

SHRM<sup>®</sup>

SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

# A Chapter Leader Resource Guide

Fundamentals of Chapter Operations



# TABLE OF CONTENTS

|  |           |  |           |
|--|-----------|--|-----------|
| <b>FORWARD</b> .....                                       | <b>3</b>  | <b>SHRM Communications</b> .....                           | <b>12</b> |
| <b>SECTION 1</b>   |           | SHRM <i>LeadersEdge</i> .....                              | 12        |
| <b>SHRM AT A GLANCE</b> .....                              | <b>3</b>  | SHRM Newsfeeds .....                                       | 12        |
| SHRM Overview .....  | 3         | <b>Chapter Communications</b> .....                        | <b>12</b> |
| Mission Statement .....                                    | 3         | Newsletters .....  | 12        |
| Vision Statement .....                                     | 3         | Web Sites .....  | 12        |
| SHRM Bylaws .....  | 3         | SHRM Affiliate Web Site Program.....                       | 13        |
| Code of Ethics.....  | 3         | Interfacing with Local Media.....                          | 13        |
| HR Certification Institute™.....                           | 4         | <b>SHRM Affiliate Program for Excellence (SHAPE)</b> ..... | <b>13</b> |
| SHRM Foundation.....                                       | 4         | <b>SHRM Pinnacle Award Program</b> .....                   | <b>13</b> |
| <b>SECTION 2</b>   |           | <b>Chapter Programming</b> .....                           | <b>13</b> |
| <b>SHRM VOLUNTEER LEADERSHIP STRUCTURE</b> .....           | <b>4</b>  | Member Professional Development .....                      | 13        |
| Chapters.....  | 4         | Program Topics .....                                       | 14        |
| State Councils.....  | 4         | Chapter Speaker Program .....                              | 14        |
| Regional Councils.....                                     | 5         | SHRM Chapter Speaker List .....                            | 14        |
| Membership Advisory Council.....                           | 5         | SHRM Speakers Directory .....                              | 14        |
| Special Expertise Panels .....                             | 5         | SHRM Speakers Bureau .....                                 | 14        |
| SHRM Board of Directors .....                              | 6         | SHRM-Prepared Presentations for Chapter Delivery           | 14        |
| SHRM Staff.....  | 6         | Field Services Directors .....                             | 14        |
| <b>SECTION 3</b>   |           | Other Resources.....                                       | 14        |
| <b>CHAPTER OPERATIONS—THE BASICS</b> .....                 | <b>6</b>  | <b>HR Certification Institute Certification</b> .....      | <b>15</b> |
| SHRM Regional Team.....                                    | 6         | Approved-for-Credit.....                                   | 15        |
| Volunteer Leaders’ Resource Center .....                   | 6         | Pay-If-You-Pass .....                                      | 15        |
| <b>Governance</b> .....                                    | <b>6</b>  | Certification Study Groups.....                            | 15        |
| Chapter Bylaws .....                                       | 6         | <b>SECTION 4</b>   |           |
| Chapter Charter .....                                      | 7         | <b>CHAPTER OPERATIONS—BEYOND THE BASICS</b> .....          | <b>15</b> |
| Conflict of Interest Policy.....                           | 7         | <b>Succession Planning</b> .....                           | <b>15</b> |
| Incorporation.....   | 7         | <b>Leadership Development</b> .....                        | <b>16</b> |
| <b>Chapter Leadership</b> .....                            | <b>7</b>  | Core Competencies.....                                     | 16        |
| SHRM Membership Requirement .....                          | 7         | SHRM Leadership Conference .....                           | 16        |
| Leadership Positions .....                                 | 7         | State Leadership Conferences .....                         | 16        |
| Position Descriptions.....                                 | 8         | Volunteer Leader Webcast Series.....                       | 16        |
| <b>Membership</b> .....                                    | <b>8</b>  | Core Leadership Area Conference Calls .....                | 16        |
| SHRM Affiliation Requirements.....                         | 8         | Volunteer Opportunities Center .....                       | 16        |
| 100 Percent Chapters .....                                 | 8         | <b>Strategic Planning</b> .....                            | <b>17</b> |
| Membership Directory .....                                 | 8         | <b>SECTION 5</b>   |           |
| New Member Orientation .....                               | 8         | <b>EXHIBITS</b> .....                                      | <b>17</b> |
| Member Needs Assessment/Member Surveys.....                | 8         | 1. SHRM Code of Ethical and Professional Standards         |           |
| Member Recruitment and Retention .....                     | 9         | in Human Resource Management.....                          | 17        |
| Membership Reporting .....                                 | 9         | 2. SHRM Volunteer Leadership Structure .....               | 19        |
| Chapter Rosters.....                                       | 10        | 3. SHRM Regional Map .....                                 | 20        |
| Membership Audits .....                                    | 10        |  |           |
| SHRM Membership Applications .....                         | 10        |  |           |
| Membership Promotional Materials.....                      | 10        |  |           |
| <b>Chapter Financial Management</b> .....                  | <b>10</b> |  |           |
| Chapter Financial Support Payment Program .....            | 11        |  |           |
| Direct Deposit .....                                       | 11        |  |           |
| <b>Logo Identification</b> .....                           | <b>11</b> |  |           |
| Chapter Logo.....  | 11        |  |           |
| SHRM “AFFILIATE OF” Logo .....                             | 11        |  |           |
| SHRM <i>Graphics Standards Manual for Affiliates</i> ..... | 12        |  |           |

The Society for Human Resource Management (SHRM) is the world’s largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China and India. Visit SHRM Online at [www.shrm.org](http://www.shrm.org).

## FORWARD

As a volunteer leader, you are critical to the success of SHRM and to the overall advance of the human resource profession.

The *Fundamentals of Chapter Operations* is a resource for all chapter leaders and is one of many tools to help you succeed in your volunteer role for the Society. This resource provides you with the basic fundamentals to achieve operational success. The Beyond the Basics section takes it to the next level by providing you with resources and tools to operate at the highest, most effective level.

## SECTION 1 SHRM AT A GLANCE

### SHRM OVERVIEW

In 1948, a group of 28 professionals dedicated to the advancement of the personnel profession formed the American Society for Personnel Administration (ASPA), now known as the Society for Human Resource Management (SHRM). SHRM is the leading voice of the human resource profession, providing education and information services, conferences and seminars, government and media representation, online services, and publications to more than 250,000 professional and student members throughout the world. The Society, the world's largest human resource management association, is a founding member of the North American Human Resource Management Association (NAHRMA) and of the World Federation of People Management Associations (WFPMA).

Members have the option of affiliating through a network of over 575 professional chapters or more than 400 student chapters. SHRM is headquartered in Alexandria, Va., a short distance from the nation's capital.

### MISSION STATEMENT

SHRM is the global HR professional organization that exists to:

- Build and sustain partnerships with human resource professionals, media, governments, non-governmental organizations, businesses and academic institutions to address people management challenges that

influence the effectiveness and sustainability of their organizations and communities.

- Provide a community for human resource professionals, media, governments, nongovernmental organizations, businesses and academic institutions to share expertise and create innovative solutions on people management issues.
- Proactively provide thought leadership, education and research to human resource professionals, media, governments, nongovernmental organizations, businesses and academic institutions.
- Serve as an advocate to ensure that policymakers, lawmakers and regulators are aware of key people concerns facing organizations and the human resource profession.

### VISION STATEMENT

SHRM will be a globally recognized authority whose voice is heard on the most pressing people management issues of the day—now and in the future.

### SHRM BYLAWS

The affairs of the Society are governed by a set of bylaws. These bylaws are available online for review by the membership at any time at [www.shrm.org](http://www.shrm.org) under “Governance and Leadership” under the “About SHRM” tab.

### CODE OF ETHICS

The Code of Ethical and Professional Standards in Human Resource Management has been adopted to promote and maintain the highest standards of personal and professional conduct among its members. Adherence to this code is required for continued membership in the Society and serves to assure public confidence in the integrity and service of the human resource management professionals. An abbreviated version of the code is available in Exhibit 1 of this manual. A complete version is available online at [www.shrm.org](http://www.shrm.org) under “Governance and Leadership” under the “About SHRM” tab.

## HR CERTIFICATION INSTITUTE

The HR Certification Institute is an independent, internationally recognized certifying body for the HR profession. Established in 1976, the HR Certification Institute awards certifications to professionals who meet minimum eligibility standards and pass a rigorous examination. The HR Certification Institute testing requires professionals to demonstrate their expertise in both the underlying principles of HR practice and the real-world application of those principles. To remain certified, individuals must fulfill continuing education requirements or demonstrate their continuing knowledge of the profession through retesting. The HR Certification Institute is an affiliate of the Society for Human Resource Management. For more information on the HR Certification Institute and the Professional in Human Resources (PHR®), Senior Professional in Human Resources (SPHR®), the Global Professional in Human Resources (GPHR®), or PHR-CA/SPHR-CA, the California state-specific certifications, visit [www.hrci.org](http://www.hrci.org).

## SHRM FOUNDATION

The SHRM Foundation is a 501(c)(3) nonprofit organizational affiliate of SHRM founded in 1966. The SHRM Foundation promotes innovation, education, research and the use of research-based knowledge. They have a separate volunteer board of HR practitioners, academics and SHRM representatives that govern the Foundation. All contributions are tax deductible.

The SHRM Foundation funds the following programs and projects:

- *Effective Practice Guidelines* report series—available free online
- Regional Scholarship Program (\$100,000)
- Student Scholarship Program (\$50,000)
- Educational DVD series
- Major research grants (\$500,000+)
- Dissertation Awards (\$20,000)

Visit online for more information at [www.shrm.org/foundation](http://www.shrm.org/foundation).

## SECTION 2

### SHRM VOLUNTEER LEADERSHIP STRUCTURE

SHRM is “profession-focused, member-driven, volunteer-

led and staff-managed.” The very structure of SHRM and the involvement of the volunteer leaders support this position. Each of the entities plays an integral part in the success of SHRM.

See Exhibit 2 for an organizational chart of the SHRM Volunteer Leadership Structure.

## CHAPTERS

SHRM-affiliated professional chapters represent an important link for the human resource profession by providing a two-way channel of communication between SHRM and individual members. In addition, these chapters provide:

- A forum for the personal and professional development of its members.
- A source for local networking and personal relationships among peers.
- An opportunity to develop leadership, managerial, public speaking and group decision-making skills.
- An arena to develop trust relationships in the discussion of professional issues.
- An opportunity to focus on current human resource management issues of importance to members.
- A focus for legislative attention to state and national human resource management issues.
- Valuable information-gathering and dissemination channels.
- A local voice for the advancement of the HR profession.

Chapters also provide a pool of human resource management leaders for perpetuation of the Society. It is through the chapter structure that many volunteer leaders emerge.

Chapter presidents are a vital link in the communication process. They represent the chapter and the voice of the individual members on the state council. Chapter presidents are automatically voting members of the state councils, which is why it is crucial that the chapter president attend (or send a designee to) all state council meetings, the next level in the SHRM structure.

## STATE COUNCILS

By its definition, the state council provides a structure for its participants to consult together concerning the affairs,

activities, needs and challenges of the HR profession and the Society in the state, and to adopt programs that will promote the progress and welfare of the profession and the Society as a whole. Among the multiple purposes, state councils:

- Facilitate information-sharing between chapters, among the council leaders and through the regional council and Membership Advisory Council to the SHRM Board of Directors and back—up, down and across.
- Encourage chapters to establish connections with other chapters within the state and local business leaders—and may be the conduit to do so—to serve the needs of the HR professional and to advance the HR profession.
- Assess the needs of members and chapters, and then, meet those needs by securing and/or providing information.
- Coordinate state and national legislative initiatives.
- Provide leadership development opportunities.
- Communicate with SHRM members within the state who are not affiliated with any specific chapter (at-large members).
- Serve as a conduit between the student chapters and professional chapters.

State council leaders may represent SHRM when visiting chapters.

The state council is led by the state council director and is comprised of the chapter presidents, district directors (where applicable) and volunteers serving in a variety of positions including representation of the core leadership areas: College Relations, Diversity, Government Affairs, HR Certification Institute Certification, Membership, SHRM Foundation and Workforce Readiness. The exact structure of the state council is determined by the council.

Just as the chapter president represents the chapter and its individual members on the state council, the state council director represents the chapters, members and the profession of his/her state on the regional council.

## REGIONAL COUNCILS

Regional councils are an integral part of the Society. Composed of the state council directors in each of SHRM's five geographical regions, the regional councils provide

opportunities for best-practice sharing among and between the council members. In addition, regional councils:

- Provide an organized structure for participants to enable them to work together.
- Facilitate successful practice-sharing between state councils as a means of achieving the strategic objectives of SHRM and of providing guidance and assistance to the council and local chapters.
- Encourage state councils to establish connections with local business leaders and the general business community to advance the profession.
- Encourage state councils to establish connections with other state councils to serve the professional and advance the profession.
- Play a key role in identifying and communicating emerging strategic issues to the SHRM Membership Advisory Council (MAC).
- Promote the purposes of and membership in the Society.

Through its charter with SHRM, the regional council is responsible to the MAC. The council is supported by Society staff and has no governing body. It is not a separate legal entity and has no separate budget.

## MEMBERSHIP ADVISORY COUNCIL (MAC)

Each of the five regional councils has an elected representative on the MAC.

The purpose of the MAC is to serve as an interface between the volunteer leaders and the SHRM Board of Directors. The MAC provides input from the membership through the regional councils to the board and provides feedback from the board to the membership, back through the regional councils. The MAC also provides operational input to SHRM to ensure optimum service/support to and from the volunteer leadership.

By its charter with SHRM, the MAC is supported by SHRM staff. It has no governing body, is not a separate legal entity and has no separate budget.

## SPECIAL EXPERTISE PANELS

Comprised of volunteer leaders appointed by the Governance Committee of the SHRM Board of Directors,

the Special Expertise Panels provide SHRM with subject-matter expertise on emerging issues.

### **SHRM BOARD OF DIRECTORS**

SHRM operates with a volunteer board of directors elected by the Society's membership. The board of directors is responsible for upholding SHRM's mission, purpose and values; setting the board policies, direction and priorities of the Society; ensuring that SHRM has highly effective leadership; providing fiduciary oversight; and maintaining the integrity of SHRM services and products developed for the benefit of SHRM members.

### **SHRM STAFF**

SHRM staff, under the direction of the president/CEO, manages and controls the property, business affairs, and day-to-day operations of the Society.

See Exhibit 2 for an organizational chart.

## **SECTION 3**

### **CHAPTER OPERATIONS—THE BASICS**

#### **SHRM REGIONAL TEAM**

SHRM provides a three-person team of staff members to support chapters and state councils in each of the five geographic regions and the corresponding regional council. The Field Services Directors (FSDs) work from home offices inside their respective region. The Regional Administrator for the region works at SHRM headquarters in Alexandria, Va.

The Regional Teams act as liaisons between SHRM and its members by:

- Helping individual members with questions about membership.
- Assisting chapters in remaining affiliated and with chapter operations.
- Attending state council and regional council meetings.
- Participating in state conferences.
- Acting as a speaker at chapter meetings, state conferences, and other events as available.
- Promoting SHRM member benefits.
- Assisting in the recruitment and retention of members.

- Supporting potential chapters in becoming affiliated.

A current listing of all Regional Team members can be found online at [www.shrm.org/Communities/VolunteerResources/LocateSHRMsregionalteamforyourarea/Pages/default.aspx](http://www.shrm.org/Communities/VolunteerResources/LocateSHRMsregionalteamforyourarea/Pages/default.aspx).

#### **VOLUNTEER LEADERS' RESOURCE CENTER**

As you move through this manual, you will find frequent references to the Volunteer Leaders' Resource Center (VLRC). The VLRC is your online source for numerous resources and tools to help you make your volunteer leadership experience richer and more meaningful.

The site contains forms, checklists, toolkits, guidelines and some publications that are only available online. You may wish to bookmark this very important location on the SHRM web site: [www.shrm.org/vlrc](http://www.shrm.org/vlrc). It is available to you 24/7!

A new resource for 2010 is the Affiliate Successful Practice Sharing Site which contains a shared library of practices submitted by and for chapters. It can be accessed from the VLRC.

### **GOVERNANCE**

#### **Chapter Bylaws**

As separate legal entities, chapters are required to provide bylaws at the time of their affiliation with SHRM and periodically update them, as appropriate, throughout the lifetime of the affiliated relationship. Model bylaws are available in the VLRC. Bylaws must include specific phraseology. A bylaws checklist is also available in the VLRC to help guide you through the revision process.

Amendments to bylaws must be submitted to SHRM (via your Field Services Director) for approval prior to submitting the amendments to the chapter membership for ratification (adoption.) After the ratification vote by the chapter, a signed copy of the revised bylaws is returned to SHRM for inclusion in the chapter's master file.

Chapter leaders should review the bylaws regularly to ensure adherence. Periodically, SHRM may require all chapters to update their bylaws.

## Chapter Charter

Each chapter is required to sign a charter agreement that outlines its relationship to SHRM in such areas as reporting, use of the logo and SHRM name, use of membership lists, and the chapter's legal existence. A copy of the signed agreement is kept in the chapter's master file at SHRM headquarters. The chapter should keep its copy of the agreement with its other legal documents in a secure location such as a safe deposit box.

## Conflict of Interest Policy

Chapter leaders can help protect themselves and the chapter against the possibility of conflict of interest claims by avoiding those situations where a conflict could arise, having a conflict of interest policy in place and, then, enforcing that policy as appropriate. A sound policy would include the definition of a conflict of interest, how the chapter would identify a conflict of interest and/or what action should be taken to avoid a perceived or real conflict of interest (e.g., recusal).

A conflict of interest may exist within the chapter when a member participates in the decision-making process on an issue while concurrently having an interest—whether it is personal or professional—in the outcome of that decision. For example: The chapter is discussing where to have its annual conference and the HR director for a hotel under consideration is also on the conference committee responsible for selecting the site.

A measure of transparency may include the practice of having chapter officers and others in decision-making positions sign a Conflict of Interest Statement annually. The signed statements would be kept on file according to the chapter's records retention protocols. A sample Conflict of Interest Statement can be found in the VLRC under "Resources for Chapters" and then "Legal."

## Incorporation

While incorporation is not required, chapter leadership is encouraged to examine and consider incorporation. The major advantage of incorporating is that it provides a measure of protection for the chapter and/or its volunteer leaders beyond that afforded under the Volunteer Protection Act of 1997.

Chapters seeking corporate status should file according to its respective state's not-for-profit laws. Most states have adopted special laws that govern incorporation of not-for-profit entities and have created guidelines for their operations. Chapters should consider retaining an attorney and/or CPA specializing in not-for-profit organizations to advise it in such matters.

Original copies of executed Articles of Incorporation should be filed in a secure location such as a safe deposit box. A copy may be filed in the chapter's master file at SHRM headquarters.

## CHAPTER LEADERSHIP

### SHRM Membership Requirement

The SHRM Bylaws require that all chapter presidents be SHRM members for the duration of their entire term. This requirement must be present in chapter bylaws as well. Non-member presidents place the chapter in bad standing which impacts the chapter's eligibility for financial support and jeopardizes its affiliation status.

SHRM encourages chapters to consider requiring all members of its board to be SHRM members for greater synergy in the affiliation relationship.

### Leadership Positions

As separate legal entities, each chapter determines the number of leadership positions it will have and the responsibilities of each of those positions. The exact structure will be outlined in the chapter's bylaws. Generally, the larger a chapter is, the larger its leadership structure. Chapters will not all have the same positions or positions with the same duties.

At a minimum, the chapter leadership should include:

- President
- President-Elect
- Treasurer
- Secretary

There are seven Core Leadership Area (CLA) positions that SHRM strongly recommends be represented on the chapter board:

- College Relations
- Diversity

- Government Affairs
- HR Certification from the HR Certification Institute
- Membership
- SHRM Foundation
- Workforce Readiness

Each of these CLA positions is essential, or core, to the success of the chapter and SHRM in fulfilling its mission.

### Position Descriptions

A sample set of a wide variety of leadership position descriptions—including descriptions for the positions mentioned above—is available in the VLRC. These have been collected from submissions by chapters across the country. The entire listing is “scrollable” or you can select specific descriptions. The descriptions are written in Microsoft Word documents to allow you to download, cut and paste to meet your needs.

## MEMBERSHIP

### SHRM Affiliation Requirements

SHRM has established minimum membership requirements for chapters. To remain in good standing, chapters must meet or exceed the minimum threshold of SHRM members as outlined in the SHRM bylaws.

Chapters affiliated before January 1, 2004, must maintain a minimum of 10 SHRM members or 30 percent of the total chapter membership must be SHRM members—whichever is greater. Chapters affiliated on or after January 1, 2004, must maintain a minimum of 25 SHRM members or 51 percent of the total chapter membership must be SHRM members—whichever is greater.

Chapters failing to maintain the required minimum membership jeopardize their affiliation relationship and are subject to disaffiliation.

### 100 Percent Chapters

Chapters requiring all of its members to also be members of SHRM are called 100 percent chapters. The chapter’s bylaws will include provisions about this membership requirement. A sample bylaws document for 100 percent chapters may be found in the VLRC.

SHRM provides special benefits to 100 percent chapters as recognition of this status.

- A higher level of chapter financial support.
- Quarterly payments of chapter financial support.
- SHRM staff availability as speakers at no cost to the chapter.
- Free Saturday night “stay-over” at the SHRM annual Leadership Conference for the chapter president or designee.
- E-blast communication program.

### Membership Directory

Outside of attending a regular chapter meeting, the best networking tool available to chapter members is the chapter’s own membership directory. Chapters may produce directories in “hard copy” as well as electronically. In some instances, directories can be found inside member-protected areas of chapter web sites.

### New Member Orientation

Chapters have found that new member orientations are an effective way to strengthen the value proposition of belonging to the chapter by educating new members on the chapter, its offerings and its leadership. Orientations could occur monthly or quarterly, for example, and may be held just prior to a regular chapter meeting.

### Member Needs Assessment/Member Surveys

One surefire method of retaining your members is to provide what those members want and need. And, it could even bolster recruitment efforts. There is no better way to determine those wants and/or needs than to ask the members.

Member needs assessment results can aid your chapter’s leadership in planning for the upcoming year or in the more long-range strategic planning. To be most effective the assessments/surveys should be done at least biannually.

Questions may deal with frequency of meetings, time/day of meetings, where meetings are held and programming topics. Several samples of member surveys can be found in the VLRC.

## Member Recruitment and Retention

The *SHRM Membership Recruitment and Retention Toolkit* was developed to provide guidance to chapters in the recruitment and retention of its members. The toolkit contains ideas, strategies and samples culled from successful practices of affiliated chapters. It is available in PDF and can be downloaded from the VLRC. The Field Services Directors can be an additional source of recruitment and retention strategies.

SHRM has developed a marketing brochure for use by chapters in membership campaigns. The tri-fold brochure titled “What’s In It For ME? Elevate Value: SHRM & Chapters in Partnership,” will fit inside a standard #10 envelope and can be used as a supplement to other chapter materials in a direct mail effort or as a stand-alone recruiting brochure. The brochure highlights the benefits of belonging to both SHRM and the chapter and appeals to both local members only (LMO) of the chapter and to SHRM at-large members. At-large individuals are SHRM members who have not designated affiliation with a chapter. These SHRM members are an excellent source of potential members for the chapter. The brochures are available to chapters at no charge and can be ordered through your Regional Administrator.

Another recruiting tool is the first-year SHRM membership discount to encourage the chapter’s local members only to join SHRM. The first year’s dues are \$145 with subsequent renewals at the full membership fee of \$160. To receive the discount, new members should identify their chapter membership on the application. A special membership application with the promotion code and reduced rate can be downloaded from the VLRC. If your prospective member would prefer to join online, please provide him/her with the promotion code.

In cases where chapters wish to offer a “free membership” or a “trial membership” to SHRM members as a recruiting tool, members must designate their acceptance of such an offer in writing.

## Membership Reporting

SHRM makes standardized membership reports, including those listed below, available to chapters upon

request. Your Regional Administrator is the point of contact when requesting reports. Reports are sent as e-mail attachments and directed to the chapter president. In most instances, roster requests will be filled and returned within 48 hours.

- *Chapter Roster*—This report reflects all SHRM members in the chapter designating your chapter as primary as of the report date. Members belonging to more than one affiliated chapter (multi-chapter members) appear on the roster of their primary chapter only. This report is available in PDF or Excel spreadsheet.
- *At-Large List*—This report reflects SHRM members in your ZIP code\* marketing range who have not designated a primary chapter as of the date of the report. This listing can be used in membership campaigns, chapter conference or special event promotion and/or HR Certification Institute study group/program promotion. The list is available in an Excel spreadsheet or pressure-sensitive, ready-to-use mailing labels.
- *Expired SHRM Members Report*—This report reflects those individuals who have designated your chapter as primary but whose SHRM membership has lapsed as of the report date. The report can be used to remind your members of their lapsed/expired status. A sample retention letter to expired members is available. The report is available in Excel spreadsheet or PDF.
- *NEW SHRM Members Report*—This report lists new at-large SHRM members in your chapter’s ZIP code\* marketing range who joined SHRM during the previous reporting period only. This report can be used for two purposes. The first is to check against your chapter’s membership data base. If you see your chapter members on this report, contact your Regional Administrator to report these names. The second is for marketing your chapter to these new SHRM members if they aren’t already a chapter member. The report is available in Excel spreadsheet or ready-to-use, pressure-sensitive mailing labels.

\*ZIP Code Range—The chapter has been assigned a geographical marketing range that has been defined by

ZIP codes. In some instances, this range was designated by the chapter itself on its affiliation petition. Ranges are periodically reconfigured to ensure the marketing range is relevant for the chapter. Chapters can work with SHRM to reconfigure the range. The SHRM membership database cannot list specific ZIP codes; but, rather, uses a range or several ranges for clarification/fine tuning. Ranges are limited to three. If a chapter straddles a state line, for example, there will be a range for each state in that chapter's profile. If you are uncertain as to your chapter's range or wish to discuss a reconfiguration of that range, please contact your Regional Administrator.

### Chapter Rosters

At least once each year, the chapter will be requested to submit a copy of the chapter's membership roster. This roster will be created from the chapter's database and will be current at the time it is submitted to SHRM. There may be circumstances where a chapter may be required to submit more than one roster per year.

The preferred format for these rosters is an Excel spreadsheet and should include a minimum level of detail about the members:

- SHRM ID #
- Last name
- First name
- Company
- Address
- City
- State
- Zip
- Phone
- Fax
- E-mail

Submission of the chapter roster is required under the conditions of the chapter's charter.

### Membership Audits

Upon receipt of your chapter's roster, the names will be audited against SHRM's records to ensure that all SHRM members in your chapter have been identified. Having a current chapter roster against which to audit ensures that all members will be appropriately accounted for at the time of the audit. Chapter financial support

payments are based on the number of SHRM members designating your chapter as primary. It is critical that your chapter report new SHRM members to your Regional Administrator to maintain your records once the audit has been completed.

More detailed information on the chapter audit process is available in the VLRC.

### SHRM Membership Applications

SHRM membership applications can be downloaded from the VLRC. In addition, potential members may wish to use the convenient online application at [www.shrm.org/join](http://www.shrm.org/join). An online membership paid with a credit card provides for more immediate access to the benefits of membership including SHRM Online.

### Membership Promotional Materials

SHRM promotional materials that may be used in conjunction with membership initiatives are available from SHRM. Suggested promotional materials are as follows:

- Member Services Guides
- Member Benefits brochures
- Chapter in Partnership brochure
- *HR Magazine*<sup>®</sup>

Not all materials are available in quantity. Some membership marketing materials such as flyers may be downloaded and printed locally. Requests for materials should be made to your Regional Administrator.

## CHAPTER FINANCIAL MANAGEMENT

Financial issues and their legal ramifications are addressed annually at SHRM's Leadership Conference and through periodic webcasts and/or webinars. The *SHRM Guide to Chapter Financial Management* is available online in the VLRC. Chapter leaders are encouraged to become familiar with the contents of the guide.

At a minimum, chapters should:

- Prepare an annual budget for the chapter's fiscal year to ensure sound management of the chapter's resources.
- Publish a financial statement for the membership.
- Conduct a fiscal year-end audit.
- File timely tax returns (e.g., Form 990, 990-EZ, 990-N).

### Chapter Financial Support Payment Program

The SHRM Chapter Financial Support Payment (CFSP) Program, designed to aid chapters in meeting their financial needs, returns a portion of each member's SHRM dues to a chapter. During 2010, the following formula for support will be used.

- \$25 annually per SHRM member for those chapters requiring all local members to be SHRM members (a 100 percent chapter). Payments of \$6.25 per member are made quarterly.
- \$10 annually per SHRM member for those chapters not requiring all local members to be a SHRM member (a non-100 percent chapter). Payments of \$5 per member are made semi-annually.

In order for a chapter to receive financial support for a SHRM member, the SHRM member must have designated that chapter as primary. Although the SHRM member may belong to more than one local SHRM chapter, only the designated chapter will receive financial support for that member.

As part of the SHRM CFSP Program during 2010, eligible chapters receive a net gain payment during the first quarter of each year in recognition of their growth in SHRM membership. The net gain payment is calculated by subtracting the chapter's December 31 SHRM membership total for the previous year from the December 31 SHRM membership total for the year just ended and multiplying the difference by \$25.

To be eligible for the SHRM CFSP Program in 2010, a chapter must:

- Submit a completed SHRM 2009 Chapter Achievement Plan by January 31, 2010.
- Provide a chapter membership roster upon request.
- Meet the membership requirements for maintaining chapter affiliation.
- Have a chapter president who is a current member in good standing of SHRM.

SHRM reserves the right to amend the CFSP Program.

### Direct Deposit

SHRM provides the convenience of direct deposit for chapter financial support payments. Chapters are encouraged to use the direct deposit program to ensure faster access to the payments and the security direct deposit affords.

The Direct Deposit Authorization Form is available for download in the VLRC. If your chapter changes banks, it is important to file a new authorization form with SHRM to avoid delays in receiving payments.

### LOGO IDENTIFICATION

#### Chapter Logo

Chapters are responsible for creating their own brand in their market space. One way of doing this is to create a logo that is meaningful to the chapter and that can be used on products such as the web site, stationery and sportswear.

If your chapter does not have a logo, or will be embarking on a re-branding initiative, you may wish to engage your members in the development of the design. This could be through a committee, task force, or a membership-wide design contest. In any design work, it is important that copyrights, trademarks and registered marks of other organizations are not infringed upon.

The chapter may not use the SHRM logo or the SHRM "AFFILIATE OF" logo as part of its logo.

#### SHRM "AFFILIATE OF" Logo

A major benefit of your chapter's affiliation with SHRM is the ability to share in the SHRM brand recognition through the use of the SHRM "AFFILIATE OF" logo. The use of the SHRM "AFFILIATE OF" logo is required. SHRM strongly encourages that it be used on all chapter communication pieces such as publications, newsletters, web sites, stationery, membership directory, seminar announcements, etc. The use of the logo provides instant identification and creates an alliance among SHRM chapters. The logo is available in the VLRC in a number of formats (e.g., TIF, GIF, JPG, EPS) and in

both the gray-and-white version and the blue. They may be downloaded at [www.shrm.org/graphicsguide/use](http://www.shrm.org/graphicsguide/use).

Proper use of the SHRM name, acronym and logo is outlined in the Chapter Charter.

### *SHRM Graphics Standards Manual for Affiliates*

To aid in the proper use of the logo, SHRM has produced the *Graphics Standards Manual for Affiliates*, available in the VLRC. It may be downloaded at [www.shrm.org/graphicsguide](http://www.shrm.org/graphicsguide).

Questions on logo use should be directed to your regional team.

## SHRM COMMUNICATIONS

In most cases SHRM communicates with its volunteer leaders through e-mail. It is the most efficient, timely and direct method of delivery. It is important that SHRM has an active and accurate e-mail address for its volunteer leaders to ensure delivery.

### *SHRM LeadersEdge*

The SHRM *LeadersEdge* is an electronic newsletter sent to all volunteers on a monthly basis during their term of office. The publication contains SHRM news, updates, chapter successful practices, articles, tips and tools that may be of interest to the volunteer leadership.

An archive of more recent *LeadersEdge* editions may be found in the VLRC.

### SHRM Newsfeeds

The SHRM Newsfeed Program is a quick and easy way to provide your members with the latest HR news. The service is free. Affiliated chapters with web sites are *required* to link to the SHRM Newsfeed Program. For more information on the Newsfeed, visit the VLRC under Web Site Resources or contact a member of your Regional Team.

## CHAPTER COMMUNICATIONS

Standard forms of chapter communications include, at a minimum, publishing an annual calendar of chapter meetings and events, providing members with access to minutes of board meetings and providing a membership

directory. In many instances, these may be made available via electronic means.

## Newsletters

Chapter newsletters serve two major purposes:

- As an announcement vehicle for upcoming chapter meetings/events.
- As a device to carry general information about the chapter, its activities and HR professional topics to current and prospective members.

Chapter newsletters—whether electronic or in print—often include a welcome to new members and are used as a tool in recruiting new members. Chapters often exchange newsletters simply to share new ideas. Tips on how to publish a chapter newsletter are available in the VLRC. Please include your Regional Team and your state council director on the distribution list for your chapter newsletter.

## Web Sites

Web sites have fast become the main communication tool for many chapters. Not only do sites include information about the board, a calendar of events, and meeting announcements, they also include links to important HR resources, provide meeting registration access, and member directories. Chapters find that a web site can be an attractive recruiting tool.

Chapter web addresses are listed as part of the chapter's contact information on the SHRM web site at [www.shrm.org/Communities/SHRMChapters/ProfessionalChapters/Pages/default.aspx](http://www.shrm.org/Communities/SHRMChapters/ProfessionalChapters/Pages/default.aspx). Keeping the chapter's most current URL listed will ensure that prospective members will be able to make contact with your chapter from the SHRM site.

Chapters with web sites are *required* to prominently display the SHRM "AFFILIATE OF" logo and link to professional development opportunities on SHRM's web site and SHRM Newsfeed.

A robust chapter web site will include other points of linkage such as:

- HR Certification Institute at [www.hrci.org](http://www.hrci.org).
- SHRM Foundation at [www.shrm.org/foundation](http://www.shrm.org/foundation).
- The state council web site.

- The SHRM membership application which includes the chapter discount code.

More advanced chapter web sites include the ability for members to join or renew their chapter membership online and to register for chapter meetings and/or events online.

Resources for web site development are available in the VLRC or through your regional team.

### **SHRM Affiliate Web Site Program**

Through this program, SHRM provides a domain name and hosts the chapter's web site at no cost to the chapter. SHRM also provides web site content-management software to the chapter so that it can easily maintain its site. For more information on the web-hosting program, visit the VLRC under "Web Site Resources" in the "Resources for Chapters" section or contact a member of your regional team.

### **Interfacing with Local Media**

Effective media relations can increase visibility and inform the public of a chapter's activities and accomplishments. Surveys, studies and events sponsored by a chapter, as well as the achievements of chapter members, are perfect opportunities to get the chapter and SHRM in the news. An important step in establishing a relationship with the local media and to increasing visibility is to submit periodic press releases.

To assist chapters, SHRM has produced *Working with the Media*, a guide available online in the VLRC.

### **SHRM AFFILIATE PROGRAM FOR EXCELLENCE (SHAPE)**

The SHRM Affiliate Program for Excellence (SHAPE), introduced in fall 2009, replaces the Chapter Merit Award Program beginning on January 1, 2010. The latter program included the familiar Chapter Achievement Plan or CAP.

SHAPE launches a new direction in chapter development and includes a new Planning Workbook and year-end report format. The Planning Workbook contains the requirements and expectations in aligning with SHRM's mission and vision. It may be used as a stand-alone tool

to assist in planning your chapter's scope of work and strategic direction for the calendar year and/or used in conjunction with the Strategic Planning Toolkit.

The recognition component has also been restructured with awards earned at four levels. The Excel Awards levels are Bronze, Silver, Gold and Platinum. Each level builds from a prescribed set of requirements and accomplishments. The year-end report is due on January 31, for work completed during the previous calendar year. The first year-end report under the SHAPE program will be due on January 31, 2011.

For detailed information on SHAPE, consult the Planning Workbook in the VLRC or contact a member of your Regional Team. Access to a recorded webinar about the new program is also available in the VLRC.

### **SHRM PINNACLE AWARD PROGRAM**

The SHRM Pinnacle Award annually recognizes up to seven chapters and up to two state councils that sponsor unique programs that benefit their members and/or community, and are readily replicable by other chapters and state councils.

Each of the Pinnacle Award-winning entries from chapters and state councils receives a \$1,000 grant, special recognition in SHRM publications and at SHRM conferences, and a Pinnacle pin for the chapter president and replica pins for chapter board members.

All chapters and state councils in good standing are eligible to apply for the Pinnacle Award. A nomination form and compendiums of previous Pinnacle Award winners can be found in the VLRC.

### **CHAPTER PROGRAMMING**

#### **Member Professional Development**

Chapters provide on-going professional development opportunities to its members through its monthly meetings and/or workshops, seminars and conferences.

## Program Topics

One of the most overlooked sources of professional program topics is the chapter's membership. Periodically surveying the membership as to their interests can make the job of program topic development an achievable task. Chapter leaders' attendance at state council meetings, state leadership conferences and the annual SHRM Leadership Conference also provide excellent forums for program topic exchange.

## Chapter Speaker Program

The SHRM Chapter Speaker Program is a resource for chapters seeking speakers for chapter meetings and/or conferences. The program is comprised of multiple components:

- SHRM Chapter Speaker List
- SHRM Speakers Bureau
- SHRM Speakers Directory
- SHRM-Prepared Presentations for Chapter Delivery
- SHRM Field Services Directors

Information is available at [www.shrm.org/speakers](http://www.shrm.org/speakers). The program is periodically reviewed and is subject to change.

- *SHRM Chapter Speaker List*—The Chapter Speaker List houses the names of experienced speakers who have agreed to speak at SHRM affiliate chapter events for no fee or very low speaker-fees along with expenses. The list of speakers is housed in the VLRC and includes important details such as topic content, geographic restrictions and costs. The chapter is responsible for making contact with the desired speaker(s) directly.
- *SHRM Speakers Directory*—SHRM's Education Department annually produces an online Speakers Directory which contains a listing of the top-rated speakers and keynote speakers from past SHRM conferences including the SHRM Annual Conference & Exposition, and Staffing Management, Diversity, and Employment Law and Legislative conferences. The listing includes topic presented and speaker contact information. Speaker availability, honoraria, professional fees, travel and other expenses should be discussed directly with the speaker.
- *SHRM Speakers Bureau*—The Speakers Bureau is comprised of SHRM staff members (including Field Services Directors), who speak on a variety of prepared topics including legislative affairs. Chapters may request specific speakers; however, scheduling of all speakers is based on availability. The online Speakers' Request Form must be completed and submitted to initiate the Speakers Bureau process. Written confirmation will be provided by SHRM. Chapters will be responsible for all travel expenses of the speaker and an appropriate donation to the SHRM Foundation in lieu of honoraria is expected. One hundred percent chapters may request one staff speaker per calendar year through the Speakers Bureau at no cost (including travel expenses) to the chapter. Requests should be made early as speakers are subject to availability.
- *SHRM-Prepared Presentations for Chapter Delivery*—PowerPoint presentations and scripts have been developed by SHRM for chapters and state councils to use when they have a need for programming but do not have a speaker. The topics were selected based on requests from volunteers. These presentations are copyrighted by SHRM and should not be used for personal or company presentations. These are available at [www.shrm.org/Communities/VolunteerResources/ResourcesforChapters/Pages/present.aspx](http://www.shrm.org/Communities/VolunteerResources/ResourcesforChapters/Pages/present.aspx).
- *Field Services Directors*—Based on availability, Field Services Directors may serve as speakers at no cost to the chapter. Please refer to the SHRM Speakers Bureau for more information or to request a Field Services Director as a speaker.
- *Other Resources*—Fellow chapter presidents, state council directors, and district directors in the chapter's surrounding area can also be an excellent source of speaker recommendations. Exchanges of speaker information—including topics—also takes place at the state council meetings and through discussions with other volunteer leaders. Members of your state council may also be available to speak.

## HR CERTIFICATION INSTITUTE CERTIFICATION

### Approved-for-Credit

SHRM chapters providing HR-related continuing education activities can submit these activities for preapproval toward PHR, SPHR and GPHR recertification. Preapproving chapter meeting presentations, continuing education workshops and seminars eliminates the guesswork for recertification candidates when planning their professional development activities. Because of SHRM's long-standing support of certification, there is no fee for SHRM chapters requesting preapproval of a workshop, seminar and/or conference. Chapters must meet the established criteria, and complete and submit the online form. To qualify for recertification credits, all events must meet the criteria, be HR-related, be tied to the HR body of knowledge as defined by the HR Certification Institute and be approved in advance of the event. For more information and the request form, visit [www.hrci.org](http://www.hrci.org).

### Pay-If-You-Pass

The HR Certification Institute Pay-If-You-Pass policy was designed to encourage SHRM volunteer leaders to become certified and to lead by doing. The three categories of certification—PHR, SPHR and GPHR—are eligible under the policy. Specific information on applying under the Pay-If-You-Pass policy and a listing of qualified leadership positions can be found on the HR Certification Institute web site at [www.hrci.org/Volunteers/PAYPASS](http://www.hrci.org/Volunteers/PAYPASS).

The fee to register for the exam as a Pay-If-You-Pass candidate is \$120. This fee is nonrefundable and the balance of the exam fees are payable upon notification of successfully passing the exam.

Questions regarding the Pay-If-You-Pass policy should be directed to the HR Certification Institute at 866.898.4724.

Volunteer leaders retaking the exam for recertification-by-exam purposes are not eligible to take the exam as a pay-if-you-pass candidate.

### Certification Study Groups

Many chapters provide opportunities for their members to prepare for the certification exams using the SHRM Learning System®. These opportunities may be through structured study groups supported by the chapter and led by instructors who are also certified members of the chapter. Learning tools may vary; but, we encourage the use of the SHRM Learning System. Other opportunities may include co-sponsoring a study group with another local chapter, partnering in a state-wide certification study effort or linking with a local university that utilizes the SHRM Learning System.

## SECTION 4

### CHAPTER OPERATIONS—BEYOND THE BASICS

#### SUCCESSION PLANNING

Succession planning is critical to the ongoing success of the chapter. To help you identify and develop volunteer leaders to ensure a bright and viable future for your chapter, SHRM has developed a Succession Planning Toolkit. Available online in the VLRC, the toolkit outlines the steps in succession planning and includes a board template, questionnaire, PowerPoint presentation on succession planning and competency definitions.

A president-elect on the chapter board is a great first step in ensuring continuity of leadership and a smooth transition from year to year. But the succession planning doesn't stop with the president-elect. It is extremely beneficial to have a "bench" of volunteer leaders in the pipeline, which can be accomplished by regularly approaching members and gauging their interests in specific committees or board positions. Identifying potential board members early and placing them in positions within the pipeline to develop their leadership skills will enable them to grow and develop. Your chapter leadership structure may not be deep and offering these potential leaders one-shot opportunities—projects or short-term initiatives—is another way to provide development opportunities.

## LEADERSHIP DEVELOPMENT

### Core Competencies

High performing chapter boards have a blend of leadership talent where strengths are leveraged for peak performance and leadership competencies are recognized. The following competencies have been modeled after competencies found in the updated *2007 HR Competency Toolkit*.

- Credible Activist
- Cultural Steward
- Talent Manager/Organizational Designer
- Strategy Architect
- Business Ally
- Operational Executor

A 2008 series of articles appeared in *LeadersEdge*—one on each of the competencies. Those articles can be found in the VLRC.

### SHRM Leadership Conference

The SHRM Leadership Conference, held annually in November, offers numerous education sessions, leadership development and networking opportunities. Chapter leaders will have the opportunity to meet with other chapter and state council leaders to gather great ideas to take back to the chapter.

SHRM covers the cost of the conference registration fee, designated meals and overnight accommodations for the chapter president or president-elect. Additional chapter leaders may attend the Leadership Conference by paying the registration fee and the cost of hotel accommodations. Registration material is usually available by September 1.

More information, including a list of volunteer roles eligible for complimentary conference registration and housing, is also available on the Leadership Conference web site at [www.shrm.org/conferences/leadership](http://www.shrm.org/conferences/leadership) or from your regional team.

### State Leadership Conferences

Many state councils have instituted leadership conferences at the state level which provide development opportunities for a broad range of chapter leader

positions. These conferences include opportunities to share successful practices among peers as well as leadership development sessions.

### Volunteer Leader Webcast Series

The SHRM Volunteer Leader Webcast Series expands the leadership development programming offered through the annual Leadership Conference. The series is open to all SHRM volunteer leaders. The content, delivered in either a webcast or webinar environment, provides learning opportunities on a variety of areas, many of which may be of interest to chapter participants. Webcasts/webinar events are announced in each edition of *LeadersEdge* and e-mails are sent to volunteers in the corresponding function. A full schedule may be found in the VLRC. In addition to the regularly scheduled operational topics, SHRM hosts periodic bonus webcasts/webinars focused on the seven core leadership areas. These may be of interest to the volunteers filling roles in the chapter's core leadership areas. The volunteer leader webcasts/webinars are free and advance registration is not required.

Information about the program including equipment requirements to participate can be found in the VLRC. The webcasts/webinars are archived and available for re-broadcast "on demand." The archives can be found in the VLRC.

### Core Leadership Area Conference Calls

In addition to the aforementioned CLA-specific webcasts, volunteer leaders supporting the core leadership areas have the opportunity to participate in conference calls with their peers led by the staff champion for the CLA. The one-hour calls encourage successful practice sharing which adds dimension and engagement as well as an opportunity for development in the leadership skills of volunteers around a specific leadership function.

### Volunteer Opportunities Center

Another way to develop leadership skills is to volunteer in other capacities inside the SHRM network. Volunteer positions are listed in the Volunteer Opportunities Center where members have an opportunity to complete a profile and be considered for future volunteer openings on the

Special Expertise Panels, State Councils, and some SHRM board positions.

SHRM also provides opportunities for professional members to share their expertise and provide leadership through the e-Mentoring Program. This unique experience provides for virtual one-on-one mentoring with other members. Information about the e-Mentoring Program is also available in the Volunteer Opportunities Center.

### **STRATEGIC PLANNING**

As you begin the planning for your term in office, you may consider a strategic planning session with your new board members as your first order of business. Planning and goal setting are important first steps and should be a separate meeting from your normal board meeting. SHRM provides a planning tool designed exclusively for the use of our volunteer leaders. “Planning Today for Tomorrow’s Challenges—The Strategic Planning Process” contains everything you need to successfully guide your chapter board or full membership through the strategic planning process. It includes an administrator’s guide, participant workbook (which may be duplicated) and PowerPoint presentation. It is available only online in the VLRC. This may be an excellent opportunity to invite your state council or district director to lead your strategic planning session.

Key to being an effective chapter is the ability to launch and execute key strategic initiatives in support of the mission. While the ability to execute against the chapter’s operational requirements is critical, equally important is the ability to identify areas of strategic impact. Excellent examples of how chapters support the mission may be found in the Pinnacle Compendiums as well as the *Enterprising Leadership* book distributed in November 2008. These documents can be found in the VLRC.

Individual chapter support of the mission can be documented in the chapter’s SHAPE year-end report.

## **SECTION 5 EXHIBITS**

### **EXHIBIT 1**

SHRM Code of Ethical and Professional Standards in Human Resource Management

#### **Professional Responsibility**

##### ***Core Principle***

As HR professionals, we are responsible for adding value to the organizations we serve and contributing to the ethical success of those organizations. We accept professional responsibility for our individual decisions and actions. We are also advocates for the profession by engaging in activities that enhance its credibility and value.

#### **Professional Development**

##### ***Core Principle***

As professionals, we must strive to meet the highest standards of competence and commit to strengthen our competencies on a continuous basis.

#### **Ethical Leadership**

##### ***Core Principle***

HR professionals are expected to exhibit individual leadership as a role model for maintaining the highest standards of ethical conduct.

#### **Fairness and Justice**

##### ***Core Principle***

As human resource professionals, we are ethically responsible for promoting and fostering fairness and justice for all employees and their organizations.

#### **Conflicts of Interest**

##### ***Core Principle***

As HR professionals, we must maintain a high level of trust with our stakeholders. We must protect the interests of our stakeholders, as well as our professional integrity, and should not engage in activities that create actual, apparent or potential conflicts of interest.

## **Use of Information**

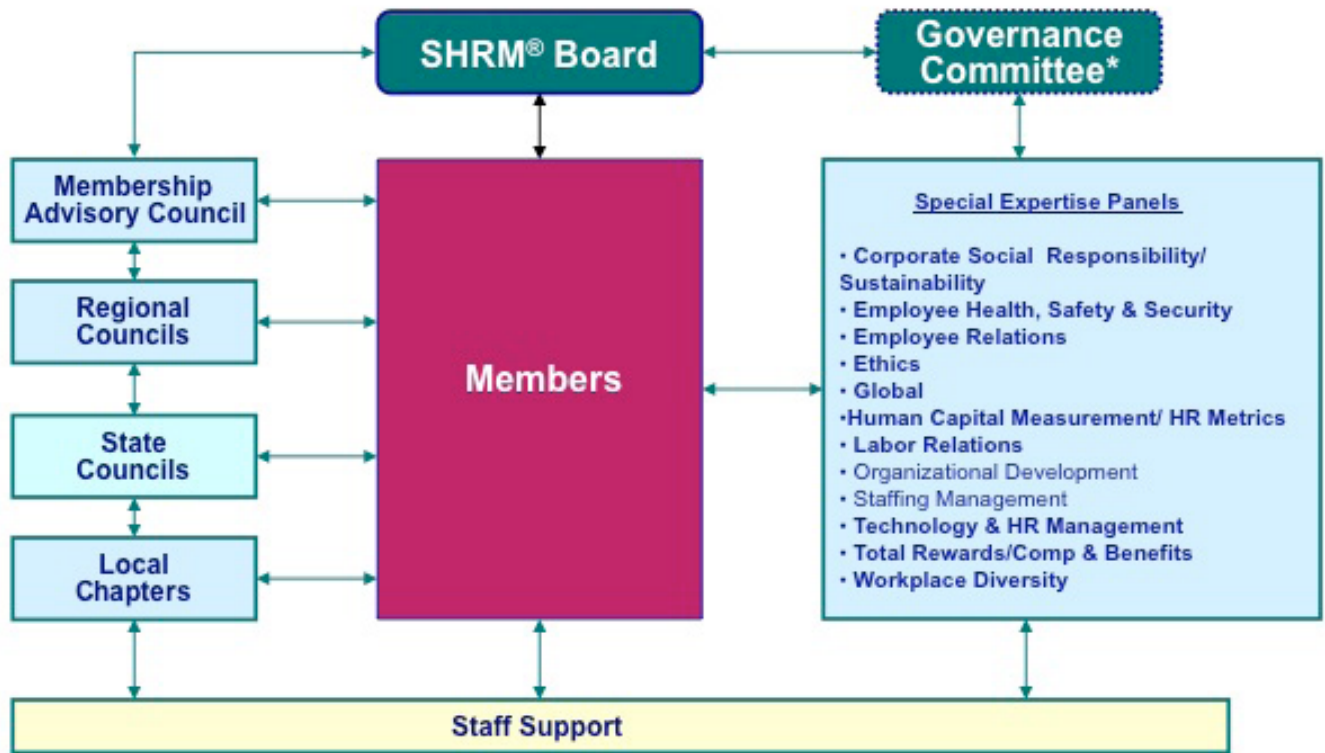
### ***Core Principle***

HR professionals consider and protect the rights of individuals, especially in the acquisition and dissemination of information while ensuring truthful communications and facilitating informed decision-making.

For further information, visit [www.shrm.org/ethics](http://www.shrm.org/ethics).

This code of ethics for members of the Society for Human Resource Management has been adopted to promote and maintain the highest standards of personal conduct and professional standards among its members. By joining the Society, a member espouses this code, thereby assuring public confidence in the integrity and service of human resource management professionals.

EXHIBIT 2  
SHRM VOLUNTEER LEADERSHIP STRUCTURE

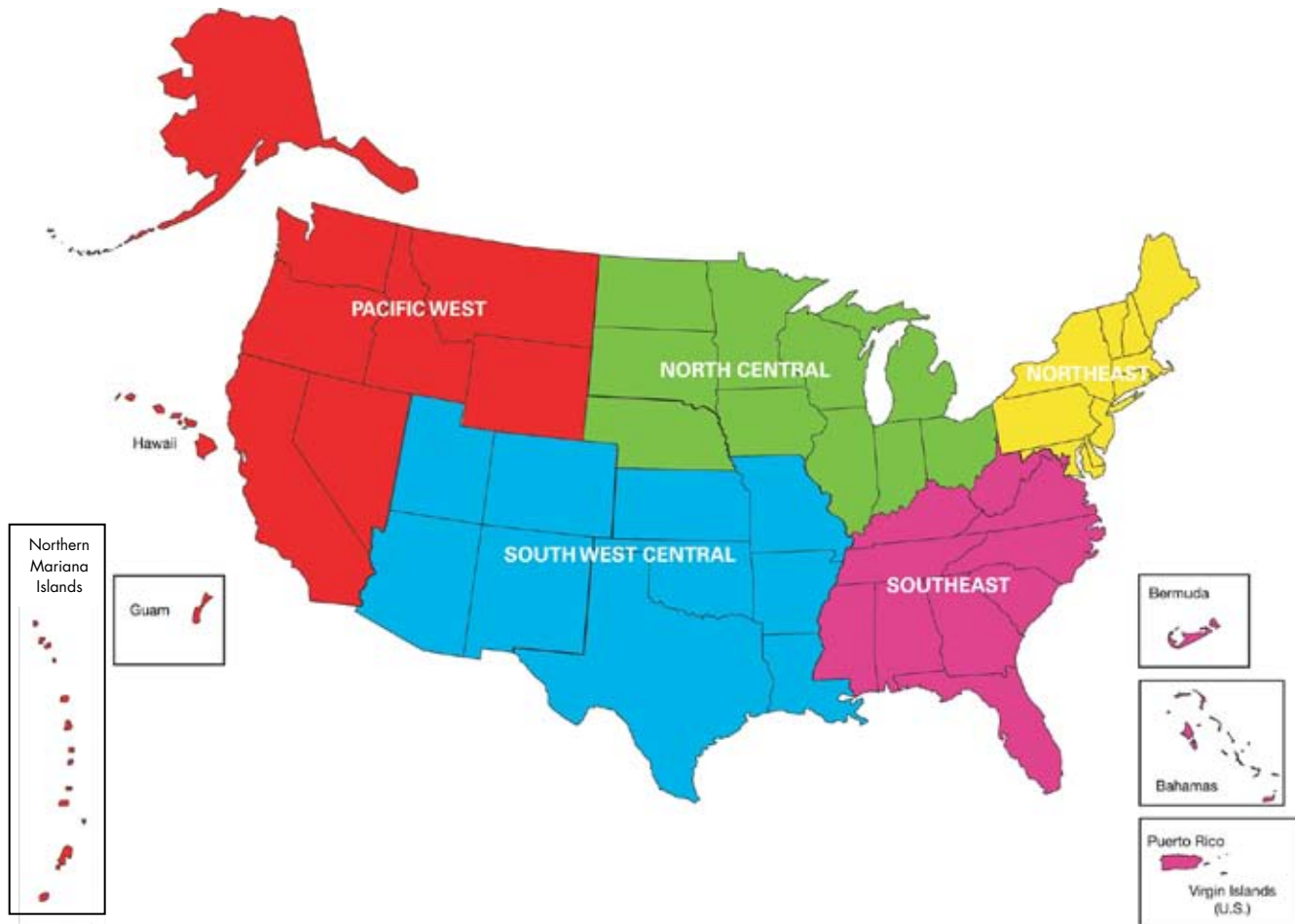


**\*Governance Committee approves appointment of members to special expertise panels.**

*As of January, 2010*

### EXHIBIT 3 SHRM REGIONAL MAP

A complete listing of regional team members and Member Relations contacts is located online in the SHRM Volunteer Leaders' Resource Center at [www.shrm.org/vlrc](http://www.shrm.org/vlrc).



#### **NORTHEAST REGION**

Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

#### **SOUTHEAST REGION**

Alabama, Bahamas, Bermuda, District of Columbia, Florida, Georgia, Kentucky, Mississippi, North Carolina, Puerto Rico, South Carolina, Tennessee, Virgin Islands, Virginia, West Virginia

#### **NORTH CENTRAL REGION**

Illinois, Indiana, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin

#### **SOUTHWEST CENTRAL REGION**

Arizona, Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, Oklahoma, Texas, Utah

#### **PACIFIC WEST REGION**

Alaska, California, Guam, Hawaii, Idaho, Montana, Nevada, Northern Mariana Islands, Oregon, Washington, Wyoming