WELCOME TO
GMA SHRM
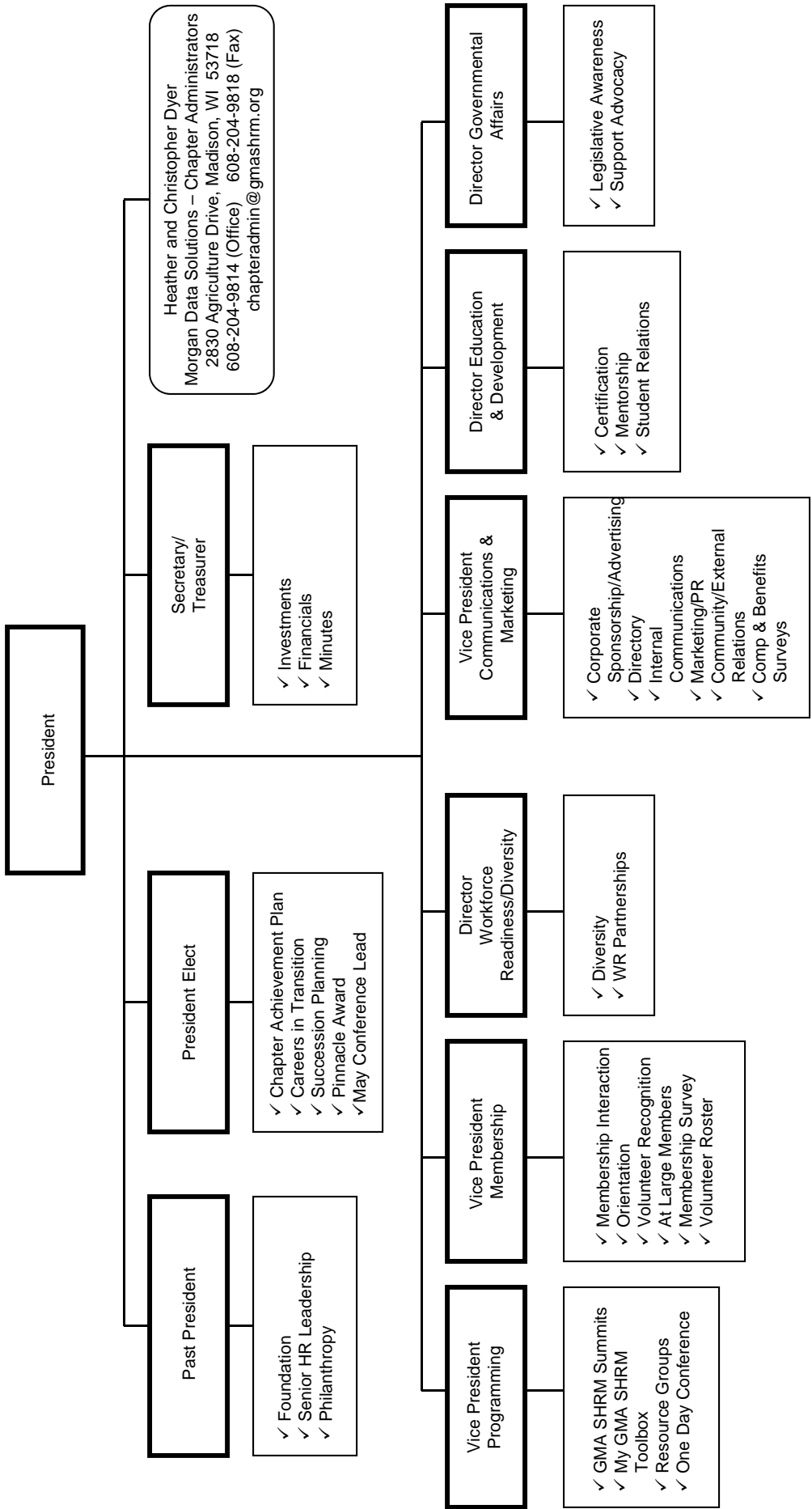# STRATEGIC PLANNING

2014-2015

GMA SHRM Strategic Planning Session

Date: Friday, January 17th
Location: Badger Farms – 1682 County Road BB, Cottage Grove, WI 53531

Time	Topic	Speaker
8:30 – 8:45	**Breakfast**	All
8:45 – 9:00	**Welcome, Introductions & Overview**	Jeff
9:00 – 10:00	**Board Meeting**	Jake
10:00 – 10:15	**Break**	All
10:15 – 12:00	**Our Current Path** • 2013 Draft SHAPE • Review 2013 Strategic Initiatives	Jake/Michele
12:00 – 12:30	**Lunch**	All
12:30 – 1:30	**The Road Ahead** • SHRM Affiliate Program for Excellence (SHAPE) for 2014 • Vision Review • SWOT	Jeff
1:30-2:30	**Brainstorming Session** • Evolution of 2013 initiatives to support SWOT and SHAPE • Potential 2014 initiatives • Committee connection to initiatives	Jeff/Jake - All
2:30 – 2:45	**Break**	All
2:45 – 3:45	**Draft Priorities and Goals** • Draft set of possible GMA SHRM priorities and goals for 2014-15 • Draft goals are developed to include likely outcomes, measures, and possible actions. **Report-out**	Jeff/Jake
3:45 – 4:00	**Wrap-up**	Jeff

Greater Madison Area SHRM
2013-2014
Board Organization Chart

President

Heather and Christopher Dyer
Morgan Data Solutions – Chapter Administrators
2830 Agriculture Drive, Madison, WI 53718
608-204-9814 (Office) 608-204-9818 (Fax)
chapteradmin @gmashrm.org

Past President
- ✓ Foundation
- ✓ Senior HR Leadership
- ✓ Philanthropy

President Elect
- ✓ Chapter Achievement Plan
- ✓ Careers in Transition
- ✓ Succession Planning
- ✓ Pinnacle Award
- ✓ May Conference Lead

Secretary/Treasurer
- ✓ Investments
- ✓ Financials
- ✓ Minutes

Vice President Programming
- ✓ GMA SHRM Summits
- ✓ My GMA SHRM Toolbox
- ✓ Resource Groups
- ✓ One Day Conference

Vice President Membership
- ✓ Membership Interaction
- ✓ Orientation
- ✓ Volunteer Recognition
- ✓ At Large Members
- ✓ Membership Survey
- ✓ Volunteer Roster

Director Workforce Readiness/Diversity
- ✓ Diversity
- ✓ WR Partnerships

Vice President Communications & Marketing
- ✓ Corporate Sponsorship/Advertising
- ✓ Directory
- ✓ Internal Communications
- ✓ Marketing/PR
- ✓ Community/External Relations
- ✓ Comp & Benefits Surveys

Director Education & Development
- ✓ Certification
- ✓ Mentorship
- ✓ Student Relations

Director Governmental Affairs
- ✓ Legislative Awareness
- ✓ Support Advocacy

4

2013-2014 Operations Calendar

	Communications	Programming & Events	Finance	Membership	Education & Development - Government Affairs	Board/Administration
July	Newsletter release 1st full week of month Newsletter content due by 20th for next month	Programming Committee Meeting July 17 Call for Programming Presentations Issued July 29 July Summit		Call new members	GA - Updates for On-Boarding Binders GA - Toolbox Secure speakers	Weekly President Calls Presidents article for newsletter WISHRM - New Chapter President State Council orientation call Create President Welcome Video Pinnacle Award
August	Newsletter release 1st full week of month Newsletter content due by 20th for next month Begin review of Coprorate Partner Program for next year benefits	Call for Programming Presentations Due August 20 Toolbox Networking Golf		Call new members Networking	ED - Review Student Scholarship Criteria and Promotion ED - Meet with Student Chapter Presidents GA - Toolbox set schedule and descriptions for registration GA - Toolbox promotion	Weekly President Calls MDS Quarterly Review Presidents article for newsletter State Leadership Conference WISHRM 2 Days National Leadership Conference discussion on who will attend
September 5	Programming RFP Newsletter release 1st full week of month Newsletter content due by 20th for next month Corporate Partner check ins for using benefits Update Corporate Partner forms and information for website and promotion Announce opportunity to purchase Arrange Enetrix to speak at HR Toolbox Reminder letter to those who purchased Comp	CFP Proposals Not accepted Notified Sept 20 Programming Committee Meeting Sept 11 Summit Golf - moved from August in 2013		Call new members	ED - Promote Student Scholarship GA - Toolbox promotion GA - Toolbox finalize tasks for day of event Job Bootcamp	Weekly President Calls Presidents article for newsletter Pinnacle Award Due
October	Newsletter release 1st full week of month Newsletter content due by 20th for next month Follow-up calls to current partners discussing opportunities Send follow-up partnership email Promote Comp Survey Reminder letter to those who purchased Comp Survey Partner Pushes	State Conference Toolbox HR Roundtable Member Welcome		Member Welcome Call new members	ED - Promote Student Scholarship ED - Promote Certification Study Group GA - Toolbox finalize volunteer roles	Weekly President Calls MDS Quarterly Review WISHRM Presidents Council Meeting Presidents article for newsletter WISHRM- all state council meeting Select Philanthropy (1 or 2 year commitment
November	Newsletter release 1st full week of month Newsletter content due by 20th for next month Send last chance email about partnership opportunities Drop dead deadline for partnerships	Programming Committee Meeting Nov 15 Summit Roundtable Annual Conference research keynote presenters		Call new members	ED - Promote Student Scholarship	Weekly President Calls SHAPE Preparation Strategic Planning Agenda Set Presidents article for newsletter SHRM Leadership Conference in DC

Month	President	ED / GA	Membership	Programming	Newsletter / Partners
December	Weekly President Calls; SHAPE Preparation; Strategic Planning Agenda Set; WISHRM Presidents Council Meeting; Presidents article for newsletter; Succession planning	ED - Select Student Scholarship	Call new members; Book Networking event for February	Programming Calendar Complete Dec 13 for 2014; Programming Events submitted to chapter admin for website and HRCI; Annual conference secure keynote presenters and establish theme	Newsletter release 1st week of month; Newsletter content due by 20th for next month; Partnership assignments for next year; Revise and send thank you letters for partners and advertisers; Get partnership contact info out to assigned committee members; Contact Partners - email to introduce; Contact Partners - phone call to schedule E-Newsletters and pick events; Introductory email sent to assigned partners
January	Weekly President Calls; Strategic Planning Meeting Held; SHAPE Submitted; 1099s to all GMA SHRM Vendors; MDS Quarterly Review; Presidents article for newsletter; Succession planning; New Chapter President call with State Conference	ED - Announce Scholarship Winner and Issue Check; ED - Promote Student HR Games; GA - Legislative Conference secure speakers and sponsors	Budget requests for next year; Call new members	Summit; Annual Conference secure breakout presenters	2014 Corporate Partners Begin; Newsletter release 1st full week of month; Newsletter content due by 20th for next month; Review Annual Conference sponsorships
February 6	Weekly President Calls; Presidents article for newsletter	ED - Promote Student HR Games; ED - Promote Professional Scholarship; GA - Legislative Conference establish schedule and open registration; GA - Legislative Conference include in eblasts; GA - Legislative Conference submit for HRCI approval	Networking Event; Young Professionals; Call new members; Book Member Orientation Date for April; Book volunteer event/secure gift idea for Spring; Budget Meetings for Next Year	Toolbox; HR Roundtable; Networking Event; Young Professionals; Annual Conference submit program to HRCI and prepare website	Newsletter release 1st full week of month; Newsletter content due by 20th for next month; Review Annual Conference sponsorships - right of first refusal; Discuss updates to Comp Survey
March	Weekly President Calls; WISHRM Presidents Council Meeting; Presidents article for newsletter; Review and Update Board binders Board nominations - seek nominees - develop slate	ED - Attend Student HR Games; ED - Promote Professional Scholarship; GA - Legislative Conference Promotion; GA - Legislative Conference finalize day of event	Call new members; Provide chapter admin list of volunteers; Budget finalization and preparation for Board	Summit; World at Work; Programming Committee Meeting March 27; Annual Conference Promotional Mailings	Newsletter release 1st full week of month; Newsletter content due by 20th for next month; Corporate Partner check ins for using benefits; Contact Entrix to update Comp Survey Emails Linked in Audit of actual members
April	Weekly President Calls; MDS Annual Review; Presidents article for newsletter	ED - Select Professional Scholarship Winner; ED - Student Chapter President Meeting; GA - Legislative Conference volunteer coordination	Call new members; Member Orientation Event; Send out call for volunteer of the year nominations	Toolbox; Member Welcome?	Newsletter release 1st full week of month; Newsletter content due by 20th for next month; Contact Conference Sponsors for booth space reminder; Contact Corporate Partners for table top space reminder

Month	Newsletter / Tasks	Annual Conference / Toolbox	Membership	Board / President
May	Newsletter release 1st full week of month Newsletter content due by 20th for next month Create verbiage for Comp Survey Announcement & Schedule communication Announce opportunity to participate in Compensation Survey	Annual Conference	Call new members Announcement of Volunteer of the Year	Weekly President Calls 2014 Meeting Host Contracts Board Strategic Planning Agenda Set Presidents article for newsletter Board transition meeting WISHRM district director meetings with chapters
June	Newsletter release 1st full week of month Newsletter content due by 20th for next month Corporate Partner check ins for using benefits	Toolbox Programming secure next year host facilities SHRM Annual Conference	Day to Make a Difference? Call new members Book date for Networking Event in August	Weekly President Calls Board Strategic Planning Presidents article for newsletter Report "CLIF" Chapter Leaders Form to SHRM

Strategic Planning & Budget Process

January	Feb-March	April	July

Strategic Planning

Budget Process

Final Budget

New Fiscal Year New Budget

Check in on strategic initiatives -June-

- Review current year strategic initiatives
- Complete CAP
- Chart course and set goals for upcoming year (Beginning July 1)

- Budget preparation
- Budget revisions

- Finalize budgets

- New budget in effect
- New board slate effective

8
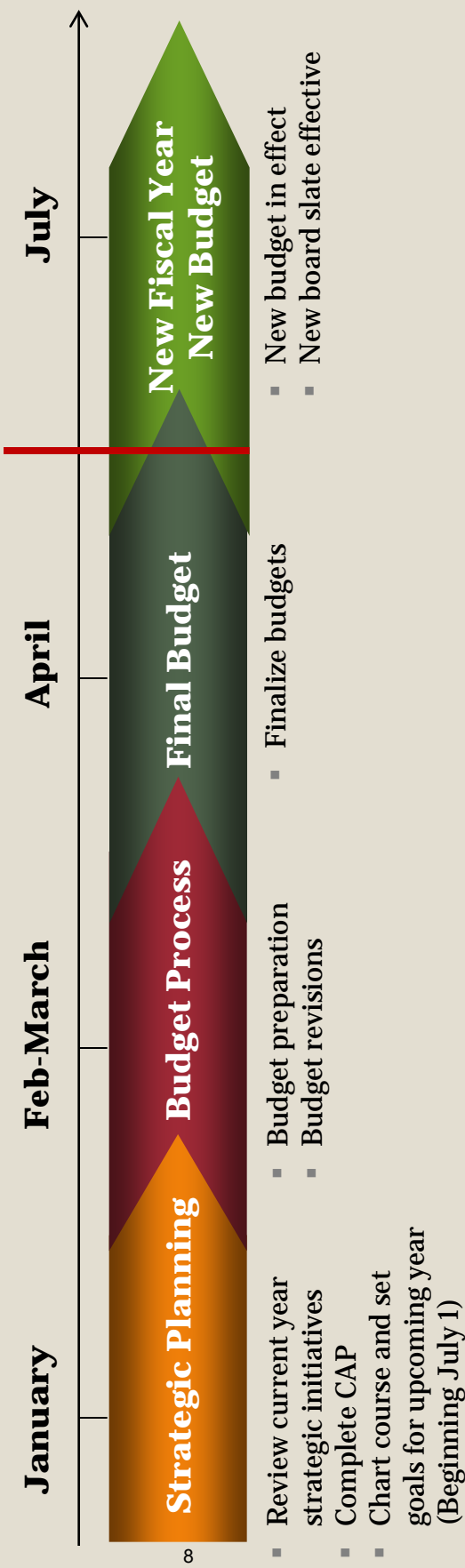
GMA SHRM
Strategic Plan for July 1, 2013 to June 30, 2014
Updated 6/11/13

Volunteer leaders of the Greater Madison Area Society for Human Resource Management meet every January to develop a strategic plan for the upcoming fiscal year. Starting in 2010, the group agreed not to invent new goals each year but to build on work already in place. The objective was to keep goals simple and manageable and tied to current work or committee goals.

With that in mind, the group developed four main initiatives. Each initiative has an over-arching three year strategic goal to help volunteers remain committed and focused in each area for the long term. In addition, there are tactical goals – tasks we wish to accomplish in each fiscal year. Finally, there are operational goals, which are tasks we seek to "operationalize" in the second year of the initiative.

Each tactical goal has a Goal Champion. This is an individual who has a history with the goal or is passionate about its success. The idea is to use the passion of the Goal Champion to bring strength and commitment to the strategic initiative. Most tactical goals also have a committee interface. This is a committee with a vested interest in the goal and to whom the Goal Champion can assign tasks and seek assistance from committee leaders. The committee can also adopt the tactical goal as one of its committee goals, thus further ensuring the initiative's success.

Goal in red font is new for the fiscal year.

Goal in orange font was started in a previous year and still has tasks to accomplish.

VOLUNTEER RESOURCES = **check SHRM VLRC (Volunteer Leaders Resource Center)**

 = **check SHRM Chapter and State Council Leadership Group on LinkedIn (or similar groups or other social media)**

GMA SHRM
Strategic Plan for July 1, 2013 to June 30, 2014

Strategic Initiative - Community Outreach			
GMA SHRM will become a valuable resource for the media on HR-related issues and will collaborate regularly each year with community partnerships through businesses and other non-profit associations.			
2013-14 Tactical Goals (Fourth Year)			
Goal 1: Partner with organizations promoting diversity that are a fit for the Madison area, to benefit members and their EEO & Diversity goals in the workplace *Goal Champion: Jeff Westra/Michele Thoren* *Committee Interface: Workforce Readiness & Diversity*			
Task	**Assigned To**	**Deadline**	**Status/Comments**
Evaluate 2012 Job Boot Camp and enhance for 2013	Jeff Westra Michele Thoren	August 2013	Will review in January
Streamline communication for volunteering events	Jeff Westra Michele Thoren	Done	Committee and Volunteer list
Continue to search out diverse community organizations and reach out to them	Workforce Readiness	Feb 2013	Update on who we have reached out to
Goal 2: Incorporate philanthropy into the Workforce Readiness Committee *Goal Champion: Jeff Westra, Melissa Versnik* *Committee Interface: Workforce Readiness*			
Task	**Assigned To**	**Deadline**	**Status/Comments**
Select new non-profit	Melissa Versnik Jeff Westra	September 2013	Completed
Past President will work with the committee on major event	Melissa Versnik Jeff Westra	October 2013	After Golf Outing
Two Year Operational Goals			
Goal 1: GMA SHRM will continue to act as a subject matter expert contact for the media by developing following the process and procedures for media requests.			
Goal 2: Market GMA SHRM to the community through programming, government affairs and marketing & communication efforts.			

GMA SHRM
Strategic Plan for July 1, 2013 to June 30, 2014

Strategic Initiative – Member Engagement
GMA SHRM will provide services and benefits that capture the needs of members throughout the lifetime of their membership.

2013-14 Tactical Goals (Fourth Year)

Goal 1: Increase the number of volunteers and increase active participation from current committee members
Goal Champion: Dawn Koopman
Committee Interface: Membership

Task	Assigned To	Deadline	Status/Comments
Send individual emails and make phone calls to engage	Committee Chairs Board members	Quarterly	Completed/Will discuss further in January
Work with committees to obtain success stories and testimonials for website and newsletter	Kate Karre	Monthly	Dawn will work with Kate/Missy to create a 'why you should volunteer' section on the website.
Ensure onboarding process is delivered to all new volunteers	Committee Chairs Board members	Oct 2013/April 2014	After New Member Orientation

Goal 2: Maintain or increase attendance at program meetings
Goal Champion: Karla King, Dawn Koopman
Committee Interface: Programming and Membership

Task	Assigned To	Deadline	Status/Comments
Promote/expand September event with at-large mailing and with the community beyond GMA	Karla King	May 2014	Start planning next year's event
Continue to provide programming for senior HR Professionals.	Karla King	May 2014	
Increase speaker investment and evaluate results	Karla King	June 2015	

Goal 3: Increase student engagement
Goal Champion: Dawn Koopman, Melissa Chadwick
Committee Interface: Membership, Education & Development

Task	Assigned To	Deadline	Status/Comments
Increase Communication with student SHRM chapters (emails, calls, meetings with chapter presidents)	Education & Development	May 2014	Follow-up with Melissa C
Target transitioning students at the end of semesters	Education & Development	April/December	
Attend student events (membership/volunteer pitch), and have GMA SHRM info at each meeting	Education & Development	May 2014	Follow-up with Melissa C

Two Year Operational Goals
Goal 1: Evaluate and possibly implement two year commitment to increased programming/speaker investment
Goal 2: All former student chapter members who remain in the Madison area as HR professionals

GMA SHRM
Strategic Plan for July 1, 2013 to June 30, 2014

Strategic Initiative – Member Engagement
become GMA SHRM members
Goal 3: Continue to informally work with senior HR managers/executives to engage them; set goals & due dates accordingly
Goal 4: Maintain current membership numbers within +/- 2%
Goal 5: Continue to identify and enhance HR Resource Groups based on the needs of the community
Goal 6: Continue to look at membership data through a multi-prong survey approach and measurement of demographics

Strategic Initiative – Operational Excellence
GMA SHRM will create a framework of processes and procedures to ensure the continuity, longevity, and long-term success of the chapter, especially during periods of leadership changes.
2013-14 Tactical Goals (Third Year - ongoing)

Goal 1: Create annual operational calendar to encompass all major board and committee activities.
Goal Champion: Melissa Versnik, Jake Siudzinski

Task	Assigned To	Deadline	Status/Comments
Include in monthly board packet (agenda) and review at each board meeting to create and edit	All	Monthly	
Update copy and maintain through website file library and Chapter Administration	MDS	Monthly	

Goal 2: Implement online data sharing mechanism through new file libraries to create efficiencies with succession planning
Goal Champion: Jake Siudzinski, Melissa Versnik

Task	Assigned To	Deadline	Status/Comments
Each board member review job descriptions and update	All	May 2014	Add to Ops Calendar after this year
President & President-Elect to review and add operation items	Jake Siudzinski and Jeff Russell	Monthly	

Goal 3: Initiate volunteer appreciation gathering
Goal Champion: Melissa Versnik, Dawn Koopman

Task	Assigned To	Deadline	Status/Comments
Calls and emails to former volunteers to re-engage and invite to event	All	Feb 2014	Will determine volunteer event for Spring. At that time Membership will request help with reaching out.
Make personal phone calls to current volunteers to invite to gathering	All – each take own committee	Feb 2014	
Evaluate each year to determine next year's event	Membership	May 2014	

Goal 4: Create and implement succession planning process
Goal Champion:

Task	Assigned To	Deadline	Status/Comments
Outgoing volunteer meets with incoming volunteer (board member,	All	May/June 2014	

Strategic Initiative – Operational Excellence

chair, committee roles) – share job description, operations calendar, and general responsibilities			
Maintain updated list/document of board/committee succession planning	Jake Siudzinski, Jeff Russell, Melissa Versnik	Jan 2014	

Two Year Operational Goals
Goal 1: Attend summit of area chapter presidents for southern Wisconsin

Strategic Initiative – Effective Use of Technology for GMA SHRM

Three Year Strategic Goal: GMA SHRM will execute an ongoing evaluation, including budget implications, of technology resources available. The evaluation will respond to the ever-changing opportunities available in order to effectively communicate to members and bring added value to their membership.

2013-14 Tactical Goals (Third Year)

Goal 1: Increase member interaction via social media
Goal Champion: Kate Karre, Melissa Versnik
Committee Interface: Communications & Marketing

Task	Assigned To	Deadline	Status/Comments
Research ways of teaching members how to effectively use social media (webinar, networking event, etc.)	Kate Karre	March 2014	Look at having at other SHRM events Booklet
Target growth on LinkedIn, Facebook, and Twitter (10%)	Kate Karre	June 2014	Look at metrics quarterly

Goal 2: Experiment alternative delivery systems for Programming events
Goal Champion: Melissa Versnik, Jake Siudzinski, Jeff Russell
Committee Interface: Board of Directors

Task	Assigned To	Deadline	Status/Comments
Research static videos including cost and make decision	Karla King	Jan 2014	Give update mid-year

Goal 3: Strengthen mobile site
Goal Champion: Melissa Versnik, Jake Siudzinski, Jeff Russell
Committee Interface: Board of Directors

Task	Assigned To	Deadline	Status/Comments
Explore RSS feed	MDS	January 2014	

Goal 4: Marketing strategy to drive members to use mobile website
Goal Champion: Kate Karre
Committee Interface: Communications & Marketing

Task	Assigned To	Deadline	Status/Comments
Use handouts, rosters	Kate Carr	Jan 2014	
Evaluate statistics of mobile site	Kate Carr	Jan 2014/May2014	

Goal 5: Explore possibility of Best Practice sharing site

Strategic Initiative – Effective Use of Technology for GMA SHRM			
Goal Champion: Melissa Versnik, Jake Siudzinski, Jeff Russell Committee Interface: Board of Directors			
Task	**Assigned To**	**Deadline**	**Status/Comments**
Research cost, peer sharing			*Follow-up with Jeff*
Goal 6: Research new Compensation survey provider Goal Champion: Kate Karre, Missy Roth and comp survey committee Committee Interface: Board of Directors			
Task	**Assigned To**	**Deadline**	**Status/Comments**
Get additional information from vendors and see if it is something we want to continue to roll out to our members	Kate and Missy	12/2013	Decision made on vendor needs to now be implmented

Two Year Operational Goals
Goal 1: Strategic Planning Sessions place emphasis on technology with objective of ensuring budget for upcoming fiscal year supports initiatives
Goal 2: Communications and Marketing calendar drives content on a weekly and monthly basis to website, e-blasts, social media and other chapter communications
Goal 3: Maintain WI SHRM social media requirements expectations
Goal 4: Maintain social media coordinators for each committee

National SHRM Leadership Conference 2013

Take-Away Notes/Ideas

The 2013 conference was attended by Dawn Koopman, Karla King, Christopher Dyer, and Jeff Russell

Breakouts Sessions

- **Social media** (from Dawn)
    - Give attendees the twitter event address or just the GMA SHRM address so they can tweet at the event
    - Find a few people in the audience to tweet during the event.
    - Don't want to tell them to turn off phone, just silence
    - Start tweeting about the 1 day conference early and get the twitter address out there early!

- **Louder than Words** - **10 Practical Employee Engagement Steps…that Drive Results!** (from Karla)
    - Getting employees engaged and keeping them engaged is most important to the ongoing success of an organization (requested presentation for chapter use)
    - YouTube video ad/idea selling tool: "Who's Sinking Your Boat" http://www.youtube.com/watch?v=y4nwoZ02AJM
    - Turn to junior managers for more creativity on how to do things different (we become less creative as we get older – set in ways)
    - Who you are as a company is more important than what you do when it comes to engagement and whether employees like working there and can sell the company values/culture (ex. Bain & Co. http://www.bain.com/about/people-and-values/index.aspx
    - Money is not the motivator but fairness is
    - Tools available on http://employeeengagement.com/ - Seven Motivators Exercise tool

- **Inconvenient Truth about Innovation** (from Jeff)
    - Jason Lauritsen and Joe Gerstandt from Talent Anarchy did an outstanding job with the topic. Strong audience response.
    - Jason keynoted our 2013 HCC so bringing Talent Anarchy back for 2014 wasn't a good idea . . . but should be considered for a future conference or Strategic Summit.

Mega Group Sessions

Mega group sessions (from Dawn)

- Received good feedback about our PAN – Peer Advice Network. Should we re-launch or advertise better, more often. Testimonies from people who have used it?
- Orientation and new member calls. Instead of talking too much about how we are set up, but talk about why they joined and then explain to them the best way to go about meeting that goal. What do they want to get out of their membership? Networking = tell about networking events and other opportunities to meet people.
- Work on retention of members more so than just new members. Note: Christopher's Stats
    - Call new members after 4-6 months and see how things are going and if they will renew?
    - Updating the orientation will help as well. Membership committee already working on this.

Mega group sessions (from Karla)

- Some chapters have programming events that are all approved speakers so no problem with getting HRCI credits (we are attempting this with a few programs in 2014)
- Florida chapter holds a year end party/fundraiser for SHRM Foundation chapter donation which involves a raffle (items collected throughout the year) a requirement of SHAPE – we could attempt this as a member/volunteer appreciation event.
- Texas chapter (I believe) developed a Board Member-in-training course to identify and prepare future chapter leaders – this might be something that we want to look into on some level.

Mega group sessions (from Jeff)

- The Austin chapter has a leadership development program called Stepping Stones that prepares frontline HR staffers for HR leadership roles. This program involves nine half-days, people have to apply and pay a fee. This sounds to me like a great value-added function for SHRM chapters – developing HR leaders for the future. I've reached out to this chapter for more information.
- Consider creating e-mail addresses for board roles to help manage information: president@GMASHRM.org, pres-elect@gmashrm.org, communicationsVP@gmashrm.org, etc. This ensures some continuity during transitions and allows chapter admin to maintain and archive e-mail (yikes, they say!) This would have to be explored further in terms of merit and costs.
- Vision, mission, and guiding values on the back of our B-card
- QR code on back of our B-card (scanning takes person to GMA SHRM website)

- Hold an annual "at large" event primarily for these unaffiliated folks (all members allowed). Offer a breakfast with a high impact keynote (e.g., legal issues) that touches on bigger HR issues. Have laptop sign-ups at the back of the room.
- GMA SHRM should purchase T-shirts/polo shirts with GMA SHRM logos. This branding creates strong visuals at member events.
- Post our vision, mission, and values at Board meetings – to remind us what we're here for and what we're striving for.

Other thoughts (from Dawn)

- Have board stand out more so members can seek them out better at events. Everyone get a GMA SHRM same style/color shirt that is work at all events.
- Promote other GMA SHRM logo clothes. Link shows old logo
- Is there a way we can "pay" our volunteers? Not sure it's possible, but I liked another chapter who gave volunteers BUCKS to use towards events. Or maybe a discount code that can be used.
- As with any other business it's important to revisit our mission/vision/values regularly. I don't believe we do that.

Other thoughts (from Karla)

- Assist HRCI with determining credits by referencing the Body of Knowledge (BOK) areas
  - Strategic Management Credits - Functional Area 01: Business Management & Strategy
  - Assist with development of new chapter resource for certification of programs
- Recognize PHR/SPHR members at events to highlight importance of HRCI certification

Other thoughts (from Jeff)

- Redesign our New Member Orientation/Welcome – have a very brief introduction and then structure the room such that each Board position has a round table with chairs (Pres/Pres-Elect/Past-Pres share one table). At each table the Board member talks about the core function of her/his role and the value of volunteers to keep things going (essentially recruiting people to her/his committee). Every 5-7 minutes new members rotate to a new table. New members should rotate to all of the tables during the orientation. With about 8 tables that would put the time at about 50 minutes . . . . just an idea . . .
- Consider breaking up the VP of Marketing and Communications role – perhaps spinning off the technology and social media pieces. Create a new Board position (e.g., VP or Director of Technology and Social Media) to manage web development, social media, and surveys (including the comp survey). A number of other chapters in Wisconsin and nationally have this as a separate role on their Boards.

Christopher's Notes

Chapter Management Professionals Roundtable - facilitated by Sandy Boost. It is always good to have discussions with this group of peers, many of whom have attended as many or more than I. Lots to share and learn. This year there were many new administrators present and the focus was on database technology, registration tools, communications and file libraries. Most of the seasoned administrators in the room have this worked out, for those that don't it takes a lot of energy to keep up and cost to maintain.

CMP Technology – many of the database products that are "free" have folded or are being acquired by other firms.

- Yourmembership.com vs. Affiniscape – affiniscape is folding.
- Yourmembership is $6000 per year plus ala carte fees – web, registration, files, etc.
- "Member clicks" is $250 per month plus website and registration and communications etc.
- **RESEARCH:** Mobile conference site idea is zwoor.com
- **RESEARCH:** Does surveymonkey do mobile. If so use at programming events while attendees are still in room.

Membership Ideas

- **Young professionals group** – 1st year reduced dues is an idea. Many chapters struggle with defining the group and how do you prevent others (not so young) from dropping by.
- **Senior professionals**. Many chapters try and fail to engage this group that does not necessarily want to be engaged at our traditional programs. I offered our "Underwriter Program" as an idea to engage senior HR leaders at a different level.
- **Fighting the perception that SHRM Chapters are only for those building their HR career**. Hank Jackson even mentioned this in his address that SHRM is for professionals throughout their career.

Mega Chapter Notes - facilitated by Wanda Flowers and Crystal Adair.
Either Dawn or Karla made a keen insight that should be suggested for the next leadership – divide the room into groups that have administrators and those that don't. Their volunteer rolls are very different. The Mega Chapters are probably the only group where there is a mix of administratively supported and non-supported chapters. Large and below probably do not have the resources to pay administrators and super mega most certainly do.

The non-supported volunteers are desperately seeking information on databases, communication tools, websites etc., where administratively supported volunteers do not spend as much energy in this area.

- I like the focus this year on actually working thru SHAPE documents. This was probably very helpful for the new attendees in the room and a very practical use of time.
- **IDEA:** Print and frame poster size Mission, Vision, Values to each board meeting.
- **RESEARCH:** Austinhumanresource.org

In speaking with Wanda I confirmed a statistic that is true across almost all professional membership based organizations – An organization will lose 50% of its membership in 2 years. Once a member reaches a 2 year anniversary, they are more likely to stay a member. **Current GMA SHRM Statistic**: 172 members joined in past 12 months and 111 joined the previous 12 months.

This made me think of a **Membership based initiative for SHAPE**:

Membership Growth Thru Retention: Our board recognizes that typical professional associations experience 50% turnover in a two year period (5 of every 10 members that join in a year will not be a member in two years). By retaining our current members we grow over time. Our chapter will institute new member engagement plan to reduce two-year turnover below 40% by 12/31/2014 and 35% by 12/31/2015.

- Ideas to accomplish this goal can be created by the membership committee too. Action steps will focus on engaging new members very quickly. The 9 month check in call is too late in most cases.
- Unpublished Free Meeting attendance by invite from Board or committee member
- New members can be asked "why did you join" to help steer them toward the member benefit that will provide the most value to them.]

SHAPE Planning Documents

(SHRM Affiliate Program for Excellence)

2013 SHAPE Review of Responses
(as needed)

2013 SHAPE Review of Initiatives (4)

2013 SHAPE Chapter Planning Summary

2014 Chapter Planning Workbook

SHAPE 1/7/2014 from Melissa Chadwick   Student SHRM Chapters

As part of our on-going commitment and support of the local student chapters, Greater Madison Area SHRM has partnered with the UW Madison Student SHRM chapter the past 2 years on a networking and career advice night. This event is attended by 50 or more students, the GMA Board of Directors and advisors from UW Madison. Students rotate tables approximately every 10 minutes and talk with 5-6 professionals throughout the night, with an informal networking portion after the formal event. During the table rotation, the professional provides an overview of their role and students can then ask questions about interviewing, career advancement, training, negotiations, or any topic that they would like advice. This is a great opportunity for students to meet a variety of professionals, whom are all at different point in this career. Feedback from students has been very positive and they find it extremely helpful to be able to have an open forum and a smaller, intimate group. We hope to expand this program into the other student chapters we support as it's also a great way for professionals to give back to the students.

SHAPE Initiative Description – Diversity

GMA SHRM has conducted a series of mock interview events to reach out to the underserved communities and assist job seekers in the Greater Madison Community through our partnerships with local non-profit agencies. The Workforce Readiness Committee, along with our GMA SHRM local members, has partnered with Forward Service Corporation, the Common Wealth Development, YWCA, and the Urban League of Dane County to conduct mock interviews for their constituents, providing constructive criticism and advice for the learner so that they might have greater success in their career search efforts moving forward. We also continue to partner with the Urban League to host the annual Job Boot Camp to help the unemployed in the community, events of the day include mock Interviews, resume writing, and table talks about HR specific topics such as benefits packages, or job search resources in the community.

SHAPE Initiative Description - Workforce Readiness

Greater Madison Area SHRM hosted a series of successful college workshops to educate area learners in Human Resource related areas. We have presented to the Madison College, UW Whitewater, and Edgewood College. The Madison College Job Mob presentation focused on personality tests, questionnaires, and assessments used in the employment process. The presentation to UW Whitewater students focused on creating strategic resumes and cover letters, as well as coaching for successful job interviews. Lastly, the Workforce Readiness Committee participated in mock interviews with students at Edgewood College Communications Majors. As Human Resources Professionals, we seek to educate our future leaders by utilizing our skills and training to help them be successful in, and knowledgeable of the employment process.

STUDENT MEMBERSHIP

Last year GMA SHRM introduced a new membership option; a student membership. This option offered a discounted student membership option for students pursuing careers in human resources. Below is a summary of this option.

The student membership applies to students enrolled in a full-time (minimum of 12 credits) HR program at an undergraduate or 2 year community or technical college. The membership fee is just $20 and covers your membership through your graduation date. In addition, the $15 processing fee is waived for students.

Student membership will allow students the same access to all events, programming, communications and resources available to regular local members.

- Full access to GMA SHRM online and the mobile directory (including the career site!)
- Access to HR toolboxes, Summits, Roundtables, Member Welcome events, networking events all at member rates or free!
- GMA SHRM Monthly Newsletter
- GMA SHRM weekly email blasts
- Volunteer Opportunities

Update: While we had hopes of this being a great membership option for students, we have not seen the results we were hoping for. Therefore we have decided to expand our advertising for this benefit. Below are a few of our plans for this year.

- While we have already discussed this benefit with our SHRM chapter partners, we want to expand the advertising to other area schools who offer HR programs. We will be making contacts with the heads of the HR programs at the following schools.
  - Edgewood
  - Madison College
  - Herzing University
- If available, we will talk with HR students in classes directly
- If funding is available, we will consider making a separate flyer for this membership option.

The board feels as though this is a beneficial program for students to take advantage of our networking opportunities and to get a feel for what those in our profession do on a daily basis.

2013 SHRM AFFILIATE PROGRAM FOR EXCELLENCE (SHAPE) – CHAPTER PLANNING SUMMARY

Objectives:
- o Focuses on increasing the visibility and effectiveness of affiliates while meeting the needs of local HR professionals and businesses in the community.
- o Strengthens affiliates connection to SHRM from a business perspective by outlining requirements to measure alignment and engagement.
- o Raises the bar of excellence for affiliates and provides a tiered recognition system.

Section I – Basic Requirements

No.	Requirement	Due Date	Person Responsible
1.1	Submit a completed 2014 Chapter Leader Information Form (CLIF) by 12/1/13.		
1.2	Chapter President must be a member of SHRM during entire term of office.		
1.3	Ensure that the chapter conference or other major chapter educational events (including co-sponsored programs) with greater than 200 attendees do not take place "around" the SHRM Annual Conference & Exposition. *(Black out period: 6/1-30/2013)*		
1.4	Provide year-end financial results for period of 1/1/13 – 12/31/13. *(See workbook for format)*		
1.5	Ensure that current SHRM "AFFILIATE OF" logo is correctly, consistently and prominently displayed in accordance with the *Graphics Standards Manual for Affiliates*.		
1.6	Hold a minimum of four (4) chapter programming events and four (4) board meetings during the calendar year 2013.		
1.7	Submit chapter's membership directory/roster upon request for auditing by SHRM at least one time during calendar year 2013.		
1.8	Review chapter's bylaws annually and update as needed.		
1.9	Chapter president will participate in at least 50 percent of state council meetings and conference calls.		
1.10	Chapter is represented at the state/regional affiliate leadership conference/event if one is held.		
1.11	Conduct an annual leadership transition meeting, an annual planning meeting and create/review the leadership succession plan.		

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Section II – Community-Based Chapter Initiatives

Requirement	Due Date	Person Responsible
Must have at least one Membership initiative plus one other. *May have up to two initiatives per topic area.* In support of the HR profession and community, develop and implement strategic initiatives in Membership and a minimum of one additional topic area from those listed: College Relations; Government Affairs/Advocacy; Diversity & Inclusion; Workforce Readiness; or self-defined area other than those listed prior. *(Two initiatives are required for any award level. Please see the award-level definitions for the exact number of completed initiatives required for each level.)*		
Membership Initiative		
Other initiative Topic Area: _____		

Section III – SHRM Affiliate Engagement

No.	Requirement	Due Date	Person Responsible
3.1	Promote the SHRM Annual Conference & Exposition to chapter members.		
3.2	Offer prime booth space and a minimum of 15 minutes podium time to SHRM staff if you hold a chapter-sponsored conference or event where your anticipated attendance is 200 or more.		
3.3	Develop and/or maintain a current chapter web site.		
3.4	Make a monetary contribution from the chapter's funds to the SHRM Foundation in 2013.		
3.5	Promote HR Certification Institute certification and recertification as a means of increasing the number of certified professionals in the chapter.		
3.6	Develop a plan to increase the percentage of SHRM members on your chapter board to a minimum of 30 percent throughout the duration of their terms of office.		

26

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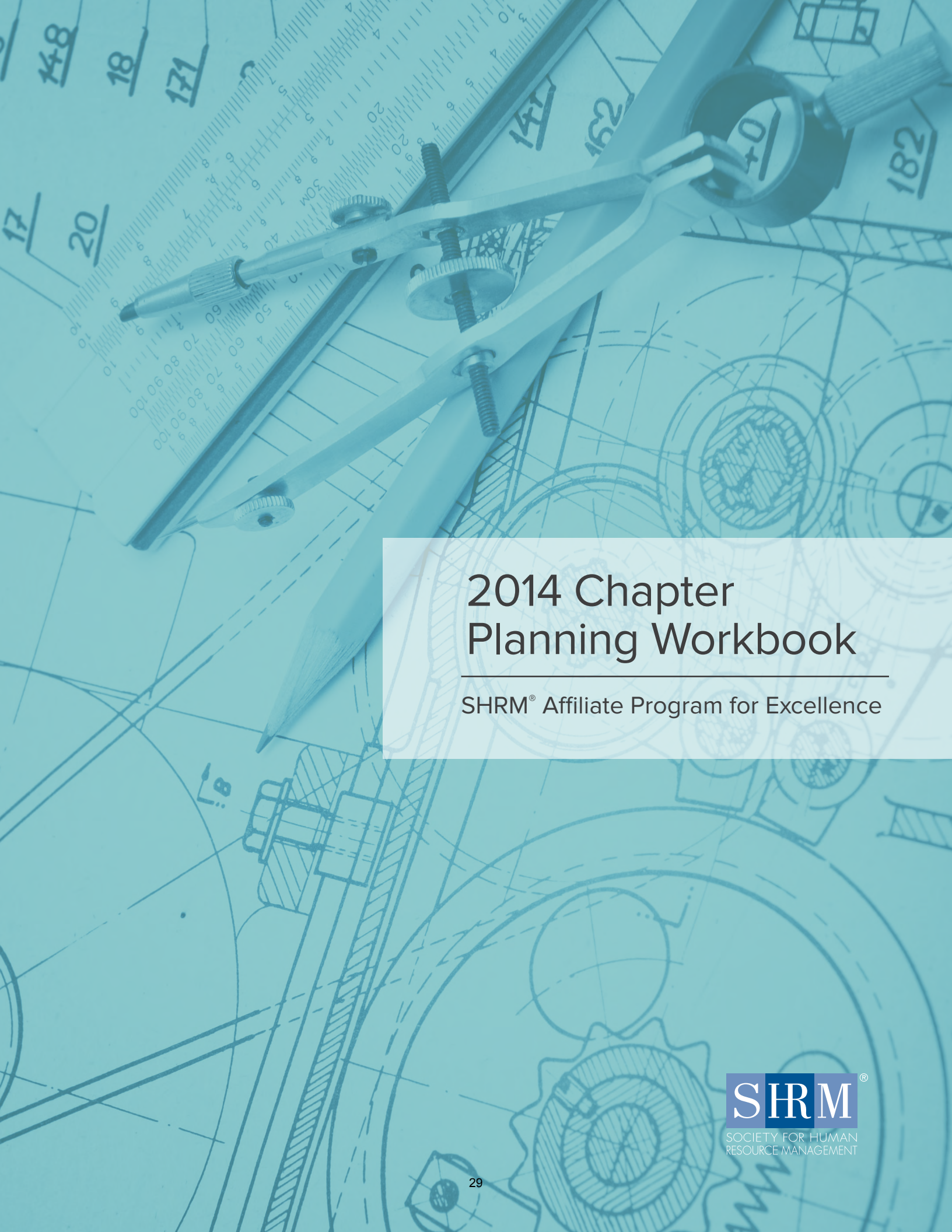## Section IV – Measures of Success

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

SHRM Excel Awards

Bronze Award	Silver Award	Gold Award	Platinum Award
Successfully completing all requirements listed in Section **1, 2, and 3.**	Successfully completing all requirements listed in Section **1, 2**, and **3 plus:** • *Develop and implement one additional chapter initiative in Section 2 (a total of three initiatives).* **Additional Initiative:** [ ] **Due Date:** **Person Responsible:** • *50 percent of board members are SHRM members throughout the duration of their terms of office.* **Due Date:** **Person Responsible:** • *Chapter is represented at the 2013 SHRM Leadership Conference by either the chapter president or another board member.* **Due Date:** **Person Responsible:**	Successfully completing all requirements listed in Section **1, 2** and **3 plus:** • *Develop and implement two additional chapter initiatives in Section 2 (a total of four initiatives).* **Additional Initiative:** [ ] **Due Date:** **Person Responsible:** **Additional Initiative:** [ ] **Due Date:** **Person Responsible:**	Successfully completing all requirements listed in Section **1, 2**, and **3 plus:** • *Develop and implement three additional chapter initiatives in Section 2 (a total of five initiatives).* **Additional Initiative:** [ ] **Due Date:** **Person Responsible:** **Additional Initiative:** [ ] **Due Date:** **Person Responsible:** **Additional Initiative:** [ ] **Due Date:** **Person Responsible**

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27

- Chapter is represented at the 2013 SHRM Leadership Conference by either the chapter president or the president-elect.
  Due Date:
  Person Responsible:

- Achieve "Membership Star" recognition for growth of SHRM membership in chapter.
  Due Date:
  Person Responsible:

- Chapter president participates in at least 75 percent of state council meetings and conference calls.
  Due Date:
  Person Responsible:

- 75 percent of board members are SHRM members throughout the duration of their terms of office.
  Due Date:
  Person Responsible:

- Chapter qualifies as a 2013 SHRM Foundation Chapter Champion.
  Due Date:
  Person Responsible:

- Serve as a resource to the community or local media on HR issues.
  Due Date:
  Person Responsible:

- 100 percent of the chapter's board members are SHRM members.
  Due Date:
  Person Responsible:

- Chapter is represented at the 2013 SHRM Leadership Conference by either the chapter president or the president-elect.
  Due Date:
  Person Responsible:

- Achieve "Membership Super Star" recognition for growth of SHRM membership in chapter.
  Due Date:
  Person Responsible:

- Chapter president participates in 100 percent of state council meetings and conference calls.
  Due Date:
  Person Responsible:

- Chapter qualifies as a 2013 SHRM Foundation Chapter Champion _and_ 100 percent of the chapter board members make individual donations of at least $25 each to the SHRM Foundation.
  Due Date:
  Person Responsible:

- Serve as a resource to the community or local media on HR issues and provide information and resources to chapter members regarding the impact of state/federal legislative issues.
  Due Date:
  Person Responsible:

28

2014 Chapter
Planning Workbook

SHRM® Affiliate Program for Excellence

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SOCIETY FOR HUMAN
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Dear Chapter Leader:

Welcome to the 2014 SHRM Affiliate Program for Excellence (SHAPE) Planning Workbook! This workbook is designed as a companion piece to the year-end report. SHAPE is designed to ensure a stronger synergy between SHRM and our affiliated chapters. In addition to outlining requirements to measure chapter alignment and engagement with SHRM's overall objectives, SHAPE focuses on outcomes from chapter-sponsored initiatives which are more strategic in nature. These initiatives will allow each chapter to increase its visibility and effectiveness, as well as promote the HR profession at the local level. SHAPE also raises the bar of excellence for our affiliates. SHRM's Excel Awards is the tiered awards program recognizing achievements under SHAPE.

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

Thanks for all you do as a volunteer leader in support of the HR profession and SHRM. If you have feedback or questions regarding the program, planning workbook, year-end report or awards program, please contact your Field Services Director or Regional Administrator, who will be happy to assist you.

Professional regards,

Elissa C. O'Brien, SPHR
Vice President, Membership

Instructions

The 2014 Chapter Planning Workbook is designed to aid you in developing your plan for the short and long term as you SHAPE your chapter's future. It is meant to address the calendar year, even if your leadership transitions mid-year. Use it as you would any planning tool. Each section lists the requirements with relevant examples, hints and/or great ideas for achieving those requirements. A thorough review of the full planning workbook will provide guidance for your planning session and set the expectations for the coming year. Don't forget to check the appendices for resources and a sample report form.

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

Your plan should include—at a minimum—achievement of all of the requirements in Section 1A to be a "chapter in good standing." All items in Sections 1-3 are required as a baseline for any of the Excel Awards. Please review Section 4 for additional requirements to achieve higher levels of the Excel Award.

Once you've developed your plan for 2014, "measure" often. How well are you meeting or exceeding your plan? What milestones have you accomplished? Are you on target? Refer to this workbook frequently and monitor your progress throughout the year. Chapter board meetings afford you an excellent opportunity to periodically check in.

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

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

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

Table of Contents

Section 1: Basic Requirements

SHRM depends upon each of its affiliates to operate in a professional manner; effectively manage its finances; maintain affiliation standards; communicate with members, the community and SHRM; and promote SHRM. The Basic Requirements section is a baseline of operations and will help your chapter build a stronger foundation for success. It is comprised of two parts. Part A outlines the requirements that must be met to maintain SHRM "chapter in good standing" status. All SHRM chapters are required to complete the six items in Part A, regardless of award eligibility, to remain in good standing.

Your chapter is highly encouraged to complete the six successful operational practices in Part B. All items in Parts A and B in addition to Sections 2 and 3 are required for award consideration.

Briefly, the requirements fall into two categories as follows:

Part A - Chapter in Good Standing (required of all chapters)

- Meet and maintain the minimum chapter affiliation requirements pertaining to your chapter.

- Submit a completed 2015 Chapter Leader Information Form (CLIF) by December 1, 2014, or during the month immediately prior to the date your chapter board transition occurs, to identify all board leaders in the coming year.

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

- Provide year-end financial results for the period 1/1/2014 through 12/31/2014.

- Ensure that the current SHRM "AFFILIATE OF" logo is correctly, consistently and prominently displayed in accordance with the *Graphics Standards Guide for Affiliates*.

- Upon request, submit your chapter's membership directory/roster for auditing by SHRM staff at least one time during the calendar year 2014.

Part B - Successful Operating Practices (required for award consideration)

- Ensure that your chapter conference or other major chapter education events (including co-sponsored programs) with greater than 200 attendees do not take place between June 1 and June 30 due to the SHRM Annual Conference & Exposition.

- Hold a minimum of four chapter meetings with programs and four chapter board meetings during the calendar year 2014.

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

- Ensure chapter president participates in at least 50 percent of state council meetings and conference calls.

- Chapter board members participate in the state/regional leadership conference/event if one is held.

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

Let's look at each of these requirements in more detail as you begin your planning process.
Part A - Chapter in Good Standing (required of all chapters)

1.A.1 Meet and maintain the minimum chapter membership affiliation requirements pertaining to your chapter.

- You will be asked to verify that you meet and maintain the minimum affiliation requirements based on your chapter's affiliation date as outlined below.

  For 100% chapters (chapters requiring SHRM membership to belong to the local chapter):
  - ALL chapter members **MUST** be SHRM members in good standing. Non-SHRM member categories are not permitted. 100% chapters are subject to the same minimum membership requirements as stated below for non-100% chapters, depending on the date of the chapter's affiliation with SHRM.

  - Chapters that do not have 100% SHRM membership will not be considered 100% chapters, and will not receive the benefits of being a 100% chapter.

  For non-100% chapters affiliated with SHRM PRIOR TO January 1, 2004:
  - At least ten (10) chapter members or thirty percent (30%) of its active membership, whichever is GREATER, must be active SHRM members.

  - Chapters that fall below 10 SHRM members or below 30% SHRM membership will be at risk of losing their SHRM affiliation.

  For non-100% chapters affiliated with SHRM ON OR AFTER January 1, 2004:
  - At least twenty-five (25) chapter members or fifty-one percent (51%) of its membership, whichever is GREATER, must be SHRM members.

  - Chapters that fall below 25 SHRM members or below 51% SHRM membership will be at risk of losing their SHRM affiliation.

  For non-100% chapters affiliating with SHRM ON OR AFTER January 1, 2012:
  - At least twenty-five (25) of its members **AND** a minimum of fifty-one percent (51%) of its membership must be SHRM members.

  - Chapters that fall below 25 members and below 51% of its SHRM membership will be at risk of losing their SHRM affiliation.

  Effective January 1, 2017
  - Regardless of affiliation date, the affiliation requirements for all non-100% chapters will be at least twenty-five (25) of its members AND a minimum of fifty-one percent (51%) of its membership must be SHRM members.

1.A.2 Submit a completed 2015 Chapter Leader Information Form (CLIF) by December 1, 2014, or during the month immediately prior to the date your chapter board transition occurs, to identify all board leaders in the coming year.

- The form is to be submitted even if all board positions have not been filled.

- If your chapter leader term of office is not on the calendar year, you will be expected to submit the completed CLIF during the month immediately prior to when your chapter board transitions occur (e.g., If your new board takes office on July 1, the completed CLIF is due to SHRM no later than 6/15/2014).

- If you submit your CLIF after the due date, your chapter's eligibility for award consideration may be impacted.

- You should notify SHRM each time there is a change in your board during the year. An e-mail notification of those changes is sufficient. You do not have to complete a new CLIF each time.

Section 1: Basic Requirements (continued)

- Please note the CLIF is an interactive form. You may save your work and return to it at a later date to complete the remaining information prior to submission by the due date.

1.A.3 Chapter president must be a member of SHRM during the entire term of office.

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

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

1.A.4 Provide year-end financial results for the period 1/1/2014 through 12/31/2014.

- Reporting of financial results is required by your chapter's charter with SHRM.

- You will NOT have to submit a separate financial statement. Reporting the information below will satisfy the reporting requirement.

Total Chapter Income for 2014	**Insert $**
Total Chapter Expenses for 2014	**Insert $**
Net Profit/Loss for 2014 (income—expenses = net profit/loss)	**Insert $**
Total Chapter Assets as of 12/31/2014	**Insert $**

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

- Preparing an annual budget for your chapter will provide your financial foundation for the year. Monitoring your performance against your budget will help you stay on target.

- Watch the filing deadlines and file your tax returns (e.g., federal returns 990, 990-EZ, 990-N) in a timely fashion.

- SHRM reserves the right to request a copy of your full financial statement to validate the information provided.

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

Section 1: Basic Requirements (continued)

1.A.5 Ensure that the current SHRM "AFFILIATE OF" logo is correctly, consistently and prominently displayed in accordance with the _Graphics Standards Manual for Affiliates_.

- The SHRM "AFFILIATE OF" logo is available in the Volunteer Leaders' Resource Center (VLRC). Several formats are available for download directly from the web site. The correct version includes a Registrata (®) symbol in the upper right hand corner rather than the Trademark (™) symbol.

- The _Graphics Standards Manual for Affiliates_, updated in 2012, defines the specifics for using the logo. It includes proper and improper use examples as well as screen print examples of "prominent" display on web sites and stationery.
- You will be asked to verify that you are displaying the SHRM "AFFILIATE OF" logo correctly, consistently and prominently.
- The chapter is required to check all materials to include, but not be limited to, stationery, newsletter mastheads, meeting agendas, chapter PowerPoint templates, name tags and conference programs.
- Your chapter's web site, should be included in the review. Preferred "prominent" placement of the logo on your web site is "above the fold" for maximum benefit to the chapter as a SHRM affiliate.
- If your chapter is not using the correct SHRM "AFFILIATE OF" logo, your chapter is not in compliance and ineligible for an award. Please review your materials carefully.
- SHRM reserves the right to randomly audit your use of the logo.

1.A.6 Submit your chapter's membership directory/roster upon request for auditing by SHRM at least one time during the calendar year 2014.

- The required format for the rosters is an Excel spreadsheet containing your complete chapter roster (both SHRM and non-SHRM members) with all of the below listed fields in separate columns 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
- To ensure a prompt audit of your roster, please use the required format. Rosters received in the incorrect format will be returned to the chapter for re-formatting and re-submission.
- You do NOT need to file your roster with SHRM when you submit your year-end report. Instead, you will be notified by your Regional Administrator in advance of the audit requesting your membership directory/roster and a "supply by date."
- You may submit the name and SHRM member ID number of your new members to your Regional Administrator as they join. Filing Primary Chapter Designation Forms with SHRM as you process new members is also helpful. These are steps to ensure that new chapter members are coded to your chapter in the SHRM database. A downloadable Primary Chapter Designation Form template is available in the VLRC.
- In some instances, you may be asked to submit your roster more than one time in a calendar year. You are expected to comply with all requests.

Section 1: Basic Requirements (continued)

Part B - Successful Operating Practices (required for award consideration)

1.B.1 Ensure that your chapter conference or other major chapter educational events (including co-sponsored programs) with greater than 200 attendees do not take place between June 1 and June 30 due to the SHRM Annual Conference & Exposition.

- The 2014 SHRM Annual Conference & Exposition will take place June 22-25, in Orlando, Florida.

- The "black out period" during which these events should not be held will be defined as June 1 through June 30.

- Reminder: During the black-out period, SHRM will not send any chapter e-blasts.

1.B.2 Hold a minimum of four chapter programming events and four chapter board meetings during the calendar year 2014.

- "Chapter programming events" include virtual meetings through the use of technology such as webinars or webcasts with professional development components as well as networking events.

- Chapter board meetings may be held by conference call as long as there is a quorum. In some locations during the winter months or where city logistics require long commutes to attend meetings, this method of meeting may be preferred!

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

- Keeping your professional development topics fresh and current will keep your members coming back meeting after meeting.

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

1.B.3 Review your chapter's bylaws annually and update as needed.

- Bylaws are the foundation of an overall sound governance structure for your chapter.

- Your chapter's bylaws must not conflict with the SHRM bylaws.

- An annual review conducted by the chapter board or designee will ensure your policy and practices are in alignment. If they are not aligned, now is the time to change your practices to ensure adherence to policy. Or, change your governing policies (your bylaws) to acknowledge your change in practices.

- You will be asked to verify that you have completed your review and taken the appropriate action.

- All amendments to your bylaws must be approved by SHRM prior to a ratification vote by your chapter. Be sure to submit the proposed bylaws amendments to your Field Services Director as the first step in the approval process. The last step in the process is to return a copy of the signed, ratified bylaws to your Regional Administrator. All steps are required for the process to be considered "completed."

- You do NOT need to submit your bylaws to SHRM unless you are proposing amendments for approval.

1.B.4 Chapter president will participate in at least 50 percent of state council meetings and conference calls.

- If your chapter president is unable to attend a meeting, another chapter board member may be appointed to represent the chapter at the meeting (whether in person or on a conference call).

- In addition to representing the chapter at the meeting, the president or representative should report back to the chapter/chapter board on the state council meeting thereby ensuring two-way communication.

Section 1: Basic Requirements (continued)

1.B.5 The chapter is represented at the state/regional affiliate leadership conference/event if one is held.

▪ You will be asked to verify attendance.

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

1.B.6 Conduct an annual leadership transition meeting, an annual planning meeting and create/review the leadership succession plan.

▪ Ensuring your chapter's future through thoughtful and purposeful goal setting and strong leaders begins with a successful leadership transition plan. Under a three-pronged plan, your chapter should:

» Create a succession plan to identify potential and future leaders for the chapter. If you have a plan, review it annually to ensure that it is meeting your needs.

» Conduct an annual leadership transition meeting to ensure a smooth and effective transition for new leaders.

» Conduct an annual planning meeting to develop short-term goals and review long-term goals.

▪ These may be done simultaneously at one chapter event.

▪ You will be asked to verify that you have completed all three actions.

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

Section 2: Community-Based Chapter Initiatives

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

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

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

In support of the HR profession and community, develop and implement initiatives within the topic areas listed below.

> » Membership
>
> » College Relations
>
> » Government Affairs/Advocacy
>
> » Diversity & Inclusion
>
> » Workforce Readiness
>
> » In a self-defined area other than those listed above

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

- At least one membership and one additional initiative (for a total of two Initiatives) are required for award consideration. The number of required initiatives varies for each award level.

Award Level	Number of Required Initiatives	Initiative Topics (Note: Maximum of two initiatives per Topic Area, including Membership)
Bronze	2	One Membership + One Additional Area
Silver	3	One Membership + Two Additional Areas
Gold	4	One Membership + Three Additional Areas
Platinum	5	One Membership + Four Additional Areas

- You will be asked to describe the chapter's initiatives in the year-end report. (Please see "Reporting Your Initiative".)

- Generally speaking, an initiative is not the same as an activity or task. For example, purchasing a subscription for a college library to benefit HR students is not an initiative; but, rather, would be part of a larger strategic initiative supporting your local student chapter.

- Your chapter may already be engaged in annual initiatives in each of these areas and may report an on-going initiative. You may wish to add to your initiatives or replace some existing initiatives with new ones.

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

Section 2: Community-Based Chapter Initiatives (continued)

Getting Started:

- When developing your initiative, it may be helpful to answer the following questions as part of how you look strategically at that initiative:

    » What is the purpose of your initiative?

    » What need are you identifying and how will you help?

    » Why is this important to you?

    » How do you want to make an impact in this area?

    » If this isn't a new initiative, how will you improve upon earlier work?

    » What resources will you access?

    » What is your timeline?

    » How is this initiative going to be communicated?

    » How are you engaging your members?

    » How will you know if you are successful?

    » What measures will you implement?

- As you develop your strategic initiatives, remember that the creation of your goals and objectives is just the first of three major steps. You'll also develop strategies and tactics to guide the implementation and measures to gauge the outcomes.

- Volunteers leading the Core Leadership Areas should take advantage of the opportunities available to them to learn more about the topic areas through:

    - Participating in SHRM-sponsored conference calls.

    - Participating in SHRM-sponsored live webinars/webcasts and/or archived events.

    - Participating in state council-sponsored conference calls.

    - Sharing in best/successful practice discussions and networking with their CLA peers.

    NOTE: While the activities listed above are part of the learning process and important, they do not qualify as initiatives.

- Utilize the resources found in Appendix A.

- Don't forget to check the Affiliate Successful Practice Center in the VLRC to get the creative juices flowing!

- Reporting your initiatives:

    » You've planned, you've implemented, you've achieved! Now it's time to share that great work with SHRM.

    » After identifying your topic, you will be asked to provide details about each initiative in three areas: a) goal/objective, b) implementation and c) outcome. As you describe your initiatives, keep in mind that the information provided will be used to determine your chapter's eligibility for award status, so be as specific and descriptive as possible.

Section 2: Community-Based Chapter Initiatives (continued)

» Each of the three text boxes following the topic selection menu is word-limited: 75, 200 and 75 respectively. For your convenience, a word count feature has been added to each text box. Click on the blue question box accompanying each of the text boxes and you'll find helpful hints to guide you in the development of your response.

- To be considered a complete response, input must be provided in each text box.

- Here's an example of a membership initiative response that would be considered complete.

» **What was your goal/objective? How is this goal strategic?** (Maximum of 75 words) Our board of directors felt as though increasing our membership would, in turn, help our chapter gain more significant influence and impact in our local community. We determined that growing our membership in the short term would benefit the chapter longer term. Our five-year objective is to grow SHRM membership to 80% of total membership through achieving established annual membership goals with a first-year target of 5%.

» **What did the chapter do to work towards/accomplish this goal?** (Maximum of 200 words) To achieve our goal, our Membership Committee, comprised of three members, developed a multi-pronged strategy and implemented various recruitment and marketing tactics. A team of ten members reached out to at-large SHRM members, small businesses and through the local Chamber of Commerce. In addition to those efforts, each chapter member identified at least one non-member colleague and contacted them about membership, utilizing the scripts in the Membership Recruitment and Retention Toolkit. Our web master ensured that our web site was current and updated frequently with the latest membership benefit information and upcoming chapter activities. We promoted SHRM membership on our chapter web site highlighting a different SHRM membership benefit each month and to our conference attendees by including an overview of SHRM member benefits to all attendees. After surveying chapter members, we created a brochure to communicate the benefits of being a member of our chapter and SHRM and distributed it to prospective members. We also sent monthly meeting press releases to the media. We monitored our progress through the SHRM Monthly Membership Report.

» **What was the outcome/result?** (Maximum of 75 words) As a result of our strategies and the activities designed to support our growth, we surpassed our goal increasing our in-chapter membership by 6.5%. This growth qualified us for Membership Super Star status. We will continue this long-term initiative and have set our goal at 7%. While it was challenging at the start of the year and we didn't see the immediate results, our momentum grew as we saw our numbers slowly start to grow.

Section 3: SHRM Affiliate Engagement

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

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

Briefly, the requirements are as follows:

- Promote the SHRM Annual Conference & Exposition to chapter members.

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

- Maintain a current chapter web site.

- Make a monetary contribution directly from the chapter's funds to the SHRM Foundation by 12/31/14.

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

- Develop a plan to increase the percentage of SHRM members on your chapter board to 30 percent.

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

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

- Promoting the SHRM Annual Conference & Exposition can be accomplished in any number of ways. Here are just a few.

  » Include a link prominently displayed on chapter web site home page.

  » Send an e-communication to chapter local members only (LMOs) or chapter mailing list. Don't forget to include your member prospect list.

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

  » Distribute SHRM Annual Conference promotional material at a chapter meeting or event.

  » Distribution may be electronic.

- Marketing materials such as PDF ads and web buttons/banners are available in "Marketing Resources for Chapters" in the VLRC.

- You will be asked to verify that you promoted the SHRM Annual Conference & Exposition to your members.

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

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

Section 3: SHRM Affiliate Engagement (continued)

- If you do not hold a chapter-sponsored conference/event or if the anticipated attendance at your conference/event is less than 200, this requirement will not apply.

- Be sure to contact your Field Services Director early in your planning process to provide the date of your event and inquire about his/her availability to attend.

- You will be asked to verify that you met this requirement or that you did not hold a qualifying event.

3.3 Maintain a current chapter web site.

- You are required to correctly and prominently display the SHRM "AFFILIATE OF" logo on the web site. (See Section 1.1 for more information on the logo use.)

- In addition, you are also required to include hyperlinks from your chapter's web site to the SHRM home page: www.shrm.org.

- SHRM-hosted web sites automatically include links to the SHRM web site.

  » If your web site is already hosted by SHRM, you've met this requirement.

  » If your web site is not hosted by SHRM, you may wish to learn more about the web-hosting program at "Web Site Resources for Chapters and State Councils" in the VLRC.

- You will be asked to verify that you have a chapter web site, correctly and prominently display the SHRM "AFFILIATE OF" logo and link to the SHRM web site in accordance with the *Graphics Standards Manual for Affiliates*.

- **Please note:** *As a baseline for achievement under 3.3, your chapter must have a current web site*

3.4 Make a monetary contribution directly from the chapter's funds to the SHRM Foundation by 12/31/14.

- You will be asked to provide the dollar amount of the chapter's contribution. Any contribution received after 12/31/14 will be reflected as a 2015 contribution.

- If your chapter contributed to the SHRM Foundation, you may also qualify to be a SHRM Foundation Chapter Champion. To qualify, your chapter must complete one additional item from the four items listed below.

  » Designate a Foundation Liaison for your chapter tasked with educating chapter members about the purpose and initiatives of the Foundation, organizing events and fundraisers to benefit the Foundation and communicating with the SHRM Foundation staff.

    - If you have a Foundation Core Leadership Area (CLA) Liaison, you've met this requirement. This role may be combined with another volunteer leader role.

  » Hold at least one special event to benefit the SHRM Foundation.

    - For example, this event could be a 50/50 raffle, silent auction, golf outing. etc.

  » Conduct a Chapter Leadership Campaign to encourage chapter board members to lead by example by making their individual donations of at least $25 each with an optimal goal of 100 percent participation.

    - Your chapter will be responsible to monitor/track this activity.

  » Increase your chapter's contribution to the SHRM Foundation over its 2013 contribution.

- **Note:** Recognition credits (reflecting donations from individual members of the chapter) will be awarded to the chapter, and will be counted towards the chapter's total annual contribution (in addition to their chapter's monetary contribution) when determining if the chapter has increased their overall contribution over the previous year in their efforts to fulfill their SHAPE requirements. By SHRM giving recognition credits to a chapter for the contributions of its members, SHRM has no intent to affect the issue of whether any member or chapter may receive a tax deduction for that charitable contribution.

- Individuals or organizations who make their own contributions will receive an acknowledgement letter from the SHRM Foundation including the following statement "The SHRM Foundation is a 501(c)(3) nonprofit organization. Your gift is tax-deductible to the full extent of current law."

- While only one item of the four is required for Chapter Champion status, please check all items that apply when completing the 2014 Year-End Report. Additional items are required under the award levels outlined in Section 4: Measures for Success. In addition to the monetary donation directly from the chapter's funds by 12/31/14, one item is required for Silver award level consideration, two items are required for Gold award level consideration and all four items are required for Platinum award level consideration.

- *Be sure to use this opportunity to report your qualifications for Chapter Champion status. Chapter Champion eligibility as recorded on your year-end report will be forwarded directly to the SHRM Foundation on your behalf.*

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

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

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

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

- The president must be a member of SHRM. Here you are developing a plan to increase the number of your board members required to be SHRM members. This plan may be a gradual increase over a period of two or three years, for example, or it may be a requirement that takes effect right away.

- If the 30 percent requirement is not already reflected in your chapter bylaws, you may need to amend them at the time the requirement goes into effect.

- If 30 percent of your chapter board members are already SHRM members, you've met this requirement.

- If you are a 100 percent chapter, you've met this requirement.

- If your bylaws already require this of your leadership, you've met this requirement.

- You will be asked to verify that the percent of SHRM members on your chapter is at or above 30 percent OR that you have a plan in place to achieve the 30 percent minimum.

Section 4: Measures of Success

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

SHRM's Excel Awards

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

Bronze Award

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

Silver Award

Successfully completing **all of the requirements in Section 1 (Parts A and B), Section 2 and Section 3 plus each of the following** will earn your chapter Silver Award consideration.

- Develop and implement one additional chapter initiative in Section 2.

    » The requirement calls for an initiative in Membership plus two other initiatives (for a total of three initiatives).

- 50 percent of your chapter's board members are SHRM members throughout the duration of their terms of office.

- The chapter is represented at the 2014 SHRM Leadership Conference by either the chapter president or another board member.

- The chapter qualifies as a SHRM Foundation Chapter Champion.

    - To qualify as a SHRM Foundation Chapter Champion, the chapter must make a monetary contribution to the SHRM Foundation directly from the chapter's funds by 12/31/14 and complete one of the four activities listed and verified in Section 3.4.

Gold Award

Successfully completing **all of the requirements in Section 1 (Parts A and B), Section 2 and Section 3 plus each of the following** will earn your chapter Gold Award consideration.

- Develop and implement two additional chapter initiatives in Section 2.

    » The requirement calls for an initiative in Membership plus three other initiatives (for a total of four initiatives).

- Chapter is represented at the 2014 SHRM Leadership Conference by either the chapter president or the president-elect.

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

- Achieve "Membership Star" recognition for growth of SHRM membership in the chapter.

    » "Membership Star" recognition requires that your chapter experience a net increase in its in-chapter SHRM membership count of 1.0 - 3.99 percent over the 12/31/2013 count as determined by the 12/31/2014 SHRM Monthly Membership Report.   (e.g., If you have 100 SHRM members as of 12/31/2013 and 102 members as of 12/31/2014, you have experienced an increase of 2 percent qualifying your chapter for Membership Star status).

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

- As noted in Section 1.B.4:

    » If your chapter president is unable to attend a meeting, another chapter board member may be appointed to represent the chapter at the meeting (whether in person or on a conference call).

- 75 percent of your board members are SHRM members throughout the duration of their terms of office.

- Chapter qualifies as a 2014 SHRM Foundation Chapter Champion and completes one additional activity as verified in Section 3.4.

    - To qualify as a Chapter Champion, your chapter must make a monetary contribution to the SHRM Foundation directly from the chapter's funds by 12/31/14 and complete of one of the four activities listed in Section 3.4. Gold Award level consideration requires the monetary donation directly from the chapter's funds by 12/31/14 plus completion of two of the four activities listed and verified in Section 3,4.

- Serve as a resource to the community or local media on HR issues.

    » This includes chapter members serving on other nonprofit community groups as an official representative of the chapter.

    » Develop a relationship with representatives of your local media (e.g., TV, radio, newspapers) establishing points of contact to be the voice of HR in your community.

Platinum Award

Successfully completing **all of the requirements in Section 1 (Parts A and B), Section 2 and Section 3 plus each of the following** will earn your chapter Platinum Award consideration.

- 100 percent of the chapter's board members are SHRM members throughout the duration of their term.

- Develop and implement one membership initiative plus four other initiatives for a total of five initiatives in Section 2.

- The chapter is represented at the 2014 SHRM Leadership Conference by either the chapter president or the president-elect.

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

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

    - "Membership Super Star" recognition requires that your chapter experience a net increase in its in-chapter SHRM membership count of 4 percent or more over the 12/31/2013 count as determined by the 12/31/2014 SHRM Monthly Membership Report (e.g., If you have 100 SHRM members as of 12/31/2013 and 120 members as of 12/31/2014, you have experienced an increase of 20 percent qualifying your chapter for Membership Super Star status).

- Chapter president participates in 100 percent of state council meetings and conference calls.

    - As noted in Section 1.B.4:

        » If your chapter president is unable to attend a meeting, another chapter board member may be appointed to represent the chapter at the meeting (whether in person or on a conference call).

- Chapter qualifies as a 2014 SHRM Foundation Chapter Champion and completes three additional activities as verified in Section 3.4.

Section 4: Measures of Success (continued)

- To qualify as a Chapter Champion, your chapter must make a monetary contribution to the SHRM Foundation directly from the chapter's funds by 12/31/14 and complete of one of the four activities listed in Section 3.4. Platinum Award level consideration requires the monetary donation directly from the chapter's funds by 12/31/14 plus completion of all four of the activities listed and verified in Section 3.4.

- Serve as a resource to the community or local media on HR issues and provide information and resources to chapter members regarding the impact of state or federal legislative issues.

  » This includes chapter members serving on other non-profit community groups as an official representative of the chapter.

  » Develop a relationship with representatives of your local media (e.g., TV, radio, newspapers) establishing points of contact to be the voice of HR in your community.

  » Present a periodic legislative report to your chapter members to keep them abreast of issues on the state and/or federal agenda and facilitate a discussion around the impact of the legislation on HR in your community. Discuss how they can become involved in the legislative process to impact the outcome of the pending legislation.

  » You will be asked to verify that your chapter served as a resource to the community or local media on HR issues and provided information and resources to chapter members on state or federal legislative issues.

Year-End Report

The completed year-end report will be due on or before January 31, 2015. Reports received after January 31, 2015 will be ineligible for award consideration.

All year-end reports must be submitted online. Only those submitted online will be accepted. As a reminder, the activities reported in the 2014 Year-End Report must occur during the calendar year January 1 through December 31, 2014.

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

The 2014 Year-End Report will be available online in the second quarter of 2014 in the SHAPE Center of the Volunteer Leaders' Resource Center at www.shrm.org/vlrc.

Appendix A: Resources

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

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

• SHRM Web-Hosting Program (SHRM can help you develop and maintain a web site free of charge if you do not have one or would like to request SHRM web-hosting. Visit Web Resources for Chapters and State Councils in the VLRC for more information.)

- SHRM News Feed Fact Sheet
- College Relations
  » College Relations Toolkit
  » Core Leadership Area content
- Diversity
  » SHRM Diversity Survey Template
  » SHRM Diversity Toolkit
  » Core Leadership Area content
- Government Affairs
  » SHRM Government Affairs Toolkit
  » Core Leadership Area content
- HR Certification Institute Certification
  » HR Certification Institute Toolkit CD or reference online at www.hrci.org
  » Certification-related materials at www.hrci.org
  » Core Leadership Area content
- Membership
  » PowerPoint presentation on the benefits of SHRM membership with script
  » SHRM Membership Recruitment and Retention Toolkit
  » Core Leadership Area content
  » SHRM/chapters in partnership brochure, *What's In It For ME? Elevate Value*
  » SHRM at-large mailing lists to contact prospective chapter members (List is available from your regional team.)
- SHRM Foundation
  » SHRM Foundation Toolkit
  » Core Leadership Area content
- Workforce Readiness

Appendix A: Resources (continued)

» Core Leadership Area content

- SHRM HR Disciplines

- Pinnacle Award Compendiums *(Updated annually)*

- *Enterprising Leadership* book online

- SHRM Strategic Planning Toolkit

- SHRM Succession Planning Toolkit *(Updated in 2013)*

- SHRM Guide to Chapter Financial Management *(Updated in 2013)*

- SHRM's Fundamentals of Chapter Operations *(Updated in 2012)*

- *Graphics Standards Manual for Affiliates (Updated in 2012)*

Sourcing your speakers:
- SHRM Speakers Bureau *(New speeches added in 2013)*

- SHRM Chapter Speaker Program

- Presentations/scripts available from SHRM for a chapter program

- State Council members (e.g., state council director, district director, Core Leadership Area director, etc.)

- SHRM Foundation DVDs

- Senior HR members of your chapter speaking on their area of expertise, panels, etc.

Appendix B: Sample Year-End Report Form

The following is a sample of the year-end report you will be asked to complete. As mentioned in Section 4, all year-end reports will be submitted online. As you prepare to complete your year-end report, review the Planning Workbook to familiarize yourself with the requirements. You may want to have it handy as you work on the online reporting tool. You do not have to complete the year-end report in a single sitting. Take your time. Save your work and return to the form to continue work.

The completed report is due January 31, 2015. 2014 Year-End Reports submitted after January 31, 2015 will be ineligible for award consideration.

Section 1: Basic Requirements

Section 1 is comprised of two parts. Part A is required for "good standing" status. All chapters are required to complete the six items in Part A regardless of award eligibility. Completion of all items in Parts A and B are required for award eligibility.

By checking the box to the left of the item, please verify that you have completed the requirement listed. Some items require input of text, dollars and/or dates to fully satisfy the verification of that requirement.

Part A - Chapter in Good Standing

❑ 1.A.1. Our chapter met and maintained the minimum affiliation requirements pertaining to our chapter.

❑ 1.A.2. The 2015 Chapter Leader Information Form (CLIF) was submitted to SHRM by 12/1/14 or during the month immediately prior to our chapter board's transition date.

❑ 1.A.3. Our chapter president was a member of SHRM during the entire term of his/her office.

❑ 1.A.4. The following financial results are being submitted for the period 1/1/2014 through 12/1/2014. Please round to the nearest whole dollar (e.g., $ 5,246).

Total Chapter Income for 2014	Insert $
Total Chapter Expenses for 2014	Insert $
Net Profit/Loss for 2014 (Income—Expenses = Net Profit/Loss)	Insert $
Total Chapter Assets as of 12/31/2014 ("Total Chapter Assets would include cash, CDs, money-market accounts, the value of other investments such as stocks or bonds, property owned by the chapter such as real estate, etc.)	Insert $

❑ 1.A.5. Our chapter displays the current SHRM "AFFILIATE OF" logo with the registrata mark (®) correctly, consistently and prominently in accordance with the *Graphics Standards Manual for Affiliates*.

❑ 1.A.6. Our chapter submitted a copy of our chapter's membership directory/roster upon request for auditing purposes.

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

Part B - Successful Operating Practices

❏ 1.B.1a. Our chapter conference or other major chapter education event (including co-sponsored programs) with greater than 200 expected attendees did not take place during the June 1 through June 30, 2013 black-out period. OR,

❏ 1.B.1b. We did not hold an event.

❏ 1.B.2. Our chapter held a minimum of four chapter programming events and four chapter board meetings during the calendar year 2014.

❏ 1.B.3. Our chapter reviewed the bylaws as outlined in the SHAPE Planning Workbook.

❏ 1.B.4. Our chapter president or another board member attended a minimum of 50 percent of the state council meetings and/or conference calls during 2014.

❏ 1.B.5a. Our chapter was represented at the affiliate leadership conference/event sponsored at the state and/or regional level. OR,

❏ 1.B.5b. No event was held.

❏ 1.B.6. Our chapter held an annual leadership transition, annual planning meeting and created/reviewed our leadership succession plan.

Section 2: Community-Based Chapter Initiatives

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

Strategic initiatives support the overall direction of your chapter. They include the creation of goals and objectives, development of strategies and tactics and the use of measures and a process to evaluate results. In the text boxes, please provide detail regarding each initiative in three areas: a) goal/objective, b) implementation and c) outcome. As you describe your initiatives, keep in mind that the information provided will be used to determine your chapter's eligibility for award status, so be as specific and descriptive as possible.

Each of the three text boxes following the topic is word-limited: 75, 200 and 75 respectively. For your convenience, a word-count feature has been added to each text box.

You may report up to two initiatives per topic area. *At least one membership and one additional initiative (for a total of two initiatives) are required for award consideration.* The number of required initiatives varies for each award level.

Award Level	Number of Required Initiatives	Initiative Topics (Note: Maximum of two initiatives per Topic Area, including Membership)
Bronze	2	One Membership + One Additional Area
Silver	3	One Membership + Two Additional Areas
Gold	4	One Membership + Three Additional Areas
Platinum	5	One Membership + Four Additional Areas

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

The first topic box is pre-populated for Membership. To begin describing your initiative, please check the box at 2a. Once you check the box, the component text boxes will be revealed for your input. To be considered a complete response, input must be provided for each component.

❏ 2a. Membership

2a. What was your goal/objective? How is this goal strategic?

> **Insert brief description of your actions**

2a. What did the chapter do to work towards/accomplish the goal?

> **Insert brief description of your actions**

2a. What was your outcome/result?

> **Insert brief description of your actions**

To begin describing your other initiatives, select your topic from the drop down menu. Once the topic has been selected, the text boxes will be revealed for your input. To be considered a complete response, input must be provided for each component.

2b. Please designate topic area below. (You may report up to two initiatives per topic area.) Drop down menu of topics will be provided: Membership, College Relations, Government Affairs/Advocacy, Diversity & Inclusion, Workforce Readiness or in a self-defined area other than those listed above.

> **Insert brief description of your actions**

2b. What was your goal/objective? How is this goal strategic?

> **Insert brief description of your actions**

2b. What did the chapter do to work towards/accomplish the goal?

> **Insert brief description of your actions**

2b. What was your outcome/result?

> **Insert brief description of your actions**

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

This process will be repeated for a maximum of five initiatives (2c, 2d and 2e). In each instance, you will have a drop down menu from which to select a topic area and three text boxes for describing the three components required for each initiative.

Section 3: SHRM Affiliate Engagement

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

❑ 3.1 Our chapter promoted the 2014 SHRM Annual Conference & Exposition.

❑ 3.2a Our chapter offered prime booth space and a minimum of 15 minutes of podium time for our chapter conference/ event where we anticipated attendance of 200 or more. OR,

❑ 3.2b We did not hold an event subject to those requirements.

❑ 3.3 Our chapter maintains a web site on which we correctly and prominently display the SHRM "AFFILIATE OF" logo and include a link to SHRM Online (www.shrm.org).

❑ 3.4 Our chapter made a monetary contribution of [Text box: Insert $] directly from chapter funds to the SHRM Foundation by 12/31/14.

> » *Reminder: The cash equivalent value of the goods and/or services donated for silent auctions may not be reported as a "monetary" donation.*

If your chapter donated to the SHRM Foundation, you may also qualify to be a SHRM Foundation Chapter Champion! While only one of the four activities listed below is required in addition to the monetary donation to qualify for Chapter Champion status, please complete all that apply below. *(Please note that this is a single reporting process and subject to verification by the SHRM Foundation. Your information will be forwarded to the SHRM Foundation on your behalf.)*

❑ We designated a Foundation liaison tasked with educating our chapter members about the purpose and initiatives of the Foundation, organizing events and fundraisers to benefit the Foundation, and communicating with SHRM Foundation staff.

❑ We held at least one special event to benefit the SHRM Foundation.

❑ We conducted a Chapter Leadership Campaign encouraging chapter board members to lead by example by making their individual donations of at least $25 each with an optimal goal of 100 percent participation.

❑ We increased the chapter's contribution to the SHRM Foundation over the 2013 contribution.

❑ 3.5 Our chapter promoted HR certification and/or re-certification.

❑ 3.6 Our chapter board is at or above 30 percent membership or we are working to achieve that mark.

Section 4: Measures of Success

To qualify for any of the Excel Awards, your chapter must complete Section 1 (Parts A and B), Section 2 and Section 3. Please complete the applicable areas below regardless of the award level you are seeking.

❑ We were unable to complete all requirements in Section 1 (Parts A and B), Section 2 and Section 3 and, therefore, are unable to qualify for award consideration.

Bronze Award

❑ We completed all requirements in Section 1 (Parts A and B), Section 2 and Section3 and qualify for the Bronze Award level consideration.

Silver Award - *To be considered for a Silver Award, all requirements must be met and all of the boxes in this section must be checked.*

❑ We have completed all required items in Section 1 (Part A and B), Section 2 and Section 3. AND,

❑ We developed and implemented one membership initiative and two additional initiatives in Section 2 for a total of three separate initiatives. AND,

❑ 50 percent of our chapter's board members were SHRM members throughout the duration of their terms of office in 2014. AND,

❑ Our chapter was represented by the chapter president or another chapter board member at the 2014 SHRM Leadership Conference.

❑ Our chapter qualified as a SHRM Foundation Chapter Champion as verified in Section 3.4.

Gold Award - *To be considered for a Gold Award, all requirements must be met and all boxes in this section must be checked.*

❑ We have completed all required items in Section 1 (Parts A and B), Section 2 and Section 3. AND,

❑ We developed and implemented one membership initiative and three additional initiatives in Section 2 for a total of four separate initiatives. AND,

❑ Our chapter was represented at the 2014 SHRM Leadership Conference by either our chapter president or president-elect. AND,

❑ We hold "Membership Star" recognition for 2014 by achieving a net increase in our in-chapter SHRM membership of 1.0 - 3.99 percent over the 12/31/2013 in-chapter membership as determined by the 12/31/2014 SHRM Monthly Membership Report. AND,

❑ Our chapter president or another board member participated in at least 75 percent of state council meetings and/or conference calls. AND,

❑ 75 percent of our chapter's board members were SHRM members through the duration of their terms of office in 2014. AND,

❑ Our chapter qualified as a 2014 SHRM Foundation Chapter Champion and completed one additional activity (for a total of two of the four activities) as verified in Section 3.4. AND,

❑ Our chapter served as a resource to the community or local media on HR issues.

Platinum Award - *To be considered for a Platinum Award, all requirements must be met and all boxes in this section must be checked.*

❑ We completed all required items in Section 1 (Parts A and B), Section 2 and Section 3. AND,

❑ 100 percent of our chapter board members were SHRM members. AND,

❑ We developed and implemented one membership and four additional initiatives for a total of five separate initiatives in Section 2. AND,

❑ Our chapter was represented at the 2014 SHRM Leadership Conference by either our chapter president or our president-elect. AND,

❑ We hold "Membership Super Star" recognition for 2014 by achieving a net increase of 4 percent or more in our in-chapter SHRM membership over the 12/31/2013 in-chapter membership count as determined by the 12/31/2014 SHRM Monthly Membership Report. AND,

❑ Our chapter president or another board member participated in 100 percent of state council meetings and/or conference calls. AND,

❑ Our chapter qualified as a 2014 SHRM Foundation Chapter Champion and we completed all four of the activities as verified in Section 3.4. AND,

❑ Our chapter served as a resource to the community or local media on HR issues and our chapter provided information and resources to our members regarding the impact of state or federal legislative issues.

SAMPLE