations to influence decision makers at all levels in society from global forums like European Commission to national and regional authorities.
Newsletter by e-mail
Email, social media and electronic and paper journals
Web page, and individual email communications

What is your opinion on the current communication strategy of IAAP in general, and your division in particular? What is going well, and what can be improved?

Current communication in my division is based on the work of the most active members from different countries. We created a kind of network and have meeting on Skype. I think the communication should be improved and more people should participate.
Our Division has authorized the writing of articles that discuss the status of test development and use in various countries. These have appeared in every issue. This should continue and be expanded by encouraging Division 2 members, not its executive committee, to assume responsibility for providing this information. Members who submit this information also help establish their international reputations. However, the editor or another person must be prepared to assist this process by encouraging members to submit and, following their submission, to edit the manuscripts into acceptable English.
Newsletter – the main problem here is that the deadline for input is a long time before the newsletter will be published, which means that oftentimes, the information is published after events have taken place. A much shorter time frame is needed. One option is to put the information on line within a month More active involvement of young members may be valuable. Maybe use of social media
Over next 12-18 months we are looking to substantially expand communication of our Division. Main strategy is to have more sections (jobs, funding, events, member research, latest release publication etc) in website – and to keep these full of up-to-date information from around the world If we are relying on the internet/www as the main platform, perhaps will have to get a stronger support on the IAAP web-platform and thus in term can support any new initiatives that individual division may want to do on the IAAP web-platform
Currently we are developing and trying to improve our webpage and newsletter The web page tries to support our members and to imply them actively in IAAP activities. Given these aims, we offer: 1) practical resources to be used in Clinical and Community Psychology; 2) a way to form workgroups in different topics to promote activities of their interest (for this reason, we are asking members to complete a questionnaire that we have built with this aim, but, unfortunately, only 15 members have still completed it), and 3) interviews, articles, instruments, and technical documents written by experts from our division (we are personally asking different members to take part of the different sections of our division webpage)
Actually I don't have a clear picture of what is going on.
Newsletter is excellent. For each division, assign a younger member to manage newsletter contributions.
As a new board member, I am not aware of that there is a specific strategy. It appears that it is mainly through a newsletter, that is intermittent and the journal.

IAAP keeps an active communication among its members in 'societal affairs'. These questions are not very much interesting , after all.
 A more lively way could be to keep active a web page with information about professional - and if possible, about really important scientific events – taken place and affecting the psychological world

Thank you for answering these questions! Below, we list some specific ideas on components of IAAP's communication strategy, we hope you are willing to answer these questions as well.

Your opinion on specific components of IAAP's communication strategy

Your opinion on IAAP's current communication strategy

How satisfied are you with the communication of relevant IAAP activities and outcomes of the association?

- What aspects are you satisfied with?
- What aspects are you not satisfied with?
 - o What would you suggest to improve the communication of relevant IAAP activities and outcomes of the association?

- I am satisfied with the exchange of information with some of the members of my division. We are informing each other about what's going on - I am less satisfied with up-dating of the IAAP website and I think it should be improved and inform about really interesting and valuable events - I think communication between IAAP members should be improved in the period between ICAPs
I believe our newsletter is doing a good job. However, other communication vehicles are needed. Suggestions for communication are found above.
See above, suggestions on newsletter
The hard copies of newsletter is useful, but could be too expensive. May need strengthening on the support of the divisions in using the IAAP web platform.
I miss a channel in Youtube where people can find conferences, interviews and activities carried out by the IAAP. These activities can give us visibility (e.g., the state-of-art addresses given in each IAAP congress) I also miss the utilization of social networks (Twitter, Facebook) to spread the activities of the IAAP and the communication among its members
To enlarge IAAP by enrolling more members and subsequently to increase activities and outcomes.
I am satisfied with communications about main activity of the conference. Information about other activities is less forthcoming.
I don't see a specific strategy. There is a solid committed group who participate in governance, but I am not sure about the general membership. I would prefer more meaningful communication about activities of IAAP and how they are related to the profession of psychology. Comparisons across countries is always useful and provides important insights.

Satisfied with: The continuous information by the President to BOD members - very much
 Not satisfied with: No information of the rest of the IAAP activities - very poor

How satisfied are you with the communication to/from the members in your division?

- What aspects are you satisfied with?
- What aspects are you not satisfied with?
 - o What would you suggest to improve the communication between members in your division?

<p>We have a newsletter of our division and I'm satisfied with it because generally twice a year we have information about some interesting events all over the world. Thanks to this Newsletter I met people and started good cooperation. We need clearer common purpose, "mission" to follow together.</p>
<p>The executive committee and division membership could communicate more often and on issues important to its members. Each division may see value in appointing a committee of two or more members responsible for assisting the executive committee in this effort.</p>
<p>Relevant information is included in the newsletter, but often is too late (see above) More active involvement of young people Maybe mentoring program at ICAP conferences</p>
<p>Can be improved. Over next 12-18 months we are looking to substantially expand communication of our Division. Main strategy is to have more sections (jobs, funding, events, member research, latest release publication etc) in website – and to keep these full of up-to-date information from around the world</p>
<p>We are trying to improve. We are satisfied with the response of the members when we contact with them in an individual way (e.g., by a personal email), but we have no success in their implication at a global level (e.g., when we ask them for answering our questionnaire with a general e-mail or an advertisement in our webpage). We are actually looking for different ways to connect with them and to maintain this participation</p>
<p>I am satisfied with communication within the Division</p>
<p>A better web presence. With full Web 2.0 capabilities.</p>
<p>We keep alive a Newsletter in the division, but the level of backing, and exchange of mails, and so on, among the members, is practically non-existent.</p>

How satisfied are you with the IAAP bulletin/newsletter?

- What aspects are you satisfied with?
- What aspects are you not satisfied with?
- Do you have any suggestions on ways to improve the bulletin/newsletter regarding:
 - o The content of the bulletin/newsletter?
 - o Do you prefer printed dissemination of the bulletin/newsletter to all IAAP members or an online pdf version?
 - o How could we encourage members of the IAAP to contribute to the bulletin/newsletter?

It's hard to say. I think that IAAP Bulletin should have something special, a kind of "style", something different and original. Now it's full of information but I don't perceive this Bulletin as a very important, useful source of information rather as something typical.
My comments in reference to our newsletter are stated above.
See above, content is OK, but takes too long to be published
Printed versions are expensive. Probably at the end of the day, we still have to rely heavily on the web platform to reduce cost and be environmentally friendly. So, again, stronger support on the web, or professional support to help the individual divisions to strengthen the web platform is useful.
Newsletter should be sent to all members in personal emails as part of an active communication strategy in which the IAAP goes to its members and not the reverse. Not long emails/facebook/sms/ or twitter messages, but short messages with links offering connect with these resources depending on individual interests. The contents are appropriate, but also should be include different ways to access grants, practical resources, jobs, fellowships, etc. (e.g., the European Association of Health Psychology usually sends this information by email in a brief message)
People will contribute more if their contributions have a positive feedback in the development of their careers and a visible impact in society, which depends on the "power" of IAAP ...
The Bulletin is excellent
No standardization and regular communication.
<u>Satisfied with:</u> Newsletter editor is very active, but in my opinion, there are in these pages notices and informations that are of only medium -to- none interest. <u>Suggestions:</u> - <u>Content:</u> short but well selected bibliographic information, about important recent books on applied psychology, could be useful. - <u>Dissemination:</u> On line - <u>Contribute:</u> Offering a sort of prize to the most interesting contribution received and published in the Newsletter every year

How satisfied are you with the IAAP website and the website of your division?

- What aspects are you satisfied with?
- What aspects are you not satisfied with?
 - o Do you have any suggestions on ways to improve the website regarding
 - the format and layout of the website?
 - the content of the website?

IAAP website should care for up-to-date information. My suggestion is to find always a captivating topic to attract IAAP members attention.
I rarely consult our website. My time is divided between many tasks.
We hardly use the website to communicate with members
We are working towards building a better divisional website. This is an area that we will concentrate our effort on. Most divisional presidents/president-elect may not be totally competent on all the necessary web skills, web-page writing /building skills (or the options we might have on the web-pages), so central support would be useful.

We continue working to improve and our first objective is to establish mechanisms of communication and support among the members of the division
I don't use it often.
Website of Association is fine, Division website out-of-date
Need to update to Web 2.0
Perhaps a section of gossiping, about people connected with the applied questions and topics, would add interest to the page

How satisfied are you with the IAAP Journals?

- What aspects are you satisfied with?
- What aspects are you not satisfied with?
 - o Do you have any suggestions on ways to improve the IAAP Journals?
 - o Do you prefer printed dissemination of the Journals to all IAAP members or an online pdf version?

I think the journals are OK., according to the standards.
I believe our journals strive to provide relevant scholarship. The diversity of topics is both beneficial and a limitation. Their diversity informs us of issues we otherwise would not review. However, many of the topics lie outside our narrow areas of interest.
Just similar to other journals
Journals are excellent. I suggest that their editorial committees should include a more variety of members representative of different countries of the IAAP
When we sign a journal we know we can count on it to gather knowledge about specific subjects that we are interested in. Some IAAP journals are too unspecific, risking not having a target population but again this reflects the activity and shortage of members to have enough 'gray mass' in total and by division. If the pdf version is friendly it works otherwise I prefer printed versions
Very satisfied ---pdf version would be fine
I like both paper and electronic versions.
As far as we can support these costs, I would prefer printed versions.

Do you have any additional comments on IAAP's current communication strategy?

New communication strategies in the division for members

Do you think it is useful to use social media such as Facebook or twitter to facilitate communication among IAAP division members?

- Which social media channels would you propose to use?
- What advantages and disadvantages do you think it would have?

Everything depends on the topic. When we have something interesting to communicate the
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channel is not so important
Yes, I believe these strategies may be useful, particularly to younger members.
I would not use social media myself, but I can imagine others will use it
Not really – too many not on these platforms
I believe twitter might be a channel to post facts or news that might have a sense of urgency or matters that can be explained in one or two sentences. I would use facebook working better since it has the option to create a group where new relevant information can be posted easily by all members. I believe that it would facilitate communication, especially among the younger members. I think it could be useful to use social media but only when combined with more traditional ways, having the communication per e-mail as the first resource. I think it would be easier to visualize what's happening through e-mail.
Usually I don't use social media for any propose and I don't have time to actually participate actively in free discussion forums but some professional networks seems to work well and probably for professionals it will be a good channel to communicate and share their opinions, success and difficulties.
I do not use social media
yes
I think that it would be a good measure to enhance the use of facebook by the members, but a good ad policy would be needed before.

Do you think it is useful to use Skype discussion forums, chats or meetings to facilitate communication among IAAP division members?

- What advantages do you think it would have?
- Would it have any disadvantages or objections?

I use Skype for the discussions with Division 1 members and it's useful
We should be scheduling on-line courses and discussion groups on topics of interest to our members. Our IAAP members have the expertise to provide leadership on various topics. IAP should work to establish a method for their delivery.
Idem, I would not use it a lot myself because of too many commitments already, but it may be relevant for others
Not really – too ad hoc and piecemeal
I think skype could be a great connecting tool, making bridges to facilitate debates that would not be achievable per mail. I think in that terms of efficiency chatting wouldn't really work. Still, chatting could work better connection wise. If we take countries into account where the internet connection is not as good or quick as other countries then it might make a fluid conversation difficult.
Probably people prefer to travel and face-to-face talks but for sure it is more and more difficult for professionals to do so and the alternative will probably obtain the adherence of many psychologists
Sounds like a great idea
Sounds like a good idea—need to have international and regional webinars
I think that this kind of communication systems are adequate to the individual level, and I would not be in favor of IAAP intervention upon it.

Do you find it appropriate to provide members access to for example YouTube channels with recordings of talks at main conferences which they did not attend?

- What advantages do you think it would have?
- Would it have any disadvantages or objections?

I think that accessing to some really good lectures Or presentations on You Tube could be very useful for researchers and students as well as for practitioners.
Yes, this would be helpful, especially if we could provide some continuing education credit for these activities.
Yes, we could keep a list with relevant lectures on YouTube
Perhaps as a link on Division website – select presentations, such as Keynotes at ICAAP Need to put resources in the central to deposit all these keynotes either at IAAP or other public sites
I believe this would be a great tool, not only to provide material of conferences for those who weren't able to attend, but also material that can be advanced that can create topics of discussion. It might have the disadvantage of creating a lack of motivation to attend a conference if all the talks are posted. I would suggest a summary, or maybe just a few (not all) representative talks.
Yes, very much so.
Another great idea
yes
No answer

Do you think scholars from selected countries should be supported by senior IAAP members in publishing their research?

- What advantages do you think it would have?
- Would it have any disadvantages or objections?
 - o Would you like to be a mentor to support scholars in publishing their research?
 - o Do you think other members of your division would like to be a mentor?

Yes, I think that Eastern Europe, Asian, African people should be supported, they need some kind of mentoring not only the young ones but also a little older people too.
I am on the editorial boards of approximately 20 journals, most of them in developing countries. I routinely send an edited copy, reflecting suitable style and English, to authors whose manuscripts hold promise for publication. I believe many of our members could be asked to provide similar services. One does not need to be an expert on the topic to assist in such editing activities.
Yes, we support some students ourselves. Maybe IAAP can play a role in helping these students to find relevant supervisors
Not really – these people are probably better assisted by people working closely with them in their University or research networks. However, there could be a trial mentor scheme through Divisions to test this idea – the Division website might act as a site to post requests by 'junior' researchers for mentoring

I believe a mentor would be a great tool in establishing a guarantee of quality and professional research outcome. I would definitely suggest this. I think it would also increase the motivation of IAAP members in moving forward in their projects. I assume the main disadvantage would be the time investment that this would require for the senior IAAP member. I also think that mentoring is vocational, so if true mentoring happens time expenditure wouldn't be a big barrier.
Mainly people from non-English speaking countries have an extra challenge in publishing their research and meet the usual requirements of international publishing. Probably each division could assume the role of helping people to get published.
As a journal editor, I already support young scholars from many other countries.
Don't understand the question.
That could be a good idea. But it is not easy to implement it. People interested in offering tutorial help perhaps could be included in a sort of list, that could be included in what web page, -a sort of 'offering collaboration' , and divided by topics, and/or divisions.

Do you have any additional suggestions on ways to improve IAAP's communication to members?

No
Need to focus on member engagement—use the expertise of the membership to develop a marketing-engagement plan.

New communication strategies in the division for non-members and the public at large

The IAAP members conduct many important studies in applied psychology that should be highly relevant to the public at large.

Do you think that the IAAP should be involved in communicating important research findings of their members? Why (not)?

Yes, I think that perhaps some professional journalists should help us in communicating our research findings to the broader public.
Yes, we could provide a link to research and other forms of scholarship by providing references to articles written by our members. Additionally, IAAP membership should be encouraged to summarize their research findings.
I expect that these findings are already communicated by the host institutions, but maybe IAAP can provide an overview of relevant findings as to facilitate members to find relevant outcomes
Yes, via Divisions – it's also a way to keep sustain members' connection to the Division
For sure, To be involved in this should be an important aim when the members can provide relevant results
Yes, for sure.
Yes—public outreach is important for our profession.
It would be useful, but it would also be needed to have a sort of committee that would serve as referee , and would decide which are and are not of interest for publication.

Some divisions posted some materials on the IAAP website that can be used for free by professionals. For example, in the sharing resources section, the Division 6 has posted assessment instruments, clinical

cases and videos that can be used by professionals free of charge. Do you think it could be useful to do something similar in your division?

- What advantages do you think it would have?
- Would it have any disadvantages or objections?

Yes, I think it's a good idea to share the methods, materials etc.
Possibly. The implementation of these resources involves the expenditure of time and other resources that often are in short supply.
I would support this, providing easy access to validated instruments. However, I believe the input should be carefully scrutinized to be sure that materials posted have sufficient quality
Potentially – but would need to be careful about copyright, intellectual property – and knowing what responsibility/liability Division has for posting unreliable or invalid materials
Yes, sure. We do, we are Division 6. But it is important to obtain the legal permission of the different authors of this materials
Yes
I like the idea and will follow Division 6 example
There could be a limited public offering as a way to enroll members.
We would be glad if our newsletters would be kept in a repository, together with similar materials of other divisions, and would be at hand of all our members.

One way to communicate relevant activities and outcomes of the association is establishing contacts, agreements, contracts with other associations, scientific and professional bodies or even with the public administrations of other countries. Do you think this is the appropriate way to spread news on IAAP activities?

- What advantages do you think it would have?
- Would it have any disadvantages or objections?
- Which would be relevant bodies in this respect?

Yes, as noted above, our division has linked closely with the International Test Commission. Our division may be able to link with others as well. The exchange of information as to the work and resources of other associations through our newsletter can have beneficial effects.
Could be – though, probably more effective at Divisional level – eg. Div 5 could post material at Div 15 (Ed Psych) of APA
Yes, of course. We could share information and we could propose to share members in the sense of promoting joint memberships.
Yes. Other psychological forums or associations and relevant bodies in specific fields
It is OK with me.

Do you find it appropriate to use social media for communication with non-members (e.g. prospective members, scientific community, public at large)?

- Which social media channels would you propose to use?

- What advantages do you think it would have?
- Would it have any disadvantages or objections?

I have not done so.
I would not use it myself
Not sure – too many don't use these channels
Yes, of course. Social media could be the best way of communication with non-members
I am not an expert in this area.

Do you find it appropriate to put (links to) video recordings of important lectures by IAAP members on the IAAP website?

- What advantages do you think it would have?
- Would it have any disadvantages or objections?

We have not done so.
Yes
Perhaps as a link on Division website – select presentations, such as Keynotes at ICAAP
Yes, it could be a good way of making publicity
Yes
This would be good if they are well done.
That could be a good measure, if it is adequately publicised

Do you have any additional suggestions on ways to improve IAAP's communication to non-members and the public at large?

We appreciate your leadership on these important issues.
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Appendix 2 – Webpages analysis and results

Communication Strategies of Popular Psychological Organizations Web Pages

(October 20, 2013)

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Communication Strategies of Popular Psychological Organizations Web Pages

This document briefly outlines some key features identified in the websites of several popular psychological organizations. The goal is to generate ideas and potential models to enhance the visibility, attractiveness, and usability of the International Association of Applied Psychology (IAAP). First, we identified possible websites of interest based on prominent psychological associations: the American Psychological Association (APA), the Australian Psychological Society (APS), the European Health Psychologist Society (EHPS), the International Society of Traumatic Stress Studies (ISTSS), The International Positive Psychological Association (IPPA) and the Society for Industrial and Organizational Psychology (SIOP, APA). We evaluated the websites on numerous criteria (detailed below in Table) and provide a short summary highlighting several features that we believe are the most important for IAAP. These features will help us to enhance and better promote the website and the association more generally. We do not provide an exhaustive list of important website characteristics and acknowledge that our list was subjectively constructed. We provide preliminary suggestions that are neither definitive nor exhausted. Below we summarize the main conclusion of our preliminary inquiry.

Important Characteristics of Association Websites:

1. The website effectively promotes an attractive and contemporary image of the association; APA is the gold standard. The APA website has attractive colours throughout the clearly linked pages; image quality is high; wording is concise, not overbearing, and easy to read quickly.
2. The website can be navigated quickly and without confusion. Linked page options are clearly displayed when highlighted by the cursor; the menu bar is permanently located at the top of side of the screen for easy navigation; website has both horizontal and vertical navigation bars; key sections (e.g., search, home, join, hyperlinks) are easy to identify.
3. The homepage clearly states and communicates the most important features of the organization in terms of goals, mission, values, and the unique features of the organization. It is essential that the

unique contribution of the particular organization is highlighted on the webpage. We believe that an important component of the IAAP website is that it clearly differentiates itself from other professional psychological associations. Key features of IAAP to highlight include:

- a. IAAP is an international organization, with a focus on bringing together psychologists from all countries, particularly from locations those that tend to be underrepresented in the field.
 - b. IAAP facilitates effective international working groups with clear objectives, agendas, and meetings. These workgroups will facilitate collaborations between psychological researchers, policy makers, and clinicians from around the world.
 - c. The IAAP focuses heavily on applying psychological concepts to policy and on the successful translation of psychological findings into tangible efforts that can improve people's lives.
 - d. IAAP is an "open doors" organization and seeks to recruit members and participants from a variety of countries and disciplines across psychology. The IAAP seeks to be accessible to psychologists from a range of backgrounds (e.g., socioeconomic status, experience).
4. General information to recruit new members is available. We believe one of the most important components of this for the IAAP is to highlight our goal of disseminating information and resources widely, not only to members or to those who can afford to pay expensive fees (e.g., journal subscriptions, webinars). IAAP, in contrast to other associations, seeks to be generous with information, given our goal to broadly serve an international audience. Furthermore, the IAAP seeks to be a worldwide reference for psychological information on a variety of general and specific topics of interest to psychologists around the world. Benefits to members specifically may include additional resources in treatments, trainings, academic programs, free access to scientific journals, and to participate in the international work groups. The IAAP seeks to connect psychologists with common objectives; opportunities for collaborations between members should be clear and easy to identify. IAAP should also present reduced rates to low-income countries and to psychologists with limited financial resources. A reduced rate for students, early career psychologists, and introductory memberships should also be offered. Additional resources may include applications for Smartphones (Android, iPhone) to disseminate IAAP relevant information.
 5. Member retention efforts (e.g., access to resources) are clearly advertised. APA is the gold standard for member retention, except that it is prohibitively expensive to many psychologists, particularly those from developing nations or lower-income countries. ISTSS is an excellent example of providing free or low-cost resources to people who visit the website, whether or not they are members. We believe IAAP should follow this model, and clearly outline this objective on the new website.
 6. Effective websites provide easily accessible articles and other information to promote psychological knowledge throughout society. Outreach efforts should include providing information to help people choose a clinician (e.g., why choose a psychologist or psychiatrist rather than a primary care physician, where to go to locate a psychologist). Using social media towards this end may be particularly important.

7. The new IAAP website should seek to increase participation in policy activities. The website could be a platform to establish and maintain reciprocal relationships between governments and policy makers and IAAP expert committees. More specifically, IAAP researchers will provide needed information to policy makers and governments; when such information is needed by governments and policy makers, previously established relationships exist so that IAAP expert committees can be the “go-to” resource for information on international psychological topics. We will offer support and knowledge to other governmental and non-governmental (e.g., United Nation, local humanitarian relief groups) organizations.

8. Effective websites draw on member support to finance activities. To facilitate financial support, we should draw on member dues and fees, advertisements (e.g., book companies), and government and international partners, while remembering to allow IAAP accessibility to those with more limited economic resources.

Organizations Web Pages

- American Psychological Association (APA): www.apa.org
- Australian Psychological Society (APS): www.psychology.org.au
- European Health Psychological Society (EHPS): www.ehps.net
- International Society for Traumatic Stress Studies (ISTSS): www.istss.org
- International Positive Psychology Association (IPPA): www.ippanetwork.org
- Psychology Beyond Borders (PBB): <http://psychologybeyondborders.org>
- Society for Industrial and Organizational Psychology (SIOP, APA): www.siop.org/
- International Association of Applied Psychology (IAAP): <http://www.iaapsy.org>

We rated the extent to which the different organizations web pages scored in general on the different objectives:

*	Very limited information (no information)
*****	Very good or lots of information

And how they scored on the specific elements that fall under these objectives:

1	Very limited information (no information)
5	Very good or lots of information

Communication strategies used by web pages (objectives, targets, population and specific methods and contents)	APA	APS	EHPS	ISTSS	IPPA	PBB	SIOP APA	IAAP
1. To promote a contemporary and attractive image of the association (web page characteristics)	*****	****	*	***	**	*****	***	**
The name of the organization that maintains the site is part of the address bar	4	1	4	4	3	4	4	3
The logo of the association is in the address bar (easier to identify in Favourite Bar)	4	1	1	4	3	1	4	1
Home web page with attractive images changing	5	4	1	3	1	5	1	1
Attractive images and colours in Home page	5	4	2	3	3	5	3	3
Attractive images and colours illustrating each web section	5	4	1	3	3	4	3	3
Images of the News and highlights in the main central part of the web	4	3	3	3	1	4	3	2
High quality of images	5	4	3	3	3	5	3	3
High quality of edition	4	4	1	3	3	4	4	3
Not too much text	4	3	1	1	1	4	1	1
Fashionable wide format of the page	5	3	1	1	1	5	2	1
2. To promote quick and easy ways to navigate	*****	****	*	***	**	****	***	*
Menu Bar is always visible orienting your locations and possibilities to move	4	3	3	2	3	3	3	2
Menu Bar is an horizontal band on the top of your screen	3	3	3	1	3	3	3	1
Menu Bar options are displayed when positioning your cursor	1	4	1	3	3	4	4	3
Menu Bar is in the top but there are another upright descendent bars at sides	5	3	3	3	3	2	2	1
Menu Bar is an upright descendent bar	1	1	1	3	3	1	1	3
Blending Horizontal Menu Bar with upright bars (data bases, publications)	5	4	3	4	3	1	1	1
A Section with Quick Links	5	4	3	4	1	2	1	1
Sections of Home, Contact and Help	4	3	3	3	3	3	3	3

easy to find in visible place								
Section of Search by keyword/s in Menu Bar or next to it	4	3	3	3	3	3	3	3
Section of Search by keyword/s ease to find in visible places	4	3	3	3	3	3	3	3
Link to Join us in different visible place	4	3	1	3	3	1	1	3
In each section you can find brief information and link to expand it on or links to read more (related readings, related resources, etc.)	5	3	1	3	3	3	3	3
Easy Jump (jump to help, to site navigation, to comments, to home)	4	3	1	3	2	3	3	3
Easy log in (including download as RSS)	3	3	3	3	3	3	3	3
Easy access to other web pages by hyperlinks	4	3	3	3	3	4	3	3
Down Bar including Home, Contact ,Help, Terms of Use, Accessibility, Advertise and Site Map	4	3	1	3	2	3	3	2
3. To promote identification with the association (information about what people in this association is worried about, with personal examples and photos.	*****	***	*	***	*	***	**	**
History of the association (directors, presidents, achievements)	5	3	1	3	1	3	1	3
Provides information about values of the association	4	1	1	3	2	3	1	2
Information about specific goals for next years (strategic plan)	4	3	2	4	3	3	3	3
Information about members (activities, location in different countries)	3	1	2	3	3	3	3	3
Photos/videos of members representing de association in international events	4	3	1	3	1	3	2	3
Provides information about association policies	4	3	1	3	1	3	3	3
Cooperation in solving world psychological issues	5	3	1	4	1	4	1	1
Links to places where you can provide organizations products for shopping	3	3	1	3	1	1	1	1
4. To provide general information and capture new members:	*****	**	*	****	*	****	***	***
General information of interest (e.g. accreditations) showing the competence of the association in psychological issues	5	3	1	5	2	3	3	2

List of current psychological topics of interest in psychology	5	3	3	5	1	3	3	2
Provide expert opinions	5	4	3	4	1	3	2	2
Non-members have the possibility to navigate for most of the web page	5	4	2	5	1	5	2	3
Specific support for applied psychology in different issues for members	5	4	1	5	2	2	4	2
Provide information for funding agencies, private funders and organization sponsored awards	4	3	1	3	1	4	4	2
Provides information for support research (how to publish, how to find publications)	5	4	2	5	1	1	1	1
Follow up links with social network to spread association resources, news, discounts in rates, results of the research	4	3	2	3	2	1	3	3
Provides News in Psychology with implications for academic, careers, student	5	4	2	4	1	1	4	2
Provides specific sides in the web for each category of member showing the competences of the association in this areas of expertise	5	4	1	3	1	3	4	1
Resources that association offer to members are showed in visible places with a link to Join (specially Databases, Journals, etc.)	5	3	1	1	2	3	3	3
Benefits of joining are explained by members (quotes, videos, photos)	4	3	1	1	1	1	2	1
Easy access to Join us in Home page	5	4	3	3	3	4	2	3
Easy access to Join us in different sides of the web page	4	3	3	3	3	4	2	3
Provides clear information about different categories of member to join	5	3	3	3	2	1	4	3
Asked questions links are easy to find	4	3	3	3	3	1	2	3
Promotes their own resources (journals, handbooks, newsletters)	5	4	3	4	3	2	4	4
Electronic access to association Journal (s) are allowed for member free	3	3	3	3	3	3	3	3
Data bases are able to access paying extra fees	5	3	1	1	1	1	4	1
Association newsletters available for non-members	3	1	1	1	3	1	1	3
Access to divisions/ or organized	5	3	3	4	2	1	4	3

workgroups is provided								
Provide free resources for professional use (guides, brochures, treatments, books)	5	3	3	5	1	2	2	2
Facilities are provided for non-English-speaking members	1	1	1	3	1	1	1	1
Special fees for special economic situations (depending on the countries)	3	3	1	1	1	1	1	3
Special offers for joining to deferent associations	3	1	1	3	1	1	1	2
Provides the possibility to join for a short period of time free (241hours)	3	1	1	1	1	1	1	1
Provides easy way to find Help	5	4	3	3	1	1	1	1
The association is perceived as a open space to participate	4	3	3	5	3	2	1	3
The association offers accreditations (discounts for members)	5	3	1	4	3	1	4	2
Offers free app available for both Apple and Android	5	1	1	1	1	1	1	1
Special attention to students in the web page	4	4	1	4	1	1	4	3
5. To retain members (international members)	****	**	**	***	**	**	***	**
Journals and online databases at substantial discounts at non1member rates (package of discounts for members)	5	3	3	3	3	1	4	3
Association Journal/magazine free	5	4	3	3	3	1	3	4
Newsletter free (solid and online)	4	4	4	4	3	1	3	4
Special low convention/conference registration rates	3	3	3	3	3	1	3	3
Discounts on books and videos	5	3	3	5	1	1	4	3
High1quality information resources with special discounts (Online Academy Programs)	5	3	1	5	2	1	5	2
Free online access to paid subscriptions for full-text files	5	3	2	3	1	1	4	2
Promoting an agenda of activities, providing information about events and participation in the Agenda	4	3	1	3	3	1	4	3
Provides a lot of information in different issues (e.g., assessment, treatment, advances in research)	5	3	1	4	1	1	2	1

Provides free tools of working in applied psychology (or discounts)	5	4	1	5	3	1	4	2
Provides tools to search for a job (accreditations, step)	3	3	1	1	1	1	4	2
Frames discussion on interest topics on chats among international members	3	1	1	3	2	2	4	2
Develop an interactive map that shows our members from each country	1	1	1	1	1	2	1	1
Members research in applied psychology is supported and their results are promoted	4	3	1	4	3	3	3	3
Videos and of minutes of meetings are available for members and easy to get	4	3	1	3	1	2	4	4
Videos of conferences and seminars are available free	3	1	1	3	1	3	1	1
Provides a channel intranet for activities of Association (free for members)	1	1	1	1	1	1	1	1
Proposes professional and research workgroups around different topics or issues of interest (promoting international groups)	5	1	1	4	3	1	5	3
Provides an easy way to make suggestion to the staff, to e3press requirements or needs	3	3	3	3	1	1	1	1
Includes links with other associations and Public Institutions of Health	4	3	1	4	4	4	4	4
Provides current professional news (e.g., changes in professional careers, changes in legal procedures).	4	3	1	1	1	1	4	1
6. To spread psychological information within Society	***	*		**	*			*
Provides Help online. Consumer resources featuring articles and information related to psychological issues affecting your daily physical and emotional well1being and orientation services for people at risk	5	3	1	4	2	1	1	2
Provides videos with expert opinions (e.g. debates in media about different topics such as family and children)	3	1	1	1	2	1	2	2
Provides Media Contact in an special side	4	1	1	1	1	1	3	1
Provides free information about important topics in health and welfare (e. g., Guides about suicide)	5	3	1	1	2	2	1	2

Provides links with the most important psychological news	5	1	1	3	1	1	3	1
Provides the possibility to spread the information by social networks	5	3	3	4	2	3	3	2
Provides information about how to find a psychologist, how to chose and what treatments are effective	5	3	1	1	1	1	3	1
Applied psychological research results are disseminated	4	1	1	3	1	3	3	1
Provides tools to find qualified candidates for psychological jobs	3	1	1	1	1	1	4	2
7. To participate in our society's policy, and to translate of research results for the general public and policy-makers	****	***	*	***	*	***	*	**
Provides a section to explain how applied psychology can help in solving current specific problems of our society	4	2	1	1	2	3	1	1
Communicates current advances in research among politician	4	1	1	3	1	3	1	1
Provides results on research that can improve current policies	4	1	1	3	1	4	1	1
Provides channel of communication (e.g., .media dossiers) to give specific information to policy-makers	4	3	1	3	1	2	1	1
Organizes specific expert groups to transmit the politicians social knowledge for increasing the efficacy of their tools for improving the welfare in the society (e.g., the processes of change in attitudes for quitting smoking)	4	3	1	3	1	3	1	2
Provides information about who are the persons representing the organization in different meetings with policy-makers	4	1	1	4	1	3	1	2
Provides empirically supported protocols of proceeding (e.g., protocols in emergency situations which implied coordination of different resources)	5	3	1	5	1	2	2	1
Provides specific date of efficacy, effectiveness, and efficiency of interventions and for using them in policy	5	3	1	5	1	3	1	1
Provides tools to identify risk groups	4	2	1	4	1	3	2	2
Provides information about government relations offices and organizations that engage in government relations activities	5	3	1	4	1	3	2	3

Provides a specific documents to Policy in the website	3	2	1	2	1	2	1	1
Specific workgroups as support to Policy (easy to contact in the website)	3	2	1	2	1	2	1	2
Broadcasts by internet, channels collaboration with national, international and global organizations	5	1	1	3	1	3	1	3
8. To facilitate other financial support for the association	**	*		*	*	**	**	*
Money (e.g., donations, sponsors, grants or individual contributions to specific programs)	4	1	1	3	1	4	2	1
Advertisements	5	3	1	1	1	1	1	1
Selling products of the association in visible sites	5	3	1	5	1	1	1	1