Leading People.
Leading Organizations.

SHRM
MEMBERSHIP

do more with MORE

Leading People.
Leading Organizations.

Society for Human Resource Management
What Is SHRM?
Founded in 1948, the Society for Human Resource Management (SHRM) is the world’s largest HR membership organization devoted to human resource management. Representing more than 275,000 members in over 160 countries, the Society is the leading provider of resources to serve the needs of HR professionals and advance the professional practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates.

Global Reach of SHRM
Committed to developing the HR profession globally, SHRM provides resources, global best practices and a network of nearly 10,000 members in over 160 countries and territories outside the U.S.

SHRM delivers certification preparation courses and other educational products and services, directly and through authorized partners. Volunteers in select countries lead approved member forums to encourage networking among local HR professionals.

SHRM is an active member of the North American Human Resource Management Association (NAHRMA) and the World Federation of People Management Associations (WFPMA) and currently serves as the secretariat for both organizations.

SHRM Membership Enhances Your Career

Establish a Career Partnership
Whether you are a newcomer or seasoned HR professional, SHRM is the one professional HR association that provides the credibility, depth and breadth of HR resources that all human resource professionals need. As your career partner, SHRM is dedicated to providing the resources that you, your HR department and your organization require to make critical decisions affecting your organization’s profitability and your most important resource: people.

Earn Professional Recognition
Business leaders recognize SHRM as the leading HR organization. By becoming a member, you demonstrate your commitment to the profession and your own continuing professional development. SHRM is dedicated to serving human resource professionals at all levels and functions, and also serves as an important resource for academics, consultants and professionals in other business units that work closely with HR or handle HR strategy and issues.

Network with Highly Respected HR Professionals
When you are looking for advice, new ideas or even a new job, opportunity abounds within SHRM. You’ll be able to network with your peers and subject matter experts at seminars and conferences and through our HR Talk bulletin boards, as well as through our affiliated local chapters and communities on Twitter, Facebook and LinkedIn.

shrm.org/about
Who Are Members?
SHRM is an individual membership organization with a range of titles and responsibilities from all industries and job functions:

- President/CEO
- Chairman
- Partner/Principal
- Administrator
- Chief HR Officer
- Chief Human Capital Officer
- Chief Diversity Officer
- Chief Learning Officer
- Vice President of HR
- Consultant
- Legal Counsel
- Professor
- Director of HR
- Assistant/Associate Director of HR
- HR Manager
- HR Generalist
- HR Business Partner
- Supervisor
- Specialist
- Representative
- Coordinator
- Administrative Assistant
- Office Manager
The SHRM Foundation is a 501(c)(3) public charity and an affiliate of SHRM. The Foundation advances global human capital knowledge and practice by providing thought leadership and educational support, and by sponsoring actionable, evidence-based research. It awards scholarships annually to SHRM members for academic studies, to pursue their SHRM certification, and to attend the SHRM Annual Conference & Exposition. In addition, the SHRM Foundation produces educational resources including the Effective Practice Guidelines series, the DVD series, and executive briefings on critical HR topics—all available online for complimentary download. The SHRM Foundation’s work is funded primarily by tax-deductible donations from individuals, organizations, and SHRM chapters and state councils.

shrmfoundation.org

The Council for Global Immigration (CFGI) is the leading employer network dedicated to advancing employment-based immigration for highly educated professionals. CFGI helps its members compete globally by advocating for sensible immigration policies, connecting them with policymakers, and keeping them up-to-date on immigration-related rules and regulations in the U.S. and around the world.

cfgi.org

HR People + Strategy brings together a global network of strategic HR executives and business leaders who operate as partners in applying leading edge HR management practices within their organizations. As SHRM’s executive network, HR People + Strategy is committed to enhancing organizational performance, providing members with access to forward thinking exchanges, research, publications and executive level networking opportunities.

hrps.org

I’M MORE THAN TALENT MANAGEMENT.
I’M CHANGING OUR CULTURE.

Bhavna Dave, SHRM-CP | Member since 2005
HR Topics
SHRM provides news, analysis, tools, networking and other resources for HR professionals in the following areas:

• Benefits
• Business Leadership & Strategy
• California HR
• Compensation
• Consulting
• Diversity
• Employee Relations
• Ethics & Corporate Social Responsibility
• Global HR
• Labor Relations
• Organizational & Employee Development
• Safety & Security
• Staffing Management
• Technology

Opt-in e-newsletters on many of these topics are also available.

shrm.org/hrdisciplines

HR Knowledge Center: Ask an HR Advisor Service
SHRM’s experienced, certified HR Knowledge Advisors provide personalized assistance with your specific HR questions. Whether you need clarification on new regulations or have general questions on topics ranging from FMLA or FLSA updates to COBRA and I-9 compliance, the HR Advisors can help. Many members attest that this service alone is worth the annual cost of membership.

shrm.org/hranswers

HR Tools, Templates and Effective Practices
To help you save time, SHRM offers turnkey solutions, including:

• Sample interview questions, job descriptions, policies and forms
• Ready-to-use PowerPoint training presentations
• HR metrics calculators
• How-to guides and toolkits
• HR Q&As
• HR Vendor Directory
• HR glossaries and acronyms

Express Requests
The Express Request feature is a self-service online tool that allows SHRM members to request and access information on a wide variety of HR topics, including seasonal issues and state law resources.

shrm.org/expressrequests

I’M MORE THAN A VP OF HR. I’M A RESOURCEFUL SOLUTION SEEKER.
Fernan R. Cepero, SHRM-SCP | Member since 2002
Compliance Resources
Stay up-to-date with state and federal employment laws with news articles, analysis and court reports. The California Resources Page and the California HR e-newsletter cover HR issues for members with California-based employees.

shrm.org/legalissues
shrm.org/ca

Academic Initiative
SHRM’s Academic Initiative focuses on helping HR professionals and educators create better-prepared entry-level job candidates through education, assessment, competencies and internships. Resources include:

- HR Curriculum Guidelines
- A pathway to help students pursue a degree and career in HR
- Employer’s Guide to the SHRM Assurance of Learning Assessment
- Teaching resources for HR faculty
- Volunteer opportunities
- Toolkit to connect SHRM chapters/volunteers, universities, teachers and parents.

shrm.org/hreducation

Detailed Country Guides
See how your work style compares with typical styles in other countries—or with colleagues you invite—based on five dimensions of culture. And get in-depth information and advice on conducting business and managing employees in more than 90 countries.

shrm.org/countryguides

HR Vendor Directory
The HR Vendor Directory includes more than 1,100 companies offering HR-related products and services to the human resource profession. Categories include benefits, compensation, consulting, diversity, HCM/technology, talent management and more. Listing options range from the basic (free) to paid options. See the website for pricing.

shrm.org/hrvendordirectory

SHRM® Testing Center
The SHRM Testing Center is the world’s largest resource for online employment testing. Tests and assessments are offered from multiple providers.

shrm.org/testing
SHRM Publications
Members have access to SHRM’s award-winning publications, covering a variety of critical HR topics.

HR Magazine®
Published ten times each year, this flagship magazine features in-depth analysis of HR trends and issues.

HR Week
Delivered each week, this popular e-newsletter provides a roundup of the latest HR news, SHRM program announcements and website highlights.

E-Newsletters
These opt-in newsletters provide news, compliance updates and trends on
- HR technology
- Talent management
- Compensation & Benefits
- Workplace compliance
- Global HR
- California HR

Managing Smart
Updated quarterly, this series of online articles for your line managers features tips and advice on complying with employment laws and communicating with, training, rewarding and motivating employees.

HR Issues Update e-Newsletter
Delivered every other week when Congress is in session, this newsletter provides timely and easy-to-understand updates on HR public-policy topics, including health care, leave rules and immigration reform. It’s designed to help HR professionals stay informed on the issues that affect their jobs today and in the future.

SHRMStore®
The leading source for human resource management publications and products, the SHRMStore offers a comprehensive collection of hand-selected books, DVDs, audio and software on major HR topics. A variety of accessories with SHRM logo are also available. Look for the SHRMStore at all SHRM conferences, as well as at some SHRM chapter events.

* Internet-only members outside the U.S. receive digital issues of HR Magazine. Regular professional members receive printed issues of HR Magazine. Paid print subscriptions for nonmembers are available.
SHRM Research

SHRM publishes original research for HR and business leaders to enhance their knowledge and provide strategic direction for their organizations, including:

**Surveys and polls on just-in-time HR and business topics** ranging from employee benefits and job satisfaction/engagement to hiring trends and the use of social media in the workplace.

**Labor market and economic data** leveraging HR’s insight into changes in the economy.

The *SHRM Leading Indicators of National Employment® (LINE®)* report tracks trends in the labor market on a monthly basis, including hiring projections released one month ahead of the U.S. Bureau of Labor Statistics Employment Situation Report, as well as trends in new-hire compensation, recruiting difficulty and job vacancies.

The *SHRM HR Jobs Pulse* looks at job market trends specifically for the HR profession.

**Future-focused workplace trends data and reports**, including the *SHRM Metro Economic Outlook* series and the biennial *SHRM Workplace Forecast* survey report.

A complete listing of research is available online.

[shrm.org/research](https://shrm.org/research)

**SHRM® Customized Benchmarking Reports**

SHRM offers more than 500 customized benchmarks from our database of 10,000 organizations. The following benchmarking reports can be customized based on industry, employee size, geography and more:

- Human Capital
- Employee Benefits Prevalence
- Health Care
- Retirement and Welfare
- Paid Leave

[shrm.org/benchmarks](https://shrm.org/benchmarks)

**SHRM® People InSight Job Satisfaction and Engagement Survey Service**

Designed and priced especially for small and midsize organizations, this survey service explores more than 50 aspects of job satisfaction and employee engagement commonly linked to organizational performance.

[shrm.org/peopleinsight](https://shrm.org/peopleinsight)

**SHRM® Customized Research Services**

SHRM surveys the HR community on your organization’s behalf to examine a variety of practices and policies. Sponsorships or co-branded options are available.

[shrm.org/customizedresearch](https://shrm.org/customizedresearch)

**SHRM® Compensation Data Center**

SHRM, in partnership with Towers Watson Data Services, delivers timely salary data, from entry-level to executive. More than 1,500 job titles and online reports are offered and can be customized based on geography, industry, organization size and more.

[shrm.org/cdc](https://shrm.org/cdc)
SHRM Competency Model

SHRM’s competency model is the culmination of over three years of research and reflects the combined input from major corporations, universities and over 35,000 members of the HR profession from 33 countries. This model identifies nine competencies—eight behavioral competencies and one technical competency—needed for success in any HR role, regardless of organization size or sector. The SHRM Competency Model and the resources developed based on the model provide the foundation for talent management throughout the HR lifecycle.

shrm.org/hrcompetencies

SHRM HR Competency Diagnostic Tools™

These online tools help you, your HR team or department assess core HR competencies and highlight hidden strengths and blind spots. Based on the SHRM Competency Model, SHRM Diagnostic Tools™ are relevant across all organization sizes and sectors and are applicable in a global context. Responses are distilled into comprehensive and insightful reports, which weigh competencies according to career level and link to training resources for development.

shrm.org/competencytools
SHRM Certification

Business success depends on getting the most out of people. Now more than ever, businesses rely on HR professionals to make the most of a changing workforce, because great HR makes great organizations.

The new SHRM credentials, SHRM Certified Professional (SHRM-CP™) and SHRM Senior Certified Professional (SHRM-SCP™), address the role HR professionals have in leading organizational success. Developed with employers in mind, the SHRM-CP and SHRM-SCP are based on in-depth research focused on—and backed by—global employers and business leaders. This certification is 100% focused on the competencies and knowledge all HR professionals need to lead in today’s business community.

SHRM-CP and SHRM-SCP are built on one single, comprehensive SHRM Body of Competency and Knowledge™ (SHRM BoCK™) and are relevant worldwide and test behavioral competencies as well as HR knowledge and their application in a variety of situations. With two windows, December 1 - February 15 and May 1 - July 15, examinees are able to select the date and testing location that best suits their needs. Plus, there’s a discount for SHRM members.

Visit shrmcertification.org for details on testing location, pricing and registration instructions.

For corporate pricing options, e-mail us at CorporateCertifications@shrm.org.
SHRM Learning System® for SHRM-CP & SHRM-SCP

The 2015 SHRM Learning System® for SHRM-CP & SHRM-SCP reflects the SHRM Body of Knowledge—upon which the SHRM-CP & SHRM-SCP exams are built—and delivers the most effective preparation for the SHRM certification exams. Historically ranked the #1 HR certification prep tool, the SHRM Learning System provides everything needed to prepare for your SHRM-CP or SHRM-SCP certification exam, including learning modules and online study tools.

You’ll be able to:

• Save time and money by choosing one preparation program with relevant content, tests, learning tools and access to expert advice.
• Access the Online Resource Center updated annually with relevant links to resources providing additional information.
• Use assessment test results to create a personalized study plan based on your strengths and weaknesses.
• Use the SHRM Learning System as a valuable day-to-day reference manual, providing answers to a wide range of HR and business challenges.

Choose the format that fits your learning preference:

• Self-Study Program
• SHRM-CP/SHRM-SCP Certification Preparation Seminars (in-person or virtual)
• SHRM Education Partner Programs (in the college/university setting)
• Organizational Training & Development Programs (at your office)

View a free demo at shrmcertification.org/learning.

I’M MORE THAN MY JOB.
I’M AN ACHIEVER.
Hyacinth Guy | Member since 2010
Webcasts
SHRM offers a series of hour-long free webcasts throughout the year, featuring a wide variety of issues, practices and strategies affecting HR professionals. Member-discounted premium webcasts provide updates on new laws, regulatory activities and legal decisions, as well as insight into HR trends and innovations. Available live or on demand, most SHRM webcasts qualify for Professional Development Credits (PDCs).

shrm.org/webcast

SHRM® Seminars
In alignment with the SHRM BoCK, these public and virtual seminars are designed to provide the knowledge necessary to perform your HR role and to guide the development and application of key competencies that will enhance your credibility as an HR professional at all career levels. Popular seminars include Compensation Essentials, An Introduction to HR Metrics, Employee Engagement & Relations, and HR Business Partners.
Program descriptions, dates, locations, pricing and registration info are available online.

shrm.org/seminars

Organizational Training & Development Programs
Using approved SHRM instructors, our cost-effective programs are available for both HR and non-HR staff responsible for human capital outcomes. Programs can be offered onsite at your organization, virtually for dispersed work groups, or in a blended learning format. Custom programs and workshops are also available.

shrm.org/orgtraining

SHRM Essentials® of HR Management
Designed for HR professionals or anyone who performs HR tasks, the SHRM Essentials of HR Management offers an overview of the ever-changing landscape of HR. Developed by leading experts, practitioners and legal counsel, this program will ensure you stay up-to-date and understand new terms and regulations.
Self-study, instructor-led classroom and virtual learning options are available. View a free demo online.

shrm.org/essentials

SHRM® e-Learning
SHRM e-Learning provides a convenient and affordable way for HR professionals to learn key HR strategies and tactics from wherever they choose. Compliance courses, created in partnership with top employment attorneys, meet every state and federal training requirement. Courses include Workplace Harassment, Equal Employment Opportunity, Ethics and Code of Conduct, Wage and Hour, Foreign Corrupt Practices Act, and more.

shrm.org/elearning

SHRM Assurance of Learning® Assessment
SHRM’s Assurance of Learning Assessment is the universal benchmark for graduate- and undergraduate-level HR students. Upon passing the exam, students are awarded a Certificate of Learning (Proficient or Advanced), informing hiring managers that students have gained sufficient knowledge in their degree program to enter the HR profession.

shrm.org/assessment
Emerging Lead (HR) Conference
October 8-9, 2015 | San Antonio, Texas
This event is designed for high-potential HR professionals preparing to take the step into a leadership role.

HR People + Strategy Strategic HR Forum
October 18-20, 2015 | Chicago, Ill.
The Strategic HR Forum is an intimate opportunity for HR executives to learn from, engage with and exchange ideas with noted business leaders, academics, and each other. This open dialogue-based program addresses issues around strategic and innovative HR practices that are driving and impacting business performance.

Diversity & Inclusion Conference & Exposition
A premier learning opportunity for professionals who are responsible for developing and refining D&I initiatives within their organizations.

Employment Law & Legislative Conference
March 14-16, 2016 | Washington, D.C.
Stay informed about the latest state and federal legislative issues, as well as compliance and regulatory topics. This is also an opportunity to meet with your representatives on Capitol Hill.

HR People + Strategy Annual Conference
April 10-13, 2016 | Scottsdale, Ariz.
Designed for senior-level HR executives, this event links theory and practice while providing you with proven, real-world strategies to take back to your business. Learn how industry leaders are addressing top business challenges by managing rapid change, analyzing big data, increasing mindfulness and more.

Talent Management Conference & Exposition
April 18-20, 2016 | Orlando, Fla.
one of SHRM’s most popular conferences, this event is designed for HR professionals and recruiters seeking the most current tactics and strategies in recruiting and talent management.

Council for Global Immigration Symposium
June 19-22, 2016 | Washington, D.C.
This is a must-attend educational and networking event for in-house immigration professionals.

SHRM Annual Conference & Exposition
June 19-22, 2016 | Washington, D.C.
The world’s largest HR conference brings together more than 15,000 professionals for three-and-a-half days of professional development. Tracks and topics include Business Acumen & HR Strategy, Total Rewards, Employment Law & Legislation, Global HR, Talent Acquisition & Retention, Personal & Leadership Development and Pre-Conference Workshops & Seminars.

Conference dates and locations subject to change.
HR Talk®
This online discussion forum allows members to post questions, exchange ideas and share expertise across various areas of HR. “HR Talkers” provide a variety of perspectives and great resources for discussing real-life experiences and daily HR challenges. Topic areas include employment and recruitment, compensation and benefits, staffing management, job search efforts, and more.

shrm.org/hrtalk

SHRM Member Directory
Whether you are searching for another member in a similar industry or trying to locate a specific person you met at a conference or seminar, the SHRM Member Directory is available to assist you. This directory, available exclusively to members, is searchable by such criteria as name, company, city, state, industry, job title, job function and country.

shrm.org/members

Local Chapter Network
Membership in one of SHRM’s 575 affiliated chapters means access to a local network of HR professionals and educational programs as well as products and services in your community that can broaden your skills and make you more valuable to your organization. Chapters each have their own dues structures, bylaws and application processes.

SHRM also has Member Forums in select countries to encourage local networking among SHRM members located outside the U.S.

shrm.org/communities

Student Programs
With 200-plus affiliated student chapters and more than 19,000 student members, SHRM provides practical resources to support their studies, as well as a career path. The program also promotes mutually beneficial interactions between practitioners and those in school. Student member benefits include:

• Ten digital issues of HR Magazine®
• Upgraded access to Internships.com
• Academic and Assurance of Learning scholarship opportunities
• Reduced rates for SHRM Annual Conference & Exposition, SHRM Student Case Competition and Career Summit events, Assurance of Learning assessment and all SHRM educational offerings
• And much more

Upon graduation, student members can upgrade to professional membership with a substantial discount on dues for the first two years—making it affordable to remain a SHRM member and access important resources to support their role as an HR practitioner.

Please visit the website to see student membership eligibility.

shrm.org/students

Note: HR Talk and SHRM Member Directory may not be used for marketing or sales purposes. See terms of use and privacy policy located on these pages.
Public-Policy Advocacy

Developed with member and volunteer input and subject to Board approval, SHRM advocates its public-policy positions with member support on Capitol Hill, in state legislatures, and before federal regulatory agencies to advance the interests of the HR profession.

SHRM facilitates and encourages member involvement in the public-policy process through the Advocacy Team (A-Team). The A-Team was developed as a way to assist HR advocates—professionals like you—in making their voices heard on public-policy issues impacting the workplace. Members engage throughout the year in letter-writing and face-to-face interaction with lawmakers and their staffs to share the HR perspective and discuss workplace issues.

A-Team members also receive e-mail alerts that provide the latest updates on federal and state public-policy developments and regulatory changes, as well as ways they can have an impact on key issues of the day.

advocacy.shrm.org

Legislative Hot Topics

HR public-policy issues are certain to dominate the discussion on Capitol Hill and in federal agencies. Key issues that SHRM focuses on in 2015 include:

- Espousing the benefits of workplace flexibility for both employers and employees
- Enhancing the reliability of the E-Verify system for employment verification purposes
- Limiting the use of credit and criminal background checks in the hiring process
- Implementing the employer mandate of the Affordable Care Act

advocacy.shrm.org

In 2014, approximately 800 SHRM members advocated on behalf of the HR profession, conducting face-to-face meetings with their legislators on Capitol Hill, in offices throughout a number of state capitols and in district offices across the country.

I’M MORE THAN AN AGENT OF CHANGE.
I’M A STRATEGIC LEADER.

Kathryn Medina | Member since 2005
HR Jobs

Job seekers can find HR positions at this career center, and employers can post openings to reach certified and other highly qualified human resource candidates.

The HR Jobs searchable resume database lets employers search the resumes of more than 75,000 talented HR professionals. It also gives job seekers the opportunity to make themselves available to employers. Fees apply for job postings and use of the resume database.

shrm.org/jobs

Career Resources

In addition to the HR Jobs board, SHRM offers a variety of tools that you can use to advance your career:

- Networking locally through the chapters
- The “Featured Jobs” e-newsletter with a selection of jobs currently posted on HR Jobs
- Videos with career advice
- SHRM conferences and educational offerings for professional development credits
- SHRM certification and certification preparation programs for career advancement
- SHRM HR Competency Diagnostic Tools to help identify opportunities for professional growth
What if I can’t find my member number?
Visit shrm.org/forgotid or contact the SHRM Member Care Center by phone at 800.283.7476, option 3 (U.S. only), or +1.703.548.3440, option 3 (International).

When will my membership be activated?
When joining online or by phone: within approximately 1-2 hours. When joining by fax: within 5-7 business days. When joining by mail: 4-6 weeks from the time you mail your application and payment.

May I share my membership number with other people?
Sorry, SHRM is an individual membership organization, and sharing your membership with nonmembers is a violation of the SHRM membership policy and the SHRM Code of Ethics.

Am I a SHRM member if I joined my local SHRM chapter?
No. As a SHRM chapter member, you are entitled only to benefits offered by your local chapter. As a national SHRM member, you’ll have full access to the SHRM website, the HR Knowledge Advisor service, ten issues of HR Magazine, research reports, discounts on SHRM educational programs and products, and networking opportunities with more than 275,000 HR professionals.

What membership options exist for those living outside the U.S.?
Individuals residing outside the U.S. and in U.S. territories are eligible to join SHRM as regular professional members (including ten printed issues of HR Magazine), or as Internet-only members at a reduced rate (including ten digital issues of HR Magazine). Students residing outside the U.S. may also be eligible for student membership.

Where can I update my mailing address and contact information?
Visit shrm.org/myshrm to update your information.

How do I find my membership card and certificate online?
Visit shrm.org/membercenter. Click “Print Your Membership Card” or “Print Your Membership Certificate” and log in to generate your card and certificate.

Hours of Operation
Monday–Friday
8:00 a.m.–8:00 p.m. ET

Phone U.S. only: 800.283.7476, option 3
Phone International: +1.703.548.3440, option 3
TTY/TDD: +1.703.548.6999

shrm.org/questions
SHRM Membership
SHRM is an individual membership organization.

1-year professional membership, with ten printed issues of HR Magazine  
US $190

1-year Internet-only membership, with ten digital issues of HR Magazine (outside U.S. only)  
US $95

1-year student membership, with ten digital issues of HR Magazine*  
US $40

shrm.org/join

SHRM, P.O. Box 79482, Baltimore, MD 21279-0482, USA
Download application at shrm.org/membercenter

+1.703.535.6490

800.283.7476, option 3 (U.S. only), or +1.703.548.3440 (International), option 3

Please Note:

• Your membership will not start until SHRM receives and processes your payment.

• Members must abide by the SHRM Code of Ethical and Professional Standards in Human Resource Management. Review the code at shrm.org/ethics.

• Members can update their profiles and contact information online at shrm.org/myshrm.

• SHRM membership stays with the member even if he or she leaves the company that paid for the membership.

• Discounted multi-year memberships and installment payment options are available by calling SHRM’s Member Care Center.

• For individuals paying U.S. taxes, SHRM annual dues are not deductible as charitable contributions for federal income tax purposes, but may be deductible as ordinary and necessary business expenses, except that, under IRC Section 162(e), 4% of the annual dues are allocable to lobbying expenses and are therefore not deductible. Please visit shrm.org for the most up-to-date information.

• To view SHRM’s Privacy Policy, visit shrm.org/privacy.

* See student membership eligibility requirements at shrm.org/students.  
Member benefits and resources are subject to change.
it's all about the TRUSTED HR RESOURCES