

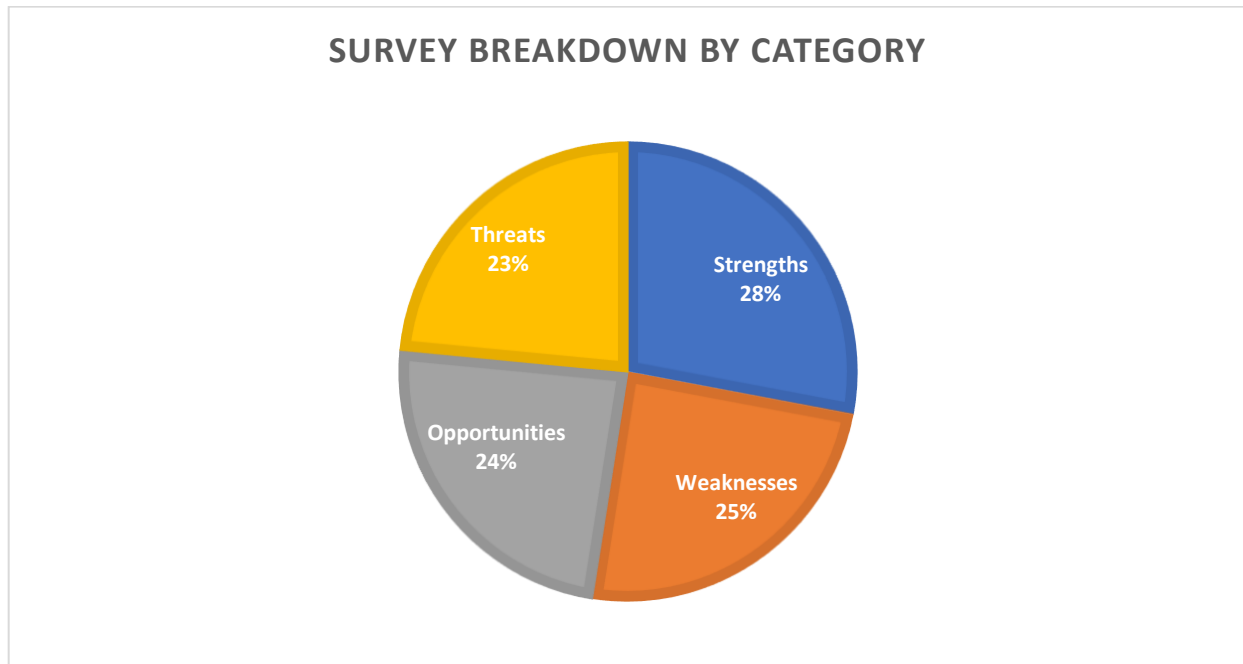
2022 IAEM SWOT Survey Analysis

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Survey Methodology:

5,550 members were asked via email to provide input from January 18th to February 1st, with a link to a 5-question online survey built using SurveyMonkey. In total, 275 responses were collected. Responses were free response, with the option to submit up to four responses per question, but with only a single response required. As a result, out of the 1100 possible responses, there were 3100 responses submitted. The breakdown is as follows:



Category	# of Responses
Strengths	867
Weaknesses	760
Opportunities	745
Threats	728

Common Themes:

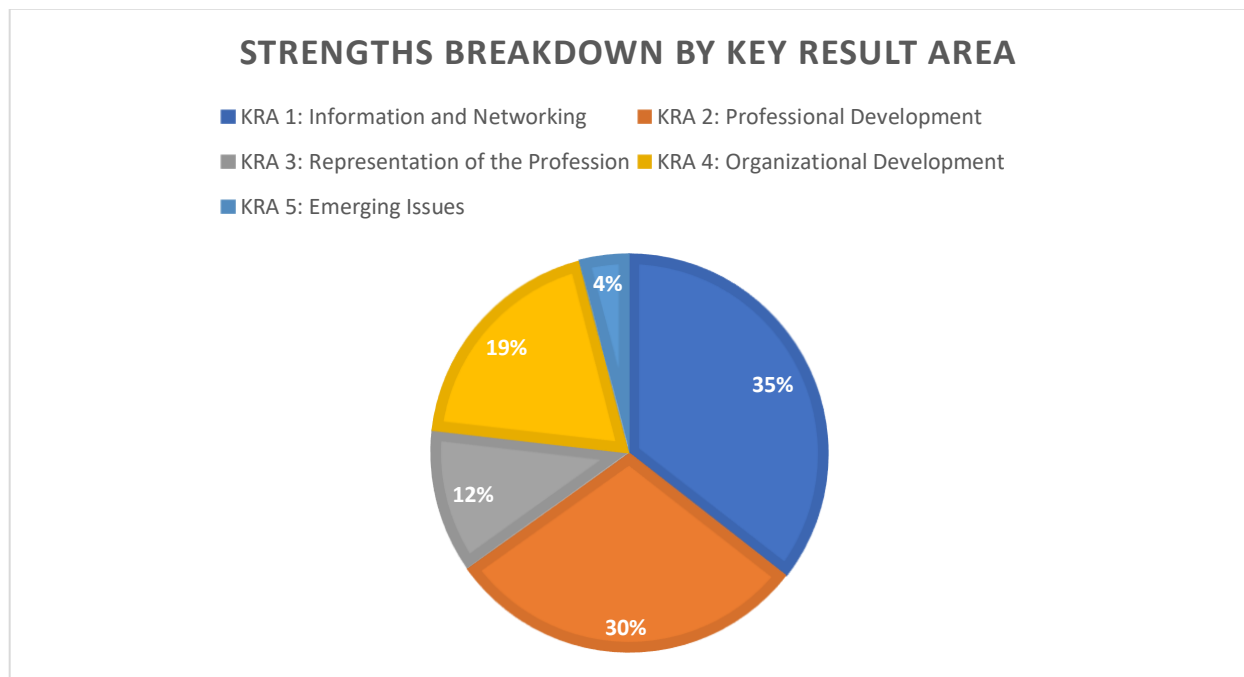
The breakdown of the most common responses within each subcategory are in their respective sections following this page, however it is important to note themes that spanned across the different SWOT categories.

- **Diversity and inclusion:** primarily discussed as a shortcoming of the organization, diversity and inclusion was also mentioned as potentially clouding the focus away from emergency management activities. The description of IAEM leadership as a “good old boys club”, in addition to “cliquey” or “clubby”, was seen as an organizational weakness and threat.ⁱ
- **CEM Certification:** without a doubt one of the most common responses, the CEM certification was discussed as likely the most important service provided by IAEM. Many responses argued that the CEM is too difficult to obtain, and should have alternative requirements for individuals with degrees in the field. The primary criticism of the CEM was over the removal of the essay requirement, explaining that they felt it “watered down” the credential, and made it too easy to obtain.ⁱⁱ
- **Networking opportunities:** seen as an overwhelmingly positive benefit of IAEM, networking was cited as the most frequent strength response. However, opportunities for networking for students, and ease of finding member information in order to connect with other individuals, were frequently cited as weaknesses to IAEM networking efforts.ⁱⁱⁱ
- **New Member Orientation:** Listed as one of the most frequent opportunities, but also listed frequently in weaknesses, many members responses denoted that they were never given any sort of onboarding or orientation. In tandem with weakness responses stating that it is challenging to get involved as a new member, the lack of a new member orientation process was brought up frequently.^{iv}
- **Politicization of IAEM:** In both the weaknesses and threats sections, many members discussed the visibility of political affiliations both in leadership, and in the direction of IAEM initiatives. This was seen as a distraction from the activities of EM, and was seen as a cross-section negative for the organization. This is a new finding not seen in prior IAEM SWOT analyses and may reflect the overall, current political environment in the US^v
- **Conference:** The annual conference was seen as a positive advertising, and information sharing, asset to IAEM. It was seen as one of the primary reasons that people became involved, but it is also listed as one of the major reasons people consider leaving. The high cost of attendance was listed as a deterring factor, as well as a lack of variance in locations the conference is located in. Online zoom options were hailed as a positive alternative, but were criticized for not having sufficient space for demand.^{vi}
- **Cost:** In addition to conference cost, membership fees were one of the most frequently submitted weaknesses and threats to IAEM. Members struggled with visibility and not knowing what their dues pay for. Members mentioned that due to inflation and loss of funding from employers or local governments, fees could be a reason for them to stop their membership. Student discounts, and complimentary membership vouchers with conference attendance were two of the more creative suggestions to alleviate some of the financial pressure.^{vii}
- **Burnout:** Following COVID, a lack of time and an abundance of mental stress were a major portion of weakness and threat responses.^{viii}

Question 1: (Strengths)

“From your own point of view, please tell us the top four (maximum) strengths of the Association overall, the working groups of the Association, and/or your membership in the Association. Strengths are INTERNAL; thinking about the Association: What do we do very well as an organization? Where do we excel as far as our members are concerned? Are people joining or leaving because of our culture?”

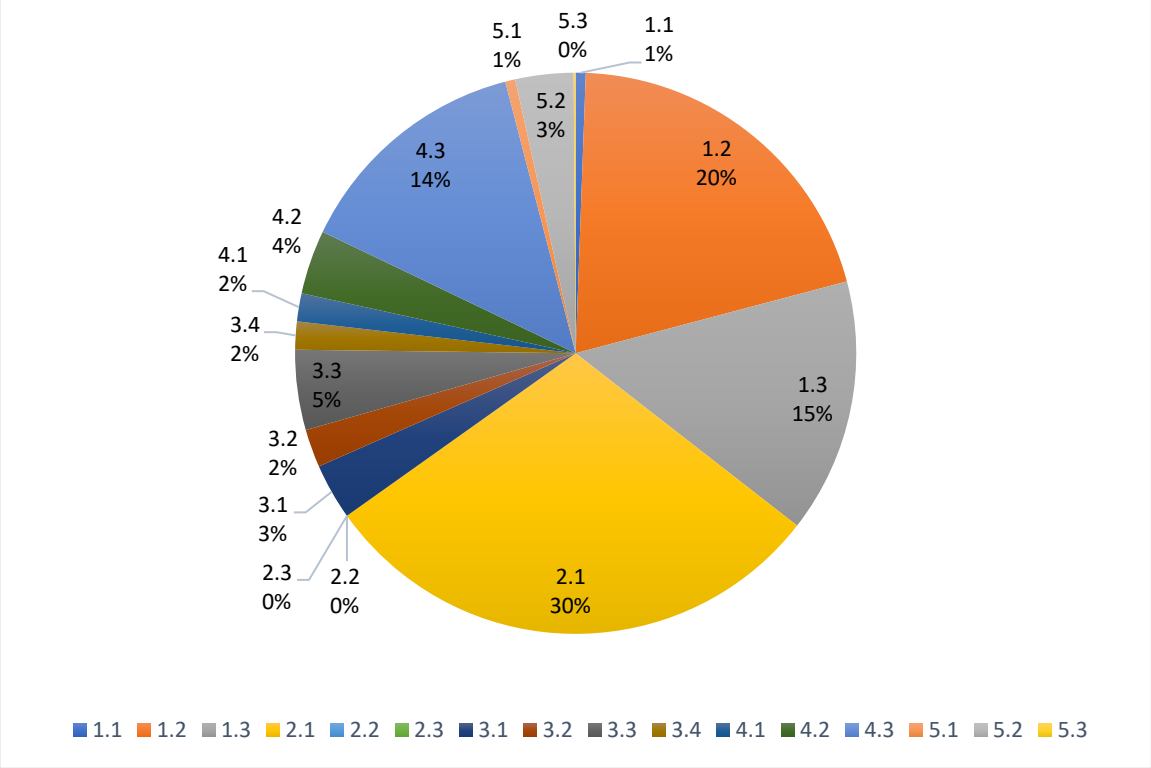
Key Result Area	# of Responses
Information and Networking	308
Professional Development	257
Representation of the Profession	101
Organizational Development	166
Emerging Issues	35



Most Common Answers:

1. Networking: 127
2. Conference: 89
3. Certification (CEM): 88
4. Professional Development Support: 70
5. Communication with members: 55

Strengths Breakdown by Key Result Area: Level 2



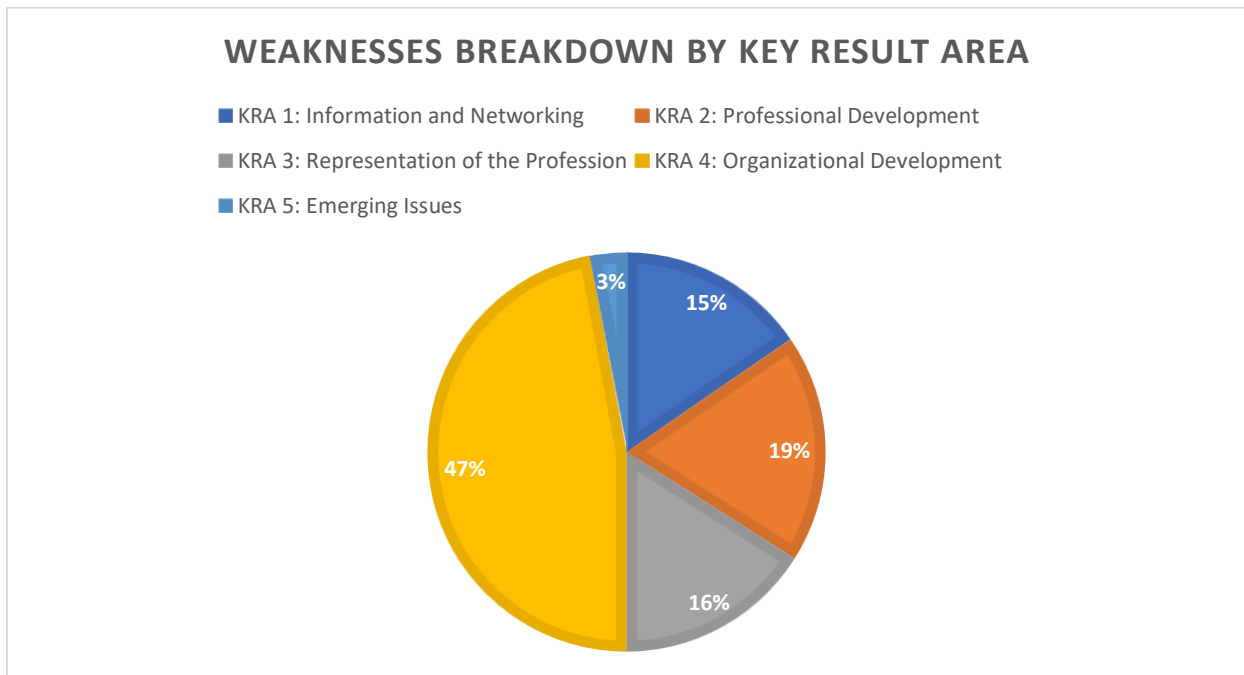
Key Result Area	# of Responses
1.1	5
1.2	176
1.3	127
2.1	257
2.2	0
2.3	0
3.1	28
3.2	19
3.3	40
3.4	14
4.1	14
4.2	32
4.3	120
5.1	5
5.2	29
5.3	1

Summary:
 Internal communication and networking were seen as some of the greater strengths. Support for the professional development of members, through trainings, mentorship and other means were also seen as net positives. Member engagement and value were another strength reported.

Question 2: (Weaknesses)

“From your own point of view, please tell us the top four (maximum) weaknesses of the Association overall, the working groups of the Association, and/or your membership in the Association. Weaknesses are INTERNAL; think about: Where do you think we need to improve? What do we do less effectively than we should? Does the current IAEM community include a satisfactory representation of diverse expertise and interests? Is there a negative perception of the organizational culture?”

Key Result Area	# of Responses
Information and Networking	84
Professional Development	101
Representation of the Profession	87
Organizational Development	256
Emerging Issues	16

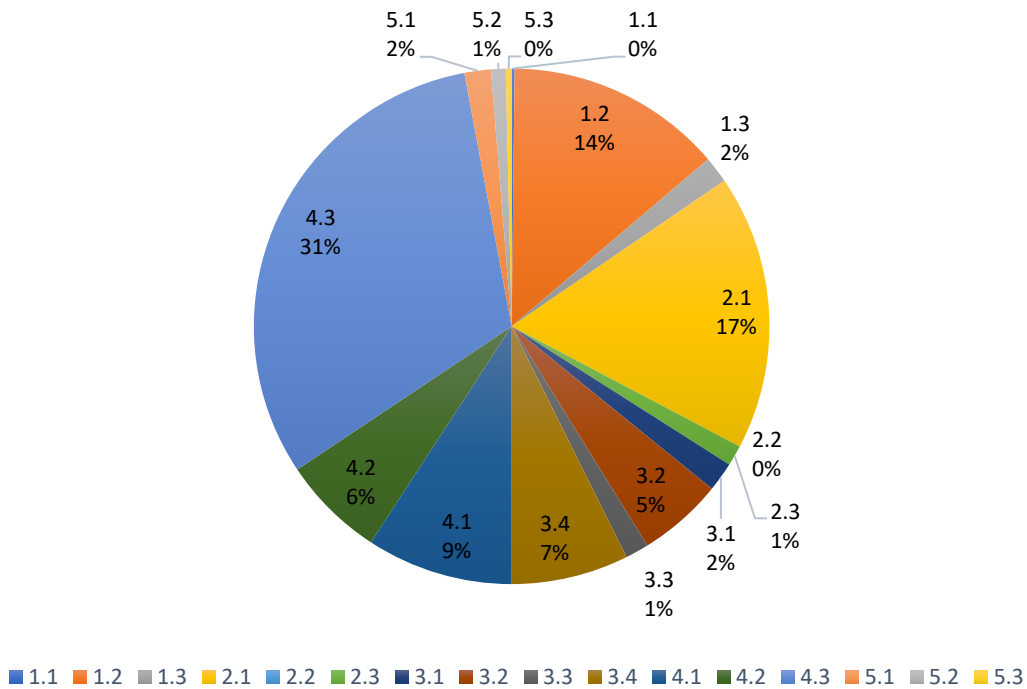


Most Common Answers:

1. Diversity and Inclusion: 57
2. Membership Cost: 49
3. Communication/Transparency with Members: 40
4. Bureaucratic/Inefficient: 32
5. Cliques/Clubby: 29

Weaknesses Breakdown by Key Result Area: Level

2



Key Result Area	# of Responses
1.1	1
1.2	74
1.3	9
2.1	94
2.2	0
2.3	7
3.1	10
3.2	29
3.3	8
3.4	40
4.1	50
4.2	35
4.3	171
5.1	9
5.2	5
5.3	2

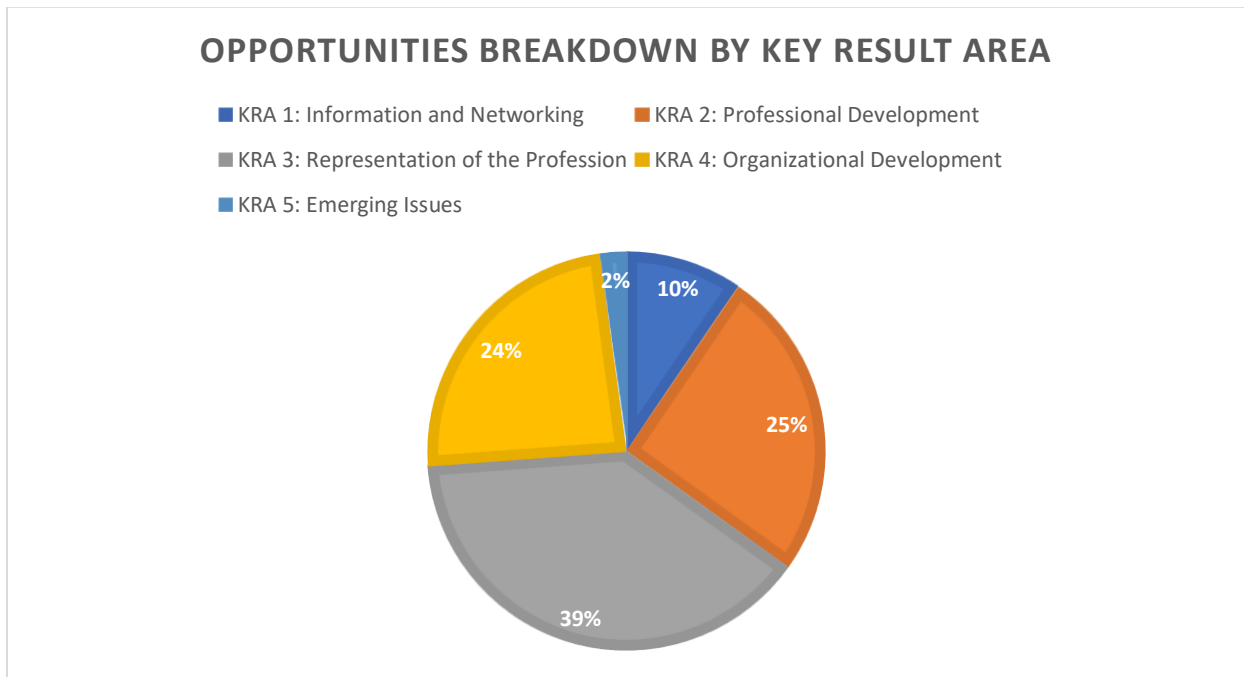
Summary:

Diversity and inclusion were a major weakness seen, with cliques/clubby (specifically of leadership) being seen as a subcategory that can be included in the breakdown. High costs, and confusion about what dues were going to account for many of the other answers. Most of these weaknesses are related to KRA section 4.3, resulting in members not seeing value in their membership, or feeling like the organization is not as effective as it could be.

Question 3: (Opportunities)

“From your own point of view, please tell us the top four (maximum) opportunities of the Association overall, the working groups of the Association, and/or your membership in the Association. Opportunities are EXTERNAL; think about: Where could we improve our new member intake/orientation? Are there opportunities to access parallel EM professionals? What other professional associations are you a member of?”

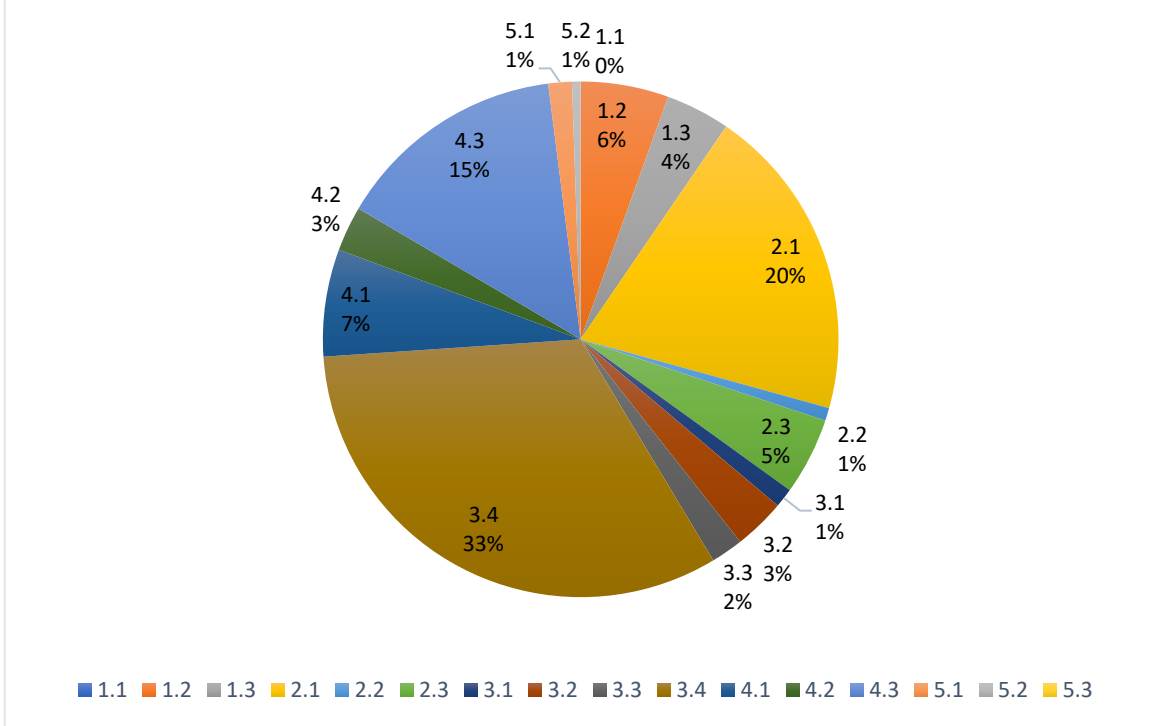
Key Result Area	# of Responses
Information and Networking	84
Professional Development	101
Representation of the Profession	87
Organizational Development	256
Emerging Issues	16



Most Common Answers:

1. The most common answer was responses listing organizations that IAEM members suggested would be valuable partners (151 answers). Amongst these orgs, survey responses suggested partnerships with the private sector, FEMA, and NEMA were the most common
2. The second most common answer was responses listing organizations that IAEM members are also involved in (92 answers). Amongst these orgs, NEMA, EMAT and CESA were the most common
3. New Member Orientation: 45
4. Expand and Simplify Credentialing: 29
5. Organization is Expensive: 27

Opportunities Breakdown by Key Result Area: Level 2



Key Result Area	# of Responses
1.1	0
1.2	41
1.3	30
2.1	147
2.2	6
2.3	36
3.1	9
3.2	24
3.3	15
3.4	242
4.1	50
4.2	21
4.3	108
5.1	11
5.2	4
5.3	1

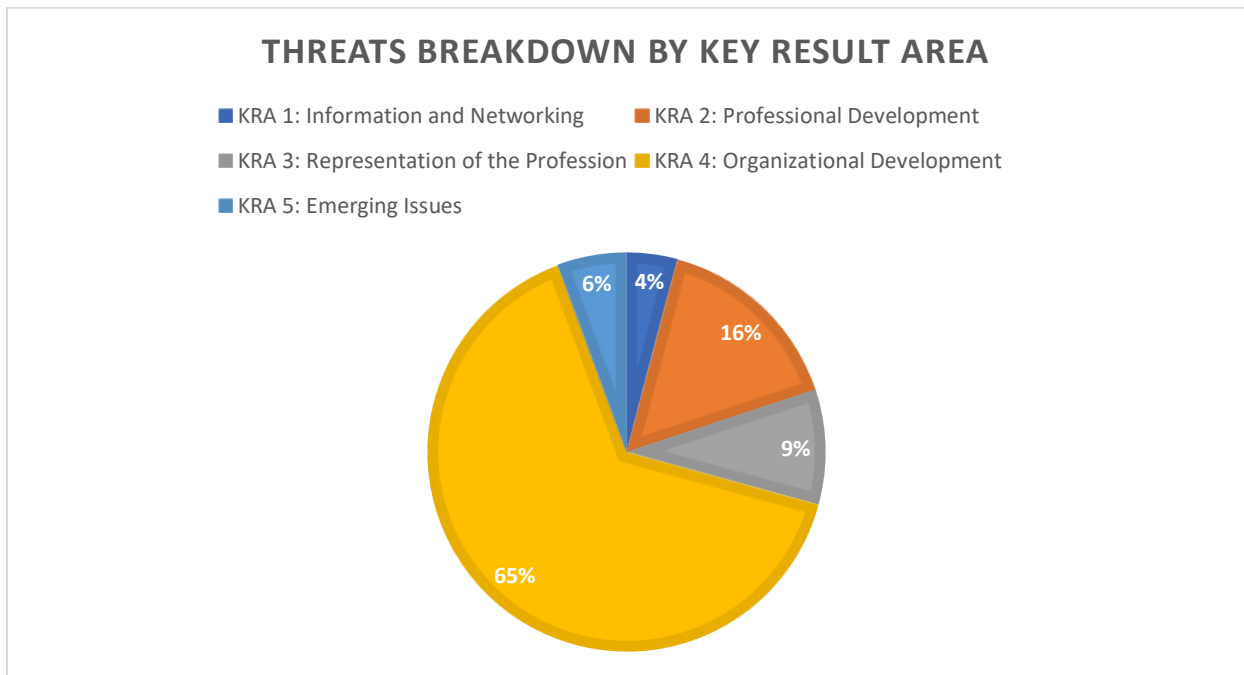
Summary:

KRA 3.4 accounts for a third of the opportunities seen by members, with most of the responses suggesting organizations, or sectors, that could be beneficial for IAEM to partner with. The private sector, and smaller level EM organizations were the most popular organizations suggested. Mentoring programs, and support systems for incoming EM students were also seen as having a lot of potential to grow IAEM.

Question 4: (Threats)

“From your own point of view, please tell us the top four (maximum) threats to the Association overall, the working groups of the Association, and/or your membership in the Association. Threats are EXTERNAL; think about: What should be our biggest concern about our membership? Has a competitor created a more attractive program? What external factors threaten the members of the Association (this could be anything - from budgets to technology to stress on the job)?”

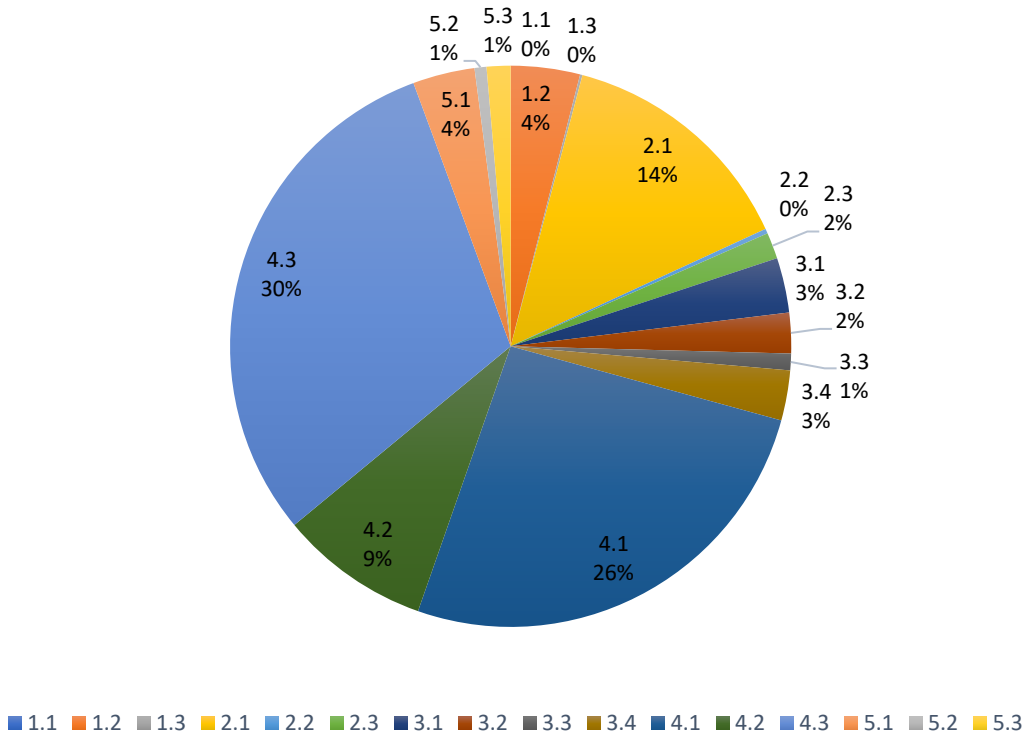
Key Result Area	# of Responses
Information and Networking	30
Professional Development	115
Representation of the Profession	68
Organizational Development	474
Emerging Issues	41



Most Common Answers:

1. High Costs: 81
2. Threats to the CEM Certification: 48
3. Lack of Emotional Support for Members :45
4. Lack of Diversity/Inclusion: 32
5. Lack of Adaptability: 24

Threats Breakdown by Key Result Area: Level 2



Key Result Area	# of Responses
1.1	0
1.2	29
1.3	1
2.1	102
2.2	2
2.3	11
3.1	23
3.2	17
3.3	7
3.4	21
4.1	190
4.2	63
4.3	221
5.1	26
5.2	5
5.3	10

Summary:

KRA 4 accounted for over 60% of the threat responses to IAEM. Competitor organizations, specifically competitor certification programs, were listed primarily. Responses also mentioned high costs, explaining that many competitors were cheaper, and offered more specific programs to their field. Burnout and job stress were mentioned repeatedly, emphasizing that membership numbers will fall if mental health cannot be aided for EMs.

Unique Responses:

There were two members who had responses that are worth seeing their whole set of answers in one place. Their names have been removed to keep things confidential.

Respondent 1:

Strengths:

1. Hosting the CEM
2. Leaving because it's a waste of time (*flagged response)

Weaknesses:

1. Culture
2. Innovation in Technology
3. Not diverse expertise and interests

Opportunities:

1. CEM
2. Caucus

Threats:

1. No retirement option- you're missing thousands of CEM folks with not having a retirement option
2. No other programs

Respondent 2:

Strengths:

1. CEM. That's it. If it weren't for the CEM, I'd be long gone. (*flagged response)

Weaknesses:

1. Leadership Arrogance / Power Trips
2. Good 'Ole Boy Syndrome / Stagnation
3. Only cares about EMPG and making consultants richer
4. Only values caucus members for their dues

Opportunities:

1. Completely reorganize to de-emphasize geography / regions
2. Restructure on a sector model
3. Stop minimizing sector EM's as third-class members
4. Enact term limits, stop recycling the same people throughout leadership roles

Threats:

1. Sector specific professionals have formed their own associations.
2. Many state associations offer better value for the money.
3. IAEM leadership has been exposed for the rotting corpse that it is
4. People get more from grassroots networks like LinkedIn than they do from IAEM

Locations of Categories in Excel Document:

- ⁱ Weaknesses Final Tab, Column O, Row 31; Opportunities Final Tab, Column O, Row 2 Threats Final Tab, Column O, Row 47
- ⁱⁱ Strengths Final Tab, Column E, Row 103; Weaknesses Final Tab, Column E, Rows 2, 18, 39, and 61; Opportunities Final Tab, Column D, Row 87; Threats Final Tab, Column D, Row 2
- ⁱⁱⁱ Strengths Final Tab, Column B, Row 2; Weaknesses Final Tab, Column C, Row 16; Opportunities Final Tab, Column B, Row 2; Threats Final Tab, Column D, Row 2
- ^{iv} Weaknesses Final Tab, Column E, Row 136; Opportunities Final Tab, Column D, Row 2
- ^v Weaknesses Final tab, Column O, Row 118; Threats Final Tab, Column O, Row 80
- ^{vi} Strengths Final Tab, Column E, Row 2; Weaknesses Final Tab, Column E, Row 128; Opportunities Final Tab, Column D, Row 118; Threats Final Tab, Column D, Row 50
- ^{vii} Weaknesses Final Tab, Column M, Rows 2 and 51; Opportunities Final Tab, Column M, Row 21; Threats Final Tab, Column M, Row 2
- ^{viii} Opportunities Final Tab, Column O, Row 69; Threats Final Tab, Column O, Row 2