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## A Synchro-Diachro Approach to Question the Development of a Human and Organizational Factors (HOF) Network

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### Synopsis

#### Introduction

First, this communication presents a dual approach to question the development of a HOF network. Next, an illustration of this approach is proposed: the development of the HOF network of the CEA. The dual approach is based on a synchronic way and a diachronic one, hence the name: "synchro-diachro". The illustration presents elements which come from our experience feedback at CEA.

#### The synchro-diachro approach

The synchronic point of view focuses on the development of a HOF network at one moment of its development. It is like taking a picture.

The objective is here to point out some characteristics of the functioning of a HOF network. They are related to the complex systems theory, and especially to the concept of dialogical principle, proposed by Edgar Morin (1990 and 1995). These characteristics are dialogical pairs. The elements of this kind of pair are both complementary and antagonist to one another.

Three pairs are presented. They are considered as conditions for the workings of an intermediate aged HOF network. The three pairs are: specialist –non specialist actors of the network, centralized –distributed human resources in the network and local –organizational factors levels of HOF methods to analyze the work situations. The first two pairs are related to the organization of a HOF network and the last one is related to the methods which are used to analyze the working situations.

The diachronic point of view focuses on the development of a HOF network during a period of its development. It is like using a video camera.

The objective is here to examine the development of a HOF network from a model (the Greiner's model, 1998) which proposes different steps of the development of organizations. They are called creativity, direction, delegation, coordination, collaboration and extra-organizational solutions.

#### An illustration: the development of the HOF network of the CEA

The HOF network of the CEA is a set of actors composed of HOF specialists and non HOF specialists called correspondents. The correspondents work inside facilities or inside specific departments dedicated to manage indoor analyses and evaluations of the safety of facilities.

According to a synchronic point of view, the three dialogical pairs are present at CEA:

- specialist –correspondent actors of the network;
- centralized –distributed human resources in the network;
- and

- microscopic –macroscopic levels of HOF methods to analyze the working situations. It is the name at CEA of the local and organizational factors levels of analyzing.

Two aspects of these pairs are considered in this communication:

- the size of the difference between the elements of a pair (for example the qualifications of specialists versus correspondents),
- the balance between the sizes of the elements of a pair (for example the number of specialists versus correspondents in a center).

Indeed, to continuously improve the three dialogical pairs, it is important to keep the differences which exist between the two elements of a pair and to find and maintain a balance between the two elements of the pairs. According to a diachronic point of view, the evolution of our HOF network has been considered for more than fifteen years. Nowadays, our network seems to be located in the beginning of the last step even if certain steps like coordination or collaboration were not really passed. Then, one of the main interests of this diachronic point of view is to examine what has been done at CEA according to the Greiner's model and what could be interesting to do according to it.

#### Conclusion

In the communication, the future of our network is also discussed since the step of extra-organizational solutions is currently started at CEA. It means that the HOF network of the CEA becomes an extended network which consists of HOF specialists, correspondents, subcontractors (HOF consultants) and also researchers. Thus some new dialogical pairs should certainly appear too...

#### References

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