



SHRM[®]

SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

2012 State Council Planning Workbook

SHRM[®] 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.

Dear State Council 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 state councils from a business perspective. In addition to clearly outlining requirements to measure state council 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 state council to increase its visibility and effectiveness, as well as promote the HR profession throughout the state. This program also raises the bar of excellence for our affiliates. The Excel Awards is a tiered awards program recognizing achievements under SHAPE.

Use this workbook as a planning tool for the state council, and consider providing a copy to each leader at your 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 new 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 that reads "Pamela J. Green". The signature is fluid and cursive, with a long horizontal line extending from the end.

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

INSTRUCTIONS

The 2012 State Council Planning Workbook is designed to aid you in developing your plan for the short and long term as you SHAPE your state council'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. 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 any Excel Award. 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. State council meetings afford you an excellent opportunity to periodically check in.

IMPORTANT NOTE: The due date for the year-end report has changed. The 2012 SHAPE Year-End Report will be due 1/31/2013. This is due to the change made previously that State Councils should "encourage" (rather than "ensure") that all Chapters in the state submit a SHAPE Year-End Report. This earlier deadline also allows us to gather the SHRM Foundation donation information earlier to meet their annual report deadline.

You may wish to choose a "project manager" who will complete the year-end report. State council directors, directors-elect or immediate past directors 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. He/she may also provide guidance on accessing the tools and resources available to you.

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Section 1: Basic Requirements

There are things that every state council should do to be successful and operate smoothly. SHRM depends on each of its affiliates to operate in a professional manner; provide resources for its volunteer leaders; effectively manage its finances; and communicate with members, the community and SHRM. Completing all 13 items in the Basic Requirements section is a baseline of operations and will help your state council build a stronger foundation for success. All 13 items are required to maintain “good standing” with SHRM.

Briefly, the requirements are as follows:

- Submit a completed 2013 State Council Leader Information Form (SCLIF) by 12/1/2012 to identify all leaders in the coming year.
- During 2012, all state council members must be members of SHRM throughout the duration of their terms of office.
- Ensure that your state conference or other major state events (including co-sponsored programs) 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.
- Conduct regular state council meetings: a minimum of two is required with four per year recommended.
- Ensure the state is represented at 50 percent of regional council meetings and conference calls.
- Provide an opportunity for SHRM staff to present an update on the agenda of each state council meeting.
- Review the state council bylaws annually and update as needed.
- Encourage all chapters in the state to submit a completed 2012 Year-End Report by the designated deadline.
- Utilize the State Council Financial Support Payment Program funds appropriately.
- Sponsor a state/regional leadership conference/event for volunteer leaders in the state or in partnership with neighboring states.
- Conduct a 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 State Council Leader Information Form (SCLIF) by 12/1/2012 to identify all leaders in the coming year.

- The form is to be submitted even if all council positions have not been filled.
- You should notify SHRM each time there is a change in your council during the year. An e-mail notification of those changes is sufficient. You do **NOT** have to complete a new SCLIF each time.
- Please note the SCLIF 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 During 2012, all state council members must be members of SHRM throughout the duration of their term of office.

- This requirement should also be stated in your state council's bylaws.

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Great Idea! Some state councils pay the state council director's SHRM membership dues.

1.3 Ensure that your state conference or other major state events (including co-sponsored programs) 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 1st through June 30th.
- Reminder: During the "black-out period," SHRM will not send **any** state council e-blasts, regardless of purpose.

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 state council's charter with SHRM.
- You will **NOT** have to submit a separate financial statement. Reporting the information below will satisfy the reporting requirement.

Total State Council Income for 2012

Insert \$

Total State Council Expenses for 2012

Insert \$

Net Profit/Loss for 2012

Insert \$

(income – expenses = net profit/loss)

Insert \$

Total State Council Assets as of 12/31/2012

Insert \$

- "Total State Council Assets" would include cash, CDs, money-market accounts, the market value of other investments such as stocks or bonds, property owned by the state council such as real estate, etc.
- Preparing an annual budget for your state council 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 in your council newsletter or on your web site. Operate in a transparent fashion.

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 most recent version includes a Registrata ® symbol in the upper left hand corner and not the Trademark™ symbol.



- 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 *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 to be eligible for award consideration.
- The state council is required to check all materials to include, but not be limited to: stationery, newsletter mastheads, meeting agendas, state council PowerPoint templates, name tags and conference programs.
- If the state council has a web site, it would be included in the review.
- SHRM reserves the right to randomly audit your use of the logo.

1.6 Conduct regular state council meetings during the calendar year 2012

- A minimum of two meetings is required; four meetings per year are recommended.
- You will be asked to verify that you held a minimum of two meetings during the year.
- State council meetings may include conference calls and virtual meetings through the use of technology such as webinars or webcasts as long as there is a quorum represented.

1

Great Idea! In some locations during the winter months this method of meeting may be preferred.

- Planning your state council’s meeting calendar for the full year and announcing that calendar will allow for maximum participation by your members.

1.7 Ensure the state is represented at 50 percent of regional council meetings and conference calls.

- If the state director is not available, the state council director-elect or another member of the state council may be designated to represent the state council.
- You will be asked to verify your council’s representation at 50 percent (or more) of the meetings/conference calls during the year.

Section 1: Basic Requirements (continued)

1.8 Provide an opportunity for SHRM staff to present an update on the agenda of each state council meeting.

- You will be asked to verify that SHRM staff had an opportunity to present an update on the agenda of each of your state council meetings.
- If a SHRM staff member is unavailable, an update will be provided to you to present.

1.9 Review your state council's bylaws annually and update as needed.

- Bylaws are the foundation of an overall sound governance structure for your state council.
- An annual review conducted by the state council 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 completed your review during 2012.
- All amendments to your bylaws must be approved by SHRM prior to a ratification vote by your state council. 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." (Visit the VLRC for model bylaws, a check list, and details for each of the steps in amending your bylaws.)
- You do **NOT** need to submit your bylaws to SHRM unless you are proposing amendments for approval.

1

Great Idea! Post an electronic copy of the state council's current bylaws (updated, approved by SHRM, and ratified by the state council) on the state council's web site.

1.10 Encourage all chapters in the state to submit a completed 2012 Year-End Report by the designated deadline.

- You will be asked to verify that all chapters were encouraged to submit the 2012 Year-End Report by 1/31/2013.

1

Great Idea! Recognize/reward chapters that achieved an Excel Award for the calendar year 2011. It is a positive reinforcement of their efforts and can be made in a variety of ways.

- You may wish to ask your chapters to forward a copy of their completed year-end report to you. Not only will this help you monitor submission, but it may also assist in council planning.

1.11 Utilize the State Council Financial Support Payment Program funds appropriately.

- You will be asked to verify that the 2012 SHRM payment was used appropriately as outlined below.
- Appropriate uses for support payments:
 - » Attendance at SHRM Leadership Conference
 - » Attendance at state council meetings

Section 1: Basic Requirements (continued)

- » Attendance at your state leadership conference
 - » Incorporation
 - » State conference
 - » At-large initiatives
 - » Educational programming
 - » Promotion of the core leadership areas
 - » Legal and tax advice to ensure compliance with SHRM standards
 - » Initiatives to support the SHRM mission
 - » Student chapter or college relations initiatives
- Inappropriate uses for support payments:
 - » Lobbying activities
 - » Building financial reserves of the state council

1.12 Sponsor a state/regional leadership conference/event for volunteer leaders in the state.

- Leadership events may be co-sponsored with another state within your region.
- Your region may hold a qualifying leadership event in lieu of a state event.
- You will be asked to verify that an event was held during 2012.

1

Great Idea! Invite SHRM student chapter leaders to attend and participate in the state leadership event. Invite future and potential leaders as well. Get them excited early and it will make your succession planning that much easier!

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

- Ensuring your state council's future through thoughtful and purposeful goal setting and strong leadership begins with successful planning. Under a three-pronged approach, your state council should:
 - » Create a succession plan to identify potential and future leaders for the state council. 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 a state council meeting or retreat. They do not have to be done separately.
- You will be asked to verify that you have completed all three actions.

1

Great Idea! Utilize a consultant/expert and/or the state's Field Services Director as facilitator(s) for the annual leadership transition and/or planning meetings.

Section 2: State-Focused Council 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 statewide. These goals will allow the state council to increase its visibility and effectiveness as well as expand its impact.

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

In support of the HR profession and community, develop and implement a strategic initiative for Membership Growth and Retention and one additional initiative from those listed below. (*See Award-level definitions for the exact number of completed initiatives required for each level.*) A Membership Growth and Retention initiative is required for any award consideration.

- Membership
 - College Relations
 - Government Affairs/Advocacy
 - Diversity & Inclusion
 - Workforce Readiness
 - In a self-defined area other than those listed above
- **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).
 - You will be asked to describe your initiative 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 student chapters in the state.
 - Your state council may already be engaged in annual initiatives in each of these areas. You may wish to add to your initiatives, enhance existing 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).

Great idea! Check out the Affiliate Successful Practice Center in the VLRC. There you'll find a sampling of initiatives conducted by SHRM state councils. The initiatives are sorted by topic area for your convenience.

• 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?
- » How will you help solve a problem or find a solution?

Section 2: State-Focused Council Initiatives (continued)

- » 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 council and members of the HR community?
 - » 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 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
 - » Conducting state-council-sponsored conference calls for volunteers at the chapter level
 - » 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. Here's an example.

Our state council did a diversity initiative this year. We recognized through a statewide member survey and discussions with our council that companies in our state were unaware of the benefits of being more diverse in their workforce and many had not taken steps to be more inclusive and diverse in their hiring. Forty percent of HR managers surveyed said they had a specific diversity initiative in their workplace.

The survey results were reviewed and a plan comprised of education and inclusion elements was presented to the council. We presented a three-hour seminar on the advantages of diversity in the workplace and we had a diversity vendor at our state conference. We approached some of our members to serve on the council. Our conversation included the benefits of being on the council, and how they could bring so much "to the table" in terms of helping the council to be more inclusive, more open to other's opinions, and how the decisions made by a more diverse council would bring greater member engagement.

As a result of our focus on diversity, we trained 32 people in our diversity session and two new members with diverse backgrounds were added to the council.

- » In reporting your Membership Growth and Retention initiative you will be asked to describe how the initiative impacts both growth and retention including results and/or pertinent metrics/measures.
- » For your convenience, a word count feature has been added to each of the input boxes.

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 state councils from a business perspective.

Briefly, the requirements are as follows:

- Promote the SHRM Annual Conference & Exposition within the state.
- Offer prime booth space and a minimum of 15 minutes of podium time to SHRM staff at a state conference or a statewide event held in lieu of a state conference.
- Develop and/or maintain a current state council web site.
- Make a monetary contribution from the state council'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 state.

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

3.1 Promote the SHRM Annual Conference & Exposition within the state.

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 your state council's web site home page.
- Promote the conference to SHRM members and nonmembers in the state.

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Great Idea! Remember to include last year's state conference attendees and names you may collect from your chapters' prospect lists.

- Distribute SHRM Annual Conference promotional material at a state council meeting or event. Distribution may be electronic.

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Great Idea! Consider using your social media platforms as a means to share this information.

- Marketing materials such as PDF ads and web buttons/banners are available in "Marketing Resources for State Councils" on the VLRC.
- You will be asked to verify that you promoted the SHRM Annual Conference & Exposition to members in your state.

3.2 Provide prime booth space and a minimum of 15 minutes of podium time to SHRM staff at a state conference or a statewide event held in lieu of a state conference.

- You will be asked to verify that you offered prime booth space and a minimum of 15 minutes of podium time to SHRM staff for your state conference, another statewide event held in lieu of a state conference, OR that no event was held in 2012.

Section 3: SHRM Affiliate Engagement (continued)

- If an event was held, you will be asked to provide the following required information for the event:

In-chapter SHRM members _____

At-large SHRM members _____

Total SHRM members: (In-chapter + At-Large) _____

Local Members Only (LMOs)/Nonmembers _____

Students _____

Number of "sold" exhibitor booth spaces _____

- 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.

1

Great idea! Consider having your Field Services Director or other SHRM staff member deliver your conference/event keynote speech and/or a concurrent session!

3.3 Develop and/or maintain a current state council 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 a hyperlink from your state council's web site to the SHRM web site: www.shrm.org.

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Great idea! Promote HR certification preparation by including links to courses held within the state or creating a page on the state council's web site that includes a listing of the courses and locations.

- SHRM-hosted web sites automatically include this link and others.
 - » 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 state council 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 state council's funds to the SHRM Foundation in 2012.

- You will be asked to provide the dollar amount of the contribution.
- If your state council donates to the SHRM Foundation, you may also be a SHRM Foundation State Council Champion In addition to the monetary donation, your state council would:
 - » Conduct a State Council Leadership Campaign encouraging state council members to make individual donations of at least \$25 each with a goal of 100 percent participation, AND

Section 3: SHRM Affiliate Engagement (continued)

- » Complete one or both of the following:
 - Increase by 10 percent or more the state council's contribution to the SHRM Foundation over the 2011 contribution. AND/OR
 - Hold at least one special event (e.g., silent auction, golf tournament, etc.) to benefit the SHRM Foundation. You will be asked to describe your activity.
- *Be sure to use this opportunity to report your qualifications for State Council Champion status regardless of the award level sought.*

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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 state council.

Please note: State Council Governing Body/Leadership is defined in your State Council's Bylaws.

- *The SHRM Foundation is most appreciative of the wide array of goods and services generously donated by state councils to its silent auctions. However, please note that the cash equivalent value of the good 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 state.

- You will be asked to verify that you promoted certification and re-certification.

Section 4: Measures of Success

The completion of all items in **Section 1: Basic Requirements** is required for all state councils to remain in good standing with SHRM. Regardless of award eligibility, each state council 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 state councils at four levels: Bronze, Silver, Gold and Platinum. At each level, requirements elevate the state council 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 state council Bronze Award consideration.

Silver Award

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

- Develop and implement one additional state council strategic initiative in Section 2.
 - » The requirement calls for an initiative in Membership Growth and Retention plus two additional initiatives (for a total of three initiatives).
- Develop and implement a plan to increase SHRM in-chapter membership in the state.
- Promote SHRM Annual Conference & Exposition to state council leaders to encourage attendance.
- Promote utilization of the SHRM Learning System for certification preparation within the state.

Gold Award

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

- Develop and implement two additional state council strategic initiatives in Section 2.
 - » The requirement calls for an initiative in Membership Growth and Retention plus three additional initiatives (for a total of four initiatives.)
- Develop and implement a plan to increase SHRM in-chapter membership in the state resulting in the achievement of "Membership Star" status.

Section 4: Measures of Success (continued)

- » “Membership Star” recognition requires your state council maintain the SHRM in-chapter membership count as of 12/31/2011 or achieve a net increase up to 2.9 percent over the in-chapter membership count on 12/31/2011 as determined by the 12/31/2012 SHRM In-Chapter Membership Report (e.g., if you have 1,000 SHRM in-chapter members as of 12/31/2011 and 1,020 in-chapter members as of 12/31/2012, you have experienced an increase of 2 percent, qualifying your state council for Membership Star status).
- » *Quick tip:* Use SHRM at-large mailing lists to promote chapter membership available from your Regional Administrator.
- Promote SHRM Annual Conference & Exposition to state council leaders to encourage attendance and ensure at least one state council member attends the event.
- Ensure the state is represented at 75 percent of regional council meetings and conference calls by the state council director, state council director-elect or another member of the council.
- Promote utilization of the SHRM Learning System for certification preparation within the state.
- Qualify as a 2012 SHRM Foundation State Council Champion as verified in Section 3.4.

Platinum Award

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

- Develop and implement a strategic initiative in Membership Growth and Retention plus four additional initiatives (for a total of five initiatives) in Section 2.
- Promote the SHRM Annual Conference & Exposition to state council leaders to attend and ensure at least two state council members attend the event.
- Ensure the state is represented at 100 percent of regional council meetings and conference calls by the state director, state director-elect or another state council member.
- Develop and implement a plan to increase SHRM in-chapter membership in the state resulting in achievement of “Membership Super Star” status.
 - » “Membership Super Star” recognition requires your state council achieve a net increase of SHRM in-chapter members in your state of 3 percent or more over your in-chapter membership on 12/31/2011, as determined by the 12/31/2012 SHRM In-Chapter Membership Report. (e.g., if you have 1,000 SHRM in-chapter members as of 12/31/2011 and 1,080 in-chapter members as of 12/31/2012, you have experienced an increase of 8 percent, qualifying your state for Membership Super Star status.)
 - » *Quick tip:* Use SHRM at-large mailing lists to promote chapter membership (available from your Regional Administrator.)
- Promote utilization of the SHRM Learning System for certification preparation within the state.
- Qualify as a 2012 SHRM Foundation State Council Champion and 100 percent of state council members made individual donations of at least \$25 each to the SHRM Foundation in 2012.
- Demonstrate that the state council is a resource to the state or media on HR issues and make an impact regarding state or federal legislative issues.
 - » Your impact on state or federal legislative issues may have come as a result of an initiative you conducted and reported in Section 2.

Appendix A: Resources

YEAR-END REPORT

The completed year-end report will be due on or before 1/31/2013. **Please note this is a change from previous years.**

All year-end reports must be submitted online. Only those submitted online will be accepted. The 2012 Year-End Report will be available online during the second quarter of 2012 in the Volunteer Leaders' Resource Center at 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.

SHRM provides state councils 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 unless otherwise specified. Please refer to them often and share them with others in your state council.

- 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
 - » Certification-related materials at 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

Appendix A: Resources (continued)

» Core Leadership Area content

- SHRM HR Disciplines (formerly known as HR Focus Areas)
- Pinnacle Award Compendiums
- *Enterprising Leadership* book
- SHRM Strategic Planning Toolkit
- SHRM Succession Planning Toolkit
- SHRM *Guide to Chapter Financial Management*
- SHRM's *Fundamentals of Chapter Operations*
- *Graphics Standards Manual for Affiliates*
- *State Council Director's Resource Manual*

Sourcing your speakers for a state conference, state initiative/event and/or state council meetings:

- SHRM Speakers Bureau
- SHRM Chapter Speaker Program
- State council members (e.g., state council director, district director, Core Leadership Area director, etc.)
- SHRM Foundation DVDs
- Senior HR members in your state 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 state councils 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, dollar amounts and/or dates to fully satisfy the verification of that requirement.

- 1.1 The 2013 State Council Leader Information Form (SCLIF) was submitted to SHRM by 12/1/2012.
- 1.2 All members of our state council were members of SHRM throughout the duration of their term of office.
- 1.3 Our state conference or other major state 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 State Council Income for 2012

Insert \$

Total State Council Expenses for 2012

Insert \$

Net Profit/Loss for 2012

Insert \$

(Income – Expenses = Net Profit/Loss)

Insert \$

Total State Council Assets as of 12/31/2012

Insert \$

(“Total State Council 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.)

- 1.5 Our state council displays the current SHRM “AFFILIATE OF” logo correctly, consistently and prominently on printed materials, publications, products and web sites.
- 1.6 Our state council held a minimum of two meetings during the calendar year.
- 1.7 Our state council was represented at 50 percent (or more) of regional council meetings and conference calls by the state council director, the state council director-elect or a designee.
- 1.8 We provided an opportunity for SHRM staff to present an update on the agenda of each state council meeting during 2012 OR, in lieu of staff availability, the SHRM update was presented by a member of the state council.
- 1.9 Our state council reviewed the bylaws as outlined in the SHAPE Planning Workbook.
- 1.10 Encouraged all chapters in the state to submit a 2012 Year-End Report to SHRM.
- 1.11 Our state council utilized the State Council Financial Support Payment Program funds paid in 2012 in accordance with the listing in the SHAPE Planning Workbook.
- 1.12 Our state council sponsored or co-sponsored a state leadership event for volunteers in our state or region.
- 1.13 Our state council held an annual leadership transition, annual planning meeting and created/reviewed our leadership succession plan.

Appendix B: Sample Year-End Report Form

Section 2: State Focused Council Initiatives

Section 2 is required of all state councils seeking award-level recognition.

In the text boxes provided, describe each of your initiatives in 200 words or less. *Please identify your topic areas.*

We conducted a Membership Growth and Retention initiative. (A membership initiative is required for award consideration.) The description follows. Don't forget to include the results of your initiative in your description.

Insert Description of Your Initiative

Other initiatives:

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

Insert Description of Your Initiative

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

Insert Description of Your Initiative

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

Insert Description of Your Initiative

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

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

Insert Description of Your Initiative

Section 3: SHRM Affiliate Engagement

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

- 3.1 Our state council promoted the 2012 SHRM Annual Conference & Exposition.
- 3.2 We offered prime booth space and a minimum of 15 minutes of podium time to SHRM staff for our state conference, another statewide event held in lieu of a state conference, OR no event was held.

- If an event was held, we are providing the following required information about that event:

In Chapter SHRM members

Insert #

At-Large SHRM members

Insert #

Total SHRM members (in-chapter + at-large)

Insert #

Local Members Only (LMOs)/Nonmembers

Insert #

Students

Insert #

Number of "sold" exhibitor booth spaces

Insert #

- 3.3 Our state council maintains a web site and we include the SHRM "AFFILIATE OF" logo and a link to SHRM Online (www.shrm.org) OR we are in the process of creating a web site.
- 3.4 We made a monetary donation in the amount of [Text box: Insert \$] from the state council's funds to the SHRM Foundation in 2012.

- » If your state council donated to the SHRM Foundation, you may also be a SHRM Foundation State Council Champion! Please check all boxes below that apply. *(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.)*

- » In addition to a monetary donation, we verify that our state council:

- Conducted a State Council Leadership Campaign encouraging 100 percent of state council members to donate at least \$25 each to the SHRM Foundation, **AND**
- Completed one or both of the following:

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

- Increased by 10 percent or more the state council's contribution to the SHRM Foundation over the 2011 contribution. **AND/OR**
- Our state council held at least one special event (e.g., silent auction, golf tournament, etc.) to benefit the SHRM Foundation.

Insert Description of Your Initiative

- 3.5 Our state council promoted HR certification and/or re-certification.

Section 4: Measures of Success

To qualify for any of the Excel Awards, your state council 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 (Check all boxes that apply)

- We have completed all required items in Sections 1-3, AND,
- We developed and implemented a Membership Growth and Retention initiative and two additional initiative in Section 2 for a total of three initiatives, AND,
- We developed and implemented a plan to increase SHRM in-chapter membership in the state, AND,
- We promoted the SHRM Annual Conference & Exposition to state council leaders to encourage attendance, AND,
- We promoted utilization of the SHRM Learning System for certification preparation within the state.
- By checking each of the boxes above, we verify completion of all listed items and qualify for Silver Award level consideration.

Gold Award (Check all boxes that apply)

- We have completed all required items in Sections 1-3, AND,
- We developed and implemented a Membership Growth and Retention initiative and three additional state council initiatives in Section 2 for a total of four initiatives, AND,
- We developed and implemented a plan to increase SHRM in-chapter membership in the state resulting in "Membership Star" recognition for 2012 by maintaining our 12/31/2011 in-chapter membership count or achieving a net increase of up to 2.9 percent over the 12/31/2011 in-chapter membership count as determined by the 12/31/2012 SHRM In-Chapter Membership Report, AND,

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

- We promoted the SHRM Annual Conference & Exposition to state council leaders to encourage attendance and at least one state council member attended the event, AND,
- The state was represented at 75 percent of regional council meetings and conference calls by the state council director, state council director-elect or another designated member of the state council, AND,
- We promoted the utilization of the SHRM Learning System for certification preparation within the state, AND,
- Our state council qualifies as a 2012 SHRM Foundation State Council Champion.
- By checking each of the boxes above, we verify completion of all listed items and qualify for Gold Award level consideration.

Platinum Award (Check all boxes that apply)

- We completed all required items in Sections 1-3. AND,
- We developed and implemented a Membership Growth and Retention initiative and four additional initiatives in Section 2 for a total of five initiatives, AND,
- We developed and implemented a plan to increase In SHRM in-chapter membership in the state resulting in "Membership Super Star" recognition for 2012 by achieving a net increase in our in-chapter SHRM membership count of 3 percent or more over the 12/31/2011 in-chapter membership count as determined by the 12/31/2012 SHRM In-Chapter Membership Report, AND,
- We promoted the SHRM Annual Conference & Exposition to state council leaders to attend and at least two state council members attended the event, AND,
- We promoted the utilization of the SHRM Learning System for certification preparation within the state, AND,
- Our state council qualifies as a 2012 SHRM Foundation State Council Champion AND 100 percent of our state council members made individual donations of at least \$25 each to the SHRM Foundation in 2012, AND,
- The state was represented at 100 percent of regional council meetings and conference calls by the state director, state director-elect or another designated state council member, AND,
- Our state council served as a resource to the state or media on HR issues and made an impact regarding 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.

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