



SHRM<sup>®</sup>

SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

# 2012 Chapter Planning Workbook

SHRM<sup>®</sup> Affiliate Program for Excellence

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Our mission is to serve the needs of HR professionals by providing the most current and comprehensive resources, and to advance the profession by promoting HR's essential, strategic role. Founded in 1948, SHRM represents more than 250,000 individual members in over 140 countries, and has a network of more than 575 affiliated chapters in the United States, as well as offices in China and India. Visit SHRM at [www.shrm.org](http://www.shrm.org).

Dear Chapter Leader:



Welcome to the 2012 SHRM Affiliate Program for Excellence (SHAPE) Planning Workbook! This workbook is designed as a companion piece to the year-end report. SHAPE is designed to ensure a stronger connection between SHRM and our affiliated chapters from a business perspective. In addition to clearly outlining requirements to measure chapter alignment and engagement with SHRM's overall objectives, SHAPE focuses on activities and initiatives which are more strategic in nature. These efforts will allow each chapter to increase its visibility and effectiveness, as well as promote the HR profession at the local level. This program also raises the bar of excellence for our affiliates. The Excel Awards is the tiered awards program recognizing achievements under SHAPE.

Use this workbook as a planning tool for the chapter, and consider providing a copy to each leader at your chapter's strategic planning meeting.

Thanks for all you do as a volunteer leader in support of the HR profession and the Society. Please keep in mind that this is a "living" document, and we'll continue to revise its content as needed from year to year. If you have feedback or questions regarding the program, planning workbook, year-end report or awards program, please contact your Field Services Director, who will be happy to assist you.

Professional regards,

A handwritten signature in black ink, which appears to read "Pamela J. Green". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Pamela J. Green, SPHR  
Vice President, U.S. Membership

## INSTRUCTIONS

The 2012 Chapter Planning Workbook is designed to aid you in developing your plan for the short- and long-term as you SHAPE your chapter's future. Use it as you would any planning tool. Each section lists the requirements with relevant examples, hints and/or great ideas for achieving those requirements. A thorough review of the full planning workbook will provide guidance for your planning session and set the expectations for the coming year. Don't forget to check the appendices for resources and a sample report form.

SHRM provides a wide variety of tools and resources to assist you in both the development and implementation of your plan. The resources, manuals and toolkits mentioned in Appendix A may be found in the Volunteer Leaders' Resource Center (VLRC) online at [www.shrm.org/vlrc](http://www.shrm.org/vlrc). A sample planning worksheet is also available as a supplement to the Planning Workbook. A tool that may be extremely helpful in developing both your short- and long-term plans is the *Strategic Planning Toolkit* which includes an administrator's guide, a participant's workbook (which may be duplicated) and a PowerPoint presentation. The toolkit may be used in conjunction with this workbook as you create your plan.

Your plan should include—at a minimum—achievement of all of the requirements in Section 1. All items in Sections 1-3 are required as a baseline for the first of the Excel Awards. Please review Section 4 for additional requirements to achieve other Excel Award levels.

Once you've developed your plan for 2012, "measure" often. How well are you meeting or exceeding your plan? What milestones have you accomplished? Are you on target? Refer to this workbook frequently and monitor your progress throughout the year. Chapter board meetings afford you an excellent opportunity to periodically check in.

You may wish to choose a "project manager" who will complete the year-end report. Chapter presidents, presidents-elect or past presidents generally serve in this role.

SHRM reserves the right to audit information provided in the year-end report.

Your Field Services Director can answer questions regarding the SHAPE program. They may also provide guidance on accessing the tools and resources available to you.

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## Section 1: Basic Requirements

SHRM depends upon each of its affiliates to operate in a professional manner; effectively manage its finances; maintain affiliation standards; communicate with members, the community and SHRM; and promote SHRM. Completing all 12 items in the Basic Requirements section is a baseline of operations and will help your chapter build a stronger foundation for success. All 12 items are required to maintain “good standing” with SHRM.

Briefly, the requirements are:

- Submit a completed 2013 Chapter Leader Information Form (CLIF) by December 1, 2012, to identify all leaders in the coming year.
- Chapter president must be a member of SHRM during the entire term of office.
- Ensure that your chapter conference or other major chapter education events (including co-sponsored programs) with greater than 200 attendees do not take place “around” the SHRM Annual Conference & Exposition.
- Provide year-end financial results for the period 1/1/2012 through 12/31/2012.
- Ensure that the current SHRM “AFFILIATE OF” logo is correctly, consistently and prominently displayed on printed materials, publications, products, and web sites.
- Hold a minimum of four chapter meetings with programs and four chapter board meetings during the calendar year 2012.
- Upon request, submit your chapter’s membership directory/roster for auditing by SHRM staff at least one time during the calendar year 2012.
- Review your chapter’s bylaws annually and update as needed.
- Ensure chapter president participates in at least 50 percent of state council meetings and conference calls.
- Provide SHRM with a count of your total chapter membership at year end.
- Chapter board members participate in the state/regional leadership conference/event if one is held.
- Conduct an annual leadership transition meeting, an annual planning meeting and create/review the leadership succession plan.

**Let’s look at each of these requirements in more detail as you begin your planning process.**

### **1.1 Submit a completed 2013 Chapter Leader Information Form (CLIF) by December 1, 2012, to identify all leaders in the coming year.**

- The form is to be submitted even if all board positions have not been filled.
- If your chapter leader term of office is not on the calendar year, you will be expected to submit the completed CLIF during the month immediately prior to when your chapter board transitions occur (e.g., if your new board takes office on July 1, the completed CLIF is due to SHRM no later than 6/15/2012).
- If you submit your CLIF after the due date, your chapter’s eligibility for award consideration may be impacted.
- You should notify SHRM each time there is a change in your board during the year. An e-mail notification of those changes is sufficient. You do not have to complete a new CLIF each time.
- Please note the CLIF was improved for the 2012 leader submissions. You may now save your work and return to it at a later date to complete the information prior to submission by the due date.

## Section 1: Basic Requirements (continued)

### 1.2 Chapter president must be a member of SHRM during the entire term of office.

- The SHRM bylaws require the president's membership. This requirement should also be stated in your chapter's bylaws.

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**Great Idea!** Some chapters pay the chapter president's membership dues to ensure that this requirement is met.

### 1.3 Ensure that your chapter conference or other major chapter educational events (including co-sponsored programs) with greater than 200 attendees do not take place "around" the SHRM Annual Conference & Exposition.

- The 2012 SHRM Annual Conference & Exposition will take place June 24-27, in Atlanta, Georgia.
- The "black-out period" during which these events should not be held will be defined as June 1 through June 30.
- Reminder: During the black-out period, SHRM will not send any chapter e-blasts.

### 1.4 Provide year-end financial results for the period 1/1/2012 through 12/31/2012.

- Reporting of financial results is required by your chapter's charter with SHRM.
- You will NOT have to submit a separate financial statement. Reporting the information below will satisfy the reporting requirement.

Total Chapter Income for 2012	\$ _____
Total Chapter Expenses for 2012	\$ _____
Net Profit/Loss for 2012	\$ _____
\$ (income – expenses = net profit/loss)	\$ _____
Total Chapter Assets as of 12/31/2012	\$ _____

- "Total Chapter Assets" would include cash, CDs, money-market accounts, the market value of other investments such as stocks or bonds, property owned by the chapter such as real estate, etc.
- Preparing an annual budget for your chapter will provide your financial foundation for the year. Monitoring your performance against your budget will help you stay on target.
- Watch the filing deadlines and file your tax returns (e.g., federal returns 990, 990-EZ, 990-N) in a timely fashion.
- SHRM reserves the right to request a copy of your full financial statement to validate the information provided.

1

**Great Idea!** Publish a financial statement for your membership. Operate in a transparent fashion. Remember, your members are looking for a return on their investment in the chapter as well.

## Section 1: Basic Requirements (continued)

### 1.5 Ensure that the current SHRM “AFFILIATE OF” logo is correctly, consistently and prominently displayed on printed materials, publications, products, and web sites.

- The SHRM “AFFILIATE OF” logo is available in the Volunteer Leaders’ Resource Center (VLRC). Several formats are available for download directly from the web site. The most recent version includes a registrata (®) symbol in the upper left hand corner and not the trademark(™) symbol.



- The *Graphics Standards Manual for Affiliates* defines the specifics for using the logo. It includes proper and improper use examples as well as screen print examples of “prominent” display on web sites and stationery.
- You will be asked to verify that you are displaying the SHRM “AFFILIATE OF” logo correctly, consistently and prominently.
  - » The chapter is required to check all materials to include, but not be limited to, stationery, newsletter mastheads, meeting agendas, chapter PowerPoint templates, name tags, conference programs.
  - » If the chapter has a web site, it would be included in the review.
  - » If your chapter is not using the correct SHRM “AFFILIATE OF” logo, your SHAPE Year-End Report is ineligible for award consideration. Please review your materials carefully.
  - » SHRM reserves the right to randomly audit your use of the logo.

### 1.6 Hold a minimum of four chapter programming events and four chapter board meetings during the calendar year 2012.

- “Chapter programming events” include virtual meetings through the use of technology such as webinars or webcasts with professional development components as well as networking events.
- Chapter board meetings may be held by conference call as long as there is a quorum. In some locations during the winter months or where city logistics require long commutes to attend meetings, this method of meeting may be preferred!
- Planning your chapter’s meeting calendar for the full year and announcing that calendar will allow for maximum participation by your members.
- Keeping your professional development topics fresh and current will keep your members coming back meeting after meeting.

1

**Great Idea!** Obtain recertification preapproval through the HR Certification Institute for chapter-developed educational programs!

## Section 1: Basic Requirements (continued)

### 1.7 Submit your chapter's membership directory/roster upon request for auditing by SHRM at least one time during the calendar year 2012.

- You do NOT need to file your roster with SHRM when you submit your year-end report. Instead, you will be notified by your Regional Administrator in advance of the audit requesting your membership directory/roster and a "supply by date."
- You may submit the names of your new members to your Regional Administrator as they join. Filing Primary Designation Forms with SHRM as you process new members is also helpful. These are steps to ensure that new chapter members are coded to your chapter in the SHRM database.
- In some instances, you may be asked to submit your roster more than one time in a calendar year. You are expected to comply with all requests.

### 1.8 Review your chapter's bylaws annually and update as needed.

- Bylaws are the foundation of an overall sound governance structure for your chapter.
- An annual review conducted by the chapter board or designee will ensure your policy and practices are in alignment. If they are not aligned, now is the time to change your practices to ensure adherence to policy. Or, change your governing policies (your bylaws) to acknowledge your change in practices.
- You will be asked to verify that you have completed your review and taken the appropriate action.
- All amendments to your bylaws must be approved by SHRM prior to a ratification vote by your chapter. Be sure to submit the proposed bylaws amendments to your Field Services Director as the first step in the approval process. The last step in the process is to return a copy of the signed, ratified bylaws to your Regional Administrator. All steps are required for the process to be considered "completed."
- You do NOT need to submit your bylaws to SHRM unless you are proposing amendments for approval.

### 1.9 Chapter president will participate in at least 50 percent of state council meetings and conference calls.

- If your chapter president is unable to attend a meeting, another chapter board member may be appointed to represent the chapter at the meeting (whether in person or on a conference call).
- In addition to representing the chapter at the meeting, the president or representative should report back to the chapter/chapter board on the state council meeting thereby ensuring two-way communication.

### 1.10 Provide the total number of chapter members as of 12/31/2012.

- Report the exact number of current active members in the chapter, excluding student members. Please do not round the number (e.g., If you have 187 members in your chapter, do not round that number up to 190. Please report 187.)

### 1.11 The chapter is represented at the state/regional affiliate leadership conference/event if one is held.

- You will be asked to verify attendance.

**1**

**Great Idea!** Invite potential volunteer leaders to the leadership conference/event too! Get them excited early and it will make your succession planning that much easier!

## Section 1: Basic Requirements (continued)

### 1.12 Conduct an annual leadership transition meeting, an annual planning meeting and create/review the leadership succession plan.

- Ensuring your chapter's future through thoughtful and purposeful goal setting and strong leadership begins with successful leadership planning. Under a three-pronged plan, your chapter should:
  - » Create a succession plan to identify potential and future leaders for the chapter. Review your plan annually to ensure that it is meeting your needs.
  - » Conduct an annual leadership transition meeting to ensure a smooth and effective transition for new leaders.
  - » Conduct an annual planning meeting to develop short-term goals and review long-term goals.
- These may be done simultaneously at one chapter event.
- You will be asked to verify that you have completed all three actions.

**1**

**Great Idea!** Utilize a consultant/expert and/or a member of your state council as facilitator(s) for the annual leadership transition and/or planning meetings.

## Section 2: Community-Based Chapter Initiatives

*This section is required as a baseline for any award level.*

SHRM strongly encourages each of its affiliates to establish goals and strategic initiatives in support of the HR profession and meeting the needs of HR professionals. These goals will allow the chapter to increase its visibility and effectiveness as well as expand its impact within the community.

Let's look at this requirement in more detail as you continue planning.

In support of the HR profession and community, develop and implement initiatives within the topic areas listed below. Please note: at least one membership and one additional initiative is required for award level. Please see *award level definitions for the exact number of completed initiatives required for each award level.*

- » Membership
  - » College Relations
  - » Government Affairs/Advocacy
  - » Diversity & Inclusion
  - » Workforce Readiness
  - » In a self-defined area other than those listed above
- You will be asked to describe your initiatives in your year-end report. Each response will be limited to 200 words.
  - Generally speaking, an initiative is not the same as an activity or task. For example, purchasing a subscription for a college library to benefit HR students is not an initiative; but, rather, would be part of a larger strategic initiative supporting your local student chapter
  - Your chapter may already be engaged in annual initiatives in each of these areas. You may report an on-going initiative. You may wish to add to your initiatives or replace some existing initiatives with new ones.

**1**

**Great Idea!** Review each initiative to determine if it has potential for a Pinnacle Award submission ([http://www.shrm.org/Communities/VolunteerResources/ResourcesforChapters/Pages/award\\_info.aspx](http://www.shrm.org/Communities/VolunteerResources/ResourcesforChapters/Pages/award_info.aspx))

- **New for 2012!** You may submit up to two initiatives per topic area (e.g., If you completed two Workforce Readiness initiatives, you may report them separately in the spaces provided. Both will count towards your total reported initiatives).

**1**

**Great Idea!** Check out the Affiliate Successful Practice Center in the VLRC. There you'll find a sampling of initiatives conducted by SHRM chapters in 2010. The initiatives are sorted by topic area and chapter size for your convenience.

## Section 2: Community-Based Chapter Initiatives (continued)

### • Getting Started:

- » When developing your initiative, it may be helpful to answer the following questions as part of how you look strategically at that initiative:
  - What is the purpose of your initiative?
  - What need are you identifying and how will you help?
  - Why is this important to you?
  - How do you want to make an impact in this area?
  - If this isn't a new initiative, how will you improve upon earlier work?
  - What resources will you access?
  - What is your timeline?
  - How is this initiative going to be communicated?
  - How are you engaging your members?
  - How will you know if you are successful?
  - What measures will you implement?
- » If you complete your initiative during the year, you should plan to include the results of your efforts in your SHAPE Year-End Report.
- » Volunteers leading the Core Leadership Areas should take advantage of the opportunities available to them to learn more about these areas through:
  - Participating in SHRM-sponsored conference calls.
  - Participating in SHRM-sponsored live webinars/webcasts and/or archived events.
  - Participating in state council-sponsored conference calls.
  - Sharing in best/successful practice discussions and networking with their CLA peers.
  - **NOTE:** While the activities listed above are part of the learning process and important, they do not qualify as initiatives.
- » Utilize the resources found in Appendix A.
- » Don't forget to check the Affiliate Successful Practice Center in the VLRC to get the creative juices flowing!

### • Reporting your initiatives:

- » You will have up to 200 words to describe each initiative. You do not have to use the full 200 words! Please find two examples below with differing word counts.

The Greater Anytown Workforce Services Directory is a comprehensive resource designed for recruitment professionals and HR staff. It includes more than 1,000 service providers who directly affect employer strategies for building and retaining a skilled workforce. We created a searchable online database that provides direct links to resources and advice columns focusing on subjects such as e-media and immigration. We brought together individuals from the Anytown Chamber, the Anytown SHRM chapter, and

## Section 2: Community-Based Chapter Initiatives (continued)

the State Community College system to create a directory that would help businesses locate and identify services available to them in our community. Finally, we partnered with a local web site company to create the site. Through emails, post cards, trade shows, and press releases, we launched the web site for our members and the entire community. The directory will have a positive effect on the Greater Anytown area by showcasing our community's resources and our ability to bring together the public and private sectors to strengthen recruiting and employment, retention and HR efforts in our area. Because of the scope of the project and the perceived effect on the community, we found it relatively easy to raise the money we needed by having organizations donate services to the project.

Diversity & Inclusion: Our chapter held a Diversity workshop on 7/19. The content was approved for 7 hours of strategic HR Certification Institute credit. We had the CHRO's from Microsoft and Starbucks as our keynote speakers. We invited the CHRO's and HR VPs from the Fortune 100 companies in our area to attend. Out of the 168 attendees, we identified 28 of those individuals with a title of VP or CHRO.

## Section 3: SHRM Affiliate Engagement

*All elements of this section are required as a baseline for any award level.*

SHRM's engagement with its affiliates is critical. These goals ensure a stronger connection between SHRM and its affiliated chapters from a business perspective.

Briefly, the requirements are as follows:

- Promote the SHRM Annual Conference & Exposition to chapter members.
- Offer prime booth space and a minimum of 15 minutes podium time to SHRM staff if you hold a chapter-sponsored conference or event where your anticipated attendance is 200 or more.
- Develop and/or maintain a current chapter web site.
- Make a monetary contribution from the chapter's funds to the SHRM Foundation in 2012.
- Promote HR Certification Institute certification and recertification as a means of increasing the number of certified professionals in the chapter.
- Develop a plan to increase the percentage of SHRM members on your chapter board to 30 percent.

**Let's look at each of the requirements in detail as you continue planning.**

### **3.1 Promote the SHRM Annual Conference & Exposition to chapter members.**

- Promoting the SHRM Annual Conference & Exposition can be accomplished in any number of ways. Here are just a few.
  - » Include a link prominently displayed on chapter web site home page.
  - » Send an e-communication to chapter local members only (LMOs) or chapter mailing list. Don't forget to include your member prospect list.

**1**

**Great Idea!** Use "tell-a-friend" phrasing in the footer of your e-mail to encourage your contact to tell others. It is a way to extend the reach of that message.

- » Distribute SHRM Annual Conference promotional material at a chapter meeting or event.
- » Distribution may be electronic.
- Marketing materials such as PDF ads and web buttons/banners are available in "Marketing Resources for Chapters" in the VLRC.
- You will be asked to verify that you promoted the SHRM Annual Conference & Exposition to your members.

## Section 3: SHRM Affiliate Engagement (continued)

**3.2 Offer prime booth space and a minimum of 15 minutes podium time to SHRM staff if you hold a chapter-sponsored conference or event where your anticipated attendance is 200 or more.**

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**Great idea!** The opening session or lunch may be a great time to schedule that podium time!

- If you do not hold a chapter-sponsored conference/event or if the anticipated attendance at your conference/event is less than 200, this requirement will not apply.
- Be sure to contact your Field Services Director early in your planning process to provide the date of your event and inquire about his/her availability to attend.
- You will be asked to verify that you met this requirement or that you did not hold a qualifying event.

**3.3 Develop and/or maintain a current chapter web site.**

- You are required to correctly and prominently display the SHRM "AFFILIATE OF" logo on the web site.
- In addition, you are also required to include hyperlinks from your chapter's web site to the SHRM home page: [www.shrm.org](http://www.shrm.org).
- SHRM-hosted web sites automatically include links to the SHRM website.
  - » If your web site is already hosted by SHRM, you've met this requirement.
  - » If your web site is not hosted by SHRM, you may wish to learn more about the web-hosting program at "Web Site Resources for Chapters and State Councils" in the VLRC.
- You will be asked to verify that you have a chapter web site, correctly and prominently display the SHRM "AFFILIATE OF" logo and link to the SHRM web site OR that you are currently developing a web site.

**3.4 Make a monetary contribution from the chapter's funds to the SHRM Foundation in 2012.**

- You will be asked to provide the dollar amount of the contribution.
- If your chapter donates to the SHRM Foundation, you may also be a SHRM Foundation Chapter Champion. To qualify, your chapter would:
  - » Conduct a Chapter Leadership Campaign (encourage chapter board members to make individual donations of at least \$25 each with a goal of 100 percent participation), **AND**
  - » Complete one or both of the following:
    - Increase by 10 percent or more the chapter's contribution to the SHRM Foundation over the 2011 contribution.
    - Hold at least one special event (e.g., silent auction, golf tournament, etc.) to benefit the SHRM Foundation.
- *Be sure to use this opportunity to report your qualifications for Chapter Champion status. Chapter Champion eligibility as recorded on your year-end report will be forwarded directly to the SHRM Foundation on your behalf.*

## Section 3: SHRM Affiliate Engagement (continued)

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**Great Idea!** Visit <http://www.shrm.org/about/foundation/volunteerresources/Pages/leadership.aspx> to learn more about conducting a leadership campaign for your chapter board.

• *Please note: Chapter board members are defined in your chapter bylaws.*

- *The wide array of goods and services donated by chapters to the SHRM Foundation for the silent auctions speaks to the strong support for the auctions and the auctions' success stories. The Foundation is most appreciative of that support. Please note that the cash equivalent value of the goods and/or services donated may not be reported as a "monetary donation".*

### **3.5 Promote HR Certification Institute certification and recertification as a means of increasing the number of certified professionals in the chapter.**

- You will be asked to verify that you promote certification and recertification.

### **3.6 Develop a plan to increase the percentage of SHRM members on your chapter board to a minimum of 30 percent throughout the duration of their terms of office.**

- The president must be a member of SHRM. Here you are developing a plan to increase the number of your board members required to be SHRM members. This plan may be a gradual increase over a period of two or three years, for example, or it may be a requirement that takes effect right away.
- If the 30 percent requirement is not already reflected in your chapter bylaws, you may need to amend them at the time the requirement goes into effect.
- If 30 percent of your chapter board members are already SHRM members, you've met this requirement.
- If you are a 100 percent chapter, you've met this requirement.
- If your bylaws already require this of your leadership, you've met this requirement.
- You will be asked to verify that the percent of SHRM members on your chapter is at or above 30% OR that you have a plan in place to achieve the 30 percent minimum.

## Section 4: Measures of Success

The completion of all items in **Section 1: Basic Requirements** is required for all chapters to remain in good standing with SHRM. Regardless of award eligibility, each chapter is responsible for completing and submitting a year-end report verifying compliance with Section 1.

### SHRM's Excel Awards

The Excel Awards recognize achievements by SHRM chapters at four levels: Bronze, Silver, Gold and Platinum. At each level, requirements elevate the chapter to a higher standard of excellence. In submitting your year-end report, you will be asked to verify your completion of the award-level requirements.

#### Bronze Award

Successfully completing **all of the requirements listed in Section 1, Section 2 and Section 3** will earn your chapter Bronze Award consideration.

#### Silver Award

Successfully completing **all of the requirements in Sections 1-3 plus each of the following** will earn your chapter Silver Award consideration.

- Develop and implement one additional chapter initiative in Section 2.
  - » The requirement calls for an initiative in Membership plus two other initiatives (for a total of three initiatives).
- 50 percent of your board members are SHRM members throughout the duration of their terms of office.
- The chapter is presented at the 2012 SHRM Leadership Conference by either the chapter president or another board member.

#### Gold Award

Successfully completing **all of the requirements in Sections 1-3 plus each of the following** will earn your chapter Gold Award consideration.

- Develop and implement two additional chapter initiatives in Section 2.
  - » The requirement calls for an initiative in Membership plus three other initiatives (for a total of four initiatives).
- Achieve "Membership Star" recognition for growth of SHRM membership in the chapter.

"Membership Star" recognition requires your chapter maintain the SHRM in-chapter membership count as of 12/31/2011 or experience a net increase in your SHRM membership count of up to 2.9 percent over the 12/31/2011 count as determined by the 12/31/2012 SHRM In-Chapter Membership Report. (e.g., If you have 100 SHRM members as of 12/31/2011 and 102 members as of 12/31/2012, you have experienced an increase of 2 percent qualifying your chapter for Membership Star status).

- Chapter president participates in at least 75 percent of state council meetings and conference calls.

## Section 4: Measures of Success (continued)

- As noted in Section 1.9:
  - » If your chapter president is unable to attend a meeting, another chapter board member may be appointed to represent the chapter at the meeting (whether in person or on a conference call).
- 75 percent of your board members are SHRM members throughout the duration of their terms of office.
- The chapter is represented at the 2012 SHRM Leadership Conference by either the chapter president or the president-elect.
  - » *Please note:* A designee may not replace the president or president-elect in this requirement.
- Chapter qualifies as a 2012 SHRM Foundation Chapter Champion as verified in Section 3.4.
- Serve as a resource to the community or local media on HR issues.
  - » This includes chapter members serving on other nonprofit community groups as an official representative of the chapter.
  - » Develop a relationship with representatives of your local media (e.g., TV, radio, newspapers) establishing points of contact to be the voice of HR in your community.

### Platinum Award

Successfully completing **all of the requirements in Sections 1-3 plus each of the following** will earn your chapter Platinum Award consideration.

- Develop and implement an initiative in membership plus four other initiatives for a total of five community-based initiatives in Section 2.
- The chapter is represented at the 2012 SHRM Leadership Conference by either the chapter president or the president-elect.

*Please note:* A designee may not replace the president or president-elect in this requirement.

- Achieve “Membership Super Star” recognition for growth of SHRM membership in the chapter.

“Membership Super Star” recognition requires that your chapter experience a net increase in its SHRM membership count of 3 percent or more over the 12/31/2011 count as determined by the 12/31/2012 SHRM In-Chapter Membership Report (e.g., if you have 100 SHRM members as of 12/31/2011 and 120 members as of 12/31/2012, you have experienced an increase of 20 percent qualifying your chapter for Membership Super Star status).

- 100% of the chapter’s board members are SHRM members through their terms of office in 2012.
- Chapter president participates in 100 percent of state council meetings and conference calls.

- As noted in Section 1.9
  - » If your chapter president is unable to attend a meeting, another chapter board member may be appointed to represent the chapter at the meeting (whether in person or on a conference call).
- Chapter qualifies as a 2012 SHRM Foundation Chapter Champion as verified in Section 3.4 AND 100 percent of your chapter board members made individual donations of at least \$25 each to the SHRM Foundation.
- Serve as a resource to the community or local media on HR issues and provide information and resources to chapter members regarding the impact of state or federal legislative issues.

## Section 4: Measures of Success (continued)

- » This includes chapter members serving on other non-profit community groups as an official representative of the chapter.
- » Develop a relationship with representatives of your local media (e.g., TV, radio, newspapers) establishing points of contact to be the voice of HR in your community.
- » Present a periodic legislative report to your chapter members to keep them abreast of issues on the state and/or federal agenda and facilitate a discussion around the impact of the legislation on HR in your community. Discuss how they can become involved in the legislative process to impact the outcome of the pending legislation.
- » You will be asked to verify that your chapter served as a resource to the community or local media on HR issues and provided information and resources to chapter members on state or federal legislative issues.

### YEAR-END REPORT

The completed year-end report will be due on or before January 31, 2013.

All year-end reports must be submitted online. Only those submitted online will be accepted. The 2012 Year-End Report will be available online in the second quarter of 2012 in the Volunteer Leaders' Resource Center at [www.shrm.org/vlrc](http://www.shrm.org/vlrc).

Upon submitting the year-end report, you will receive a confirmation of receipt and a copy of your submission for your records. If you do not receive a copy of your submission, contact your Field Services Director or Regional Administrator immediately.

## Appendix A: Resources

SHRM provides chapters a wide array of tools to assist in developing leaders, achieving operational excellence, and developing and executing plans.

The following resources are available in the Volunteer Leaders' Resource Center at [www.shrm.org/vlrc](http://www.shrm.org/vlrc) unless otherwise specified. Please refer to them often and share them with others in your chapter.

- SHRM Web-Hosting Program (SHRM can help you develop and maintain a web site free of charge if you do not have one or would like to request SHRM web-hosting. Visit Web Resources for Chapters and State Councils in the VLRC for more information.)
- SHRM News Feed Fact Sheet
- College Relations
  - » College Relations Toolkit
  - » Core Leadership Area content
- Diversity
  - » SHRM Diversity Survey Template
  - » SHRM Diversity Toolkit
  - » Core Leadership Area content
- Government Affairs
  - » SHRM Government Affairs Toolkit
  - » Core Leadership Area content
- HR Certification Institute Certification
  - » HR Certification Institute Toolkit CD or reference online at [www.hrci.org](http://www.hrci.org)
  - » Certification-related materials at [www.hrci.org](http://www.hrci.org)
  - » Core Leadership Area content
- Membership
  - » PowerPoint presentation on the benefits of SHRM membership with script
  - » SHRM Membership Recruitment and Retention Toolkit
  - » Core Leadership Area content
  - » SHRM/chapters in partnership brochure, *What's In It For ME? Elevate Value*
  - » SHRM at-large mailing lists to contact prospective chapter members (List is available from your regional team.)
- SHRM Foundation
  - » SHRM Foundation Toolkit
  - » Core Leadership Area content
- Workforce Readiness
  - » Core Leadership Area content
- SHRM HR Disciplines
- Pinnacle Award Compendiums
- *Enterprising Leadership* book online
- SHRM Strategic Planning Toolkit

## Appendix A: Resources (continued)

- SHRM Succession Planning Toolkit
- SHRM *Guide to Chapter Financial Management*
- SHRM's *Fundamentals of Chapter Operations*
- *Graphics Standards Manual for Affiliates*

### **Sourcing your speakers:**

- SHRM Speakers Bureau
- SHRM Chapter Speaker Program
- Presentations/scripts available from SHRM for a chapter program
- State Council members (e.g., state council director, district director, Core Leadership Area director, etc.)
- SHRM Foundation DVDs
- Senior HR members of your chapter speaking on their area of expertise, panels, etc.

## Appendix B: Sample Year-End Report Form

The following is a sample of the year-end report you will be asked to complete. As mentioned in Section 4, all year-end reports will be submitted online.

### Section 1: Basic Requirements

Achievement of each of the Section 1 items is required of all chapters for award consideration. By checking the box to the left of the item, please verify that you have completed the requirement listed. Some items require input of text, dollars and/or dates to fully satisfy the verification of that requirement.

- 1.1 The 2013 Chapter Leader Information Form (CLIF) was submitted to SHRM.
- 1.2 Our chapter president was a member of SHRM during the entire term of his/her office.
- 1.3 Our chapter conference or other major chapter education event (including co-sponsored programs) with greater than 200 expected attendees did not take place during the June 1 through June 30, 2012 black-out period OR we did not hold an event.
- 1.4 The following financial results are being submitted for the period 1/1/2012 through 12/31/2012. Please round to the nearest whole dollar (e.g., \$ 5,246).

Total Chapter Income for 2012

Insert \$

Total Chapter Expenses for 2012

Insert \$

Net Profit/Loss for 2012  
(Income–Expenses = Net Profit/Loss)

Insert \$

Total Chapter Assets as of 12/31/2012  
("Total Chapter Assets would include cash, CDs, money-market accounts, the value of other investments such as stocks or bonds, property owned by the chapter such as real estate, etc.)

Insert \$

- 1.5 Our chapter displays the current SHRM "AFFILIATE OF" logo correctly, consistently and prominently on printed materials, publications, products and web sites.
- 1.6 Our chapter held a minimum of four chapter programming events and four chapter board meetings during the calendar year.
- 1.7 Our chapter submitted a copy of our chapter's membership directory/roster upon request for auditing purposes.
- 1.8 Our chapter reviewed the bylaws as outlined in the SHAPE Planning Workbook.
- 1.9 Our chapter president or another board member attended a minimum of 50 percent of the state council meetings and/or conference calls during 2012.
- 1.10 Our chapter has total membership count on 12/31/2012 of [Text box: Number]
- 1.11 Our chapter was represented at the affiliate leadership conference/event sponsored at the state and/or regional level if an event was held.

## Appendix B: Sample Year-End Report Form (continued)

- 1.12 Our chapter held an annual leadership transition, annual planning meeting and created/reviewed our leadership succession plan

### Section 2: Community-Based Chapter Initiatives

Section 2 is required of all chapters seeking award level recognition.

In the text boxes provided, describe each of your initiatives. Please complete applicable areas. Please limit your responses to a maximum of 200 words each. You may report up to two initiatives per topic area.

*At least one membership and one additional initiative (for a total of two initiatives) are required for award consideration. The descriptions follow.*

Topic area: Membership

**Insert brief description of your actions**

Other initiatives:

Please designate topic area: [Drop down menu of topics]

The description follows.

**Insert brief description of your actions**

Please designate topic area: [Drop down menu of topics]

The description follows.

**Insert brief description of your actions**

Please designate topic area: [Drop down menu of topics]

The description follows.

**Insert brief description of your actions**

Please designate topic area: [Drop down menu of topics.]

The description follows.

**Insert brief description of your actions**

### Section 3: SHRM Affiliate Engagement

Achievement of Section 3 initiatives is required for award-level consideration.

- 3.1 Our chapter promoted the 2012 SHRM Annual Conference & Exposition.

## Appendix B: Sample Year-End Report Form (continued)

- 3.2 Our chapter offered prime booth space and a minimum of 15 minutes of podium time for our chapter conference/ event where we anticipated attendance of 200 or more OR did not hold an event subject to these requirements.
- 3.3 Our chapter maintains a web site and we include the SHRM "AFFILITE OF" logo and a link to SHRM Online (www.shrm.org) OR we are in the process of creating a web site.
- 3.4 Our chapter made a monetary donation of [Text box: Insert \$] in 2012 from chapter funds to the SHRM Foundation.

If your chapter donated to the SHRM Foundation, you may also be a SHRM Foundation Chapter Champion! *Please complete all that apply below. (Please note that this is a single reporting process and subject to verification by the SHRM Foundation. Your information will be forwarded to the SHRM Foundation on your behalf.)*

- Conducted a Chapter Leadership Campaign encouraging chapter board members to make individual donations of at least \$25 each with a goal of 100 percent participation, **AND**
- Completed one or both of the following (please check all that apply):
  - The chapter's contribution to the SHRM Foundation increased by 10 percent or more over the 2011 contribution.
  - Our chapter held at least one special event to benefit the SHRM Foundation. Please describe your event:

Insert brief description of your actions

- 3.5 Our chapter promoted HR certification and/or re-certification.
- 3.7 Our chapter board is at or above 30% membership or we are working to achieve that mark.

### Section 4: Measures of Success

To qualify for any of the Excel Awards, your chapter must complete Sections 1-3. - Please complete the applicable areas below regardless of the award level you are seeking.

- We were unable to complete all requirements in Sections 1-3 and, therefore, are unable to qualify for award consideration.

#### Bronze Award

- We completed all requirements in Sections 1-3 and qualify for the Bronze Award level consideration.

#### Silver Award

- We have completed all required items in Sections 1-3. AND,
- We developed and implemented one membership initiative and two additional initiatives in Section 2 for a total of three initiatives. AND,
- 50 percent of our chapter's board members were SHRM members throughout the duration of their terms of office in 2012. AND,
- Our chapter was represented by the chapter president or another chapter board member at the 2012 SHRM Leadership Conference.
- By checking each of the boxes above, we verify completion of all listed items and qualify for Silver Award level consideration.

## Appendix B: Sample Year-End Report Form (continued)

### Gold Award

- We have completed all required items in Sections 1-3. AND,
- We developed and implemented one membership initiative and three additional chapter initiatives in Section 2 for a total of four initiatives. AND,
- We hold "Membership Star" recognition for 2012 by maintaining our SHRM membership at the 12/31/2011 count or by achieving a net increase of up to 2.9% over the 12/31/2011 in-chapter membership as determined by the 12/31/2012 SHRM In-Chapter Membership Report. AND,
- Our chapter president or another board member participated in at least 75 percent of state council meetings and/or conference calls. AND,
- 75 percent of our chapter's board members were SHRM members through the duration of their terms of office in 2012. AND,
- Our chapter was represented at the 2012 SHRM Leadership Conference by either our chapter president or president-elect. AND,
- Our chapter qualifies as a 2012 SHRM Foundation Chapter Champion. AND,
- Our chapter served as a resource to the community or local media on HR issues.
- By checking each of the boxes above, we verify completion of all listed items and qualify for Gold Award level consideration.

### Platinum Award

- We completed all required items in Sections 1-3. AND,
- We developed and implemented one membership initiative and four additional initiatives for a total of five initiatives in Section 2. AND,
- We hold "Membership Super Star" recognition for 2012 by achieving a net increase of 3 percent or more in our in-chapter SHRM membership over the 12/31/2011 in-chapter membership count as determined by the 12/31/2012 SHRM In-Chapter Membership Report. AND,
- Our chapter president or another board member participated in 100 percent of state council meetings and/or conference calls.
- 100 percent of our chapter board members were SHRM members through the duration of their terms of office in 2012. AND,
- Our chapter was represented at the 2012 SHRM Leadership Conference by either our chapter president or our president-elect. AND,
- 100 percent of our chapter board members made individual donations of at least \$25 each to the SHRM Foundation in 2012 AND our chapter qualifies as a 2012 SHRM Foundation Chapter Champion. AND,
- Our chapter served as a resource to the community or local media on HR issues and our chapter provided information and resources to our members regarding the impact of state or federal legislative issues.
- By checking each of the boxes above, we verify completion of all listed items and qualify for Platinum Award level consideration.

# 2012 Chapter Planning Workbook

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