



SHRM® LEADERS GUIDE

A tool to assist you in your
role as a volunteer leader
of the Society for Human
Resource Management



Members Make the Difference

The Society for Human Resource Management (SHRM) is the leading voice of the human resource profession. SHRM provides education and information services, conferences and seminars, government and media representation, online services and publications to more than 165,000 professional and student members throughout the world. The Society, the world's largest human resource management association, is a founding member of the North American Human Resource Management Association (NAHRMA) and a founding member of the World Federation of Personnel Management Associations (WFPMA). Visit SHRM on the World Wide Web at <http://www.shrm.org>.



SHRM® Leaders Guide

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

The SHRM Leaders Guide is one of many tools designed to help you succeed in your volunteer leadership role for the Society. For more information visit online at www.shrm.org/chapters/resources/.

Thank You!

SHRM-At-A-Glance



World Federation of
Personnel Management Associations
Federation Mondiale des Associations
de Direction de Personnel



Weltverband für Vereinigungen
der Personalführung
Federación Mundial de Asociaciones
de Administración de Personal

SHRM Overview

In 1948, a group of 28 professionals dedicated to the advancement of the personnel profession formed the American Society for Personnel Administration (ASPA), now known as the Society for Human Resource Management (SHRM). SHRM is the leading voice of the human resource profession, providing education and information services, conferences and seminars, government and media representation, online services and publications to more than 165,000 professional and student members throughout the world. The Society, the world's largest human resource management association, is a founding member of the North American Human Resource Management Association (NAHRMA) and of the World Federation of Personnel Management Associations (WFPMA).

Members have the option of affiliating through a network of over 490 professional chapters or more than 380 student chapters. SHRM is headquartered in Alexandria, Virginia, a short distance from the nation's capital.

Vision Statement

SHRM is the Global Voice of the Profession

Mission Statement

SHRM will:

- Be the primary influencer of workplace policies and practices that benefit our members and the organizations they serve;
- Build a broad and actively engaged membership that ensures dissemination of leading practices to the workplace;
- Be the major source for building strong competence and developing the talent and leadership of people in our organizations; and
- Ensure a solid financial structure that permits reinvestment in initiatives and learning that advances the state of the profession.

Guiding Principles

- = **Valuing People as Individuals:** We care about the people within our organizations and our profession; we strive to help individuals reach their full potential.
- = **Influence:** We are leaders and catalysts for change, working within our organizations to ensure fair treatment of its people, anticipating the effects of social, business and economic trends on the workplace, and acting to positively affect these trends.
- = **Service:** We strive to provide our peers, business partners, clients, and communities of interest with prompt, high-quality service. We encourage volunteerism to promote our profession.
- = **Integrity:** We apply the highest ethical standards to ourselves and to the profession.
- = **Opportunity:** We provide professional development opportunities that promote organizational and individual achievement.
- = **New Ideas:** We are open to and initiate new ideas; we are committed to being future-focused, responsive to workplace and societal trends, and entrepreneurial in spirit and action.

SHRM Bylaws

The affairs of the Society for Human Resource Management are governed by a set of bylaws. These bylaws are available for review by the membership at any time. A copy of the bylaws may be requested by completing the order form found in the back of this *Guide*, or can be found on SHRM's web site under "About SHRM". (www.shrm.org/bylaws/).

SHRM Code of Ethics

The Code of Ethics for members of the Society for Human Resource Management has been adopted to promote and maintain the highest standards of personal and professional conduct among its members. Adherence to this code is required for continued membership in the Society and serves to assure public confidence in the integrity and service of human resource management professionals (see Exhibit 1).

Volunteer Structure

SHRM is divided into six areas (see Exhibit 2). Through SHRM's volunteer leadership structure in each of the areas, members are linked with the SHRM Board of Directors, the policy-making body of the Society (see Exhibit 3). SHRM chapter leaders, in addition to guiding the professional development of chapter members, channel the members' interests to the SHRM Board of Directors and serve as their central contact for SHRM information. This communication exchange is facilitated by each chapter president's membership on the state council. Each chapter president serves as a voting member of the state council.

Some of the major purposes of SHRM state councils are:

- providing a forum for chapters to discuss common issues, problems, concerns, and to share ideas and successes;
- facilitating information from chapters and the state council to the area and national boards and from the area and national boards to the state council and chapters;

SHRM-At-A-Glance

Volunteer Structure *continued*

- representing SHRM by visiting chapters and promoting and sharing with individual members the services and benefits offered by SHRM;
- assessing needs of members and chapters, and meeting those needs by securing and/or providing information;
- adopting programs that will promote the progress, visibility and welfare of SHRM and its members in the human resource profession;
- communicating with those SHRM members within the state who are not affiliated with a particular chapter (at-large members);
- coordinating state and national legislative initiatives.

The state council director represents his/her respective state on the area board. The director is a voting member of the area board. SHRM area boards facilitate communication between SHRM members, state councils, and the national board. Presided over by the area vice president (a national board member), the area board has a direct link to the SHRM Board. The collective interests of the state councils are represented by the area boards.

The SHRM Board of Directors is responsible for management of the affairs, business and property of the Society on the national level, as well as the long-range planning for the organization. Board members are elected annually by ballot of all voting SHRM members.

SHRM staff handles the day-to-day operations and services to the Society's membership. Heading the staff is a President/CEO, appointed by the SHRM Board of Directors.

Succession Planning

With the exception of its paid staff, SHRM depends upon its volunteer leaders/members to provide the kinds of programs and services being offered. Over the years, hundreds of SHRM leaders/members have shared their knowledge, talents and time by serving in various capacities at the chapter, state, area and/or national level.

SHRM has implemented a formal method of identifying, selecting, and developing the present and future leaders within SHRM. The *LeadHR* Program involves a database of members who express interest in volunteer work with the Society. The information collected is readily available to those within SHRM who have the responsibility for filling volunteer leader positions at the state council, area board, committee, professional emphasis group (PEG) or national board level.

If you or someone you know has an interest in serving as a volunteer leader for SHRM, complete the Volunteer Leader Form (see page 21). Completed forms should be returned to Volunteer Committee Relations, Attn: Anne-Margaret Olsson, SHRM, 1800 Duke Street, Alexandria, Virginia 22314 or fax to (703) 739-0399. Forms also can be found at www.shrm.org/chapters/resources/.



SHRM Leadership Conference

In November of each year, SHRM holds a Leadership Conference in the Northern Virginia area where volunteers are trained on leadership techniques and given the opportunity to network with other volunteer leaders. Each chapter is entitled to one free registration and free room-and-board (shared accommodations) for the conference. Additional chapter leaders may attend for a minimal registration fee. Each chapter should be represented. State council directors and district directors are also entitled to attend under the same arrangements. SHRM membership is required for all attendees.

LeadersEdge

On a quarterly basis, SHRM publishes *LeadersEdge* as an information piece for volunteer leaders at the chapter president level or higher. Information contained in *LeadersEdge* include a calendar of upcoming important dates, “best practices” ideas, and skill tips on being a successful volunteer leader.

Human Resource Certification Institute

The Human Resource Certification Institute (HRCI) is the credentialing body for human resource professionals. HRCI exists to promote the establishment of standards for the profession and to recognize human resource professionals who have met, through demonstrated professional experience and the passing of a comprehensive written examination, the Institute’s requirements for mastering the codified HR body of knowledge. SHRM promotes and supports HR certification independent of membership. Certification designations available through HRCI are the Senior Professional in Human Resources (SPHR) and the Professional in Human Resources (PHR). Visit online for more information at www.hrci.org.



SHRM Foundation

The SHRM Foundation is a not-for-profit organization established to fund and support research, publications and educational programs to help HR professionals and their employers prepare for the future.

A few examples of the projects recently funded by the SHRM Foundation include:

- *Making Mergers Work: The Strategic Importance of People* in cooperation with Towers Perrin.
- *Age Discrimination in the Workplace* by McAfee and Taft.
- *Issues in Employee Leave* by Allan H. Weitzman and Xan Raskin.
- *Human Resource Competencies for the Year 2000. The Wake Up Call* by Dr. Stephen Schoonover.
- *Paid Family Leave: At What Cost?* by The Employment Policy Foundation

Visit online for more information at www.shrm.org/foundation/.



SHRM-At-A-Glance

Global Forum



The SHRM Global Forum was formally established in 1991 to provide global HR professionals with specialized, timely information on the global business environment and its implications for the human resource profession, and in recognition that even U.S. based HR professionals must understand the globalization of business. SHRM Global represents SHRM in the North American Human Resource Management Association (NAHRMA), and the World Federation of Personnel Management Associations (WFPMA), an umbrella organization linking SHRM members to HR practitioners in over 50 nations around the globe.

With more than 7,000 members from all over the world, the SHRM Global Forum is a division of the Society for Human Resource Management committed to providing resources to develop global HR professionals. Members have online access to country reports, employment laws, sample policies, survey data, AudioConference series, twice monthly SHRM Global E-News, over 22 online global publications, full text of SHRM publications, networking and much more. Visit online for more information at www.shrmglobal.org.

Professional Emphasis Groups

Professional Emphasis Groups (PEGs) are either industry-specific groups or functional-specific groups. A PEG offers human resource professionals the opportunity to address industry- or function-specific human resource issues.

This partnership offers PEG members the opportunity to benefit from all of SHRM's services plus maintain a continued focus on their industry's or their function's unique interests.

The Media Human Resources Association (MHRA), formerly known as the Newspaper Personnel Relations Association (NPRA), became SHRM's first affiliated PEG in 1993, followed by the SHRM Consultants Forum in January 1996, the Employment Management Association (EMA) in September 1996, the SHRM High-Tech Net in January 1998, and the HR Technology X-Change (HRTX) in October 2000. Visit online for more information at www.shrm.org/membership/.



100% Chapters

Chapters requiring SHRM national membership in order to belong to the local chapter are referred to as “100% chapters.” One hundred percent chapters receive benefits and services not made available to “non-100% chapters,” such as a higher level of financial support (\$25 per year per SHRM member who has designated a 100% chapter as primary, compared to \$10 per year for non-100% chapters); quarterly as opposed to semi-annual chapter financial support payments; a specially designed “100%” lapel pin for all chapter members; SHRM staff availability as speakers at no cost to the chapters (while non-100% chapters are responsible for expenses), and free Saturday-night stay over for the chapter president or designee at the SHRM Leadership Conference.

SHRM Chapter Achievement Plan

The *SHRM Chapter Achievement Plan (CAP)* is designed to:

- assist chapters in planning and setting annual goals;
- develop effective and well-managed chapters;
- serve as a tool for SHRM to gather and share information on successful chapter activities, and
- recognize excellence in chapter operations.

We encourage the chapter leadership to use the *SHRM Chapter Achievement Plan* to guide the chapter’s long-term strategic planning activities. The *SHRM Chapter Achievement Plan* also provides an effective management-by-objective (MBO) tool for use in planning activities throughout the year. **It is required to be submitted by January 31st** of each year for the previous year’s activities in order for a chapter to qualify for financial support from SHRM.



SHRM Chapter Merit Award Program

The SHRM Chapter Merit Award Program recognizes those chapters that have achieved excellence in operations and service to members.

For consideration for the Superior Merit Award or the Merit Award, chapters must complete the *SHRM Chapter Achievement Plan* and obtain the appropriate number of achievements for a given award level. Award winners receive recognition in SHRM publications and at conferences, as well as a banner to display at chapter meetings and events.

Chapters must properly display their affiliation with SHRM through proper use of the SHRM “Affiliate of” logo and maintain the required SHRM membership minimums in order to be considered for either Superior Merit Award or Merit Award recognition.

Chapter Operations

SHRM Chapter Financial Support Program

The SHRM Chapter Financial Support Program (CFSP), designed to aid chapters in meeting their financial needs, returns a portion of each member's national dues to a chapter on the following basis:

- \$25 annually per member for those chapters requiring all local members to be a national member (a 100% chapter). Payments of \$6.25 per member are made quarterly.
- \$10 annually per national member for those chapters not requiring all local members to be a national member (a non-100% chapter). Payments of \$5.00 per member are made semi-annually.

In order for a chapter to receive financial support for a national member, the SHRM member must have designated that chapter as primary. Although the national member may belong to more than one local SHRM chapter, only the designated chapter will receive financial support for that member. In cases where chapters wish to offer a "free membership" or a "trial membership" to national members as a recruiting tool, the member must designate his/her acceptance of such an offer in writing.

Also as part of the SHRM Chapter Financial Support Program, chapters receive a net-gain payment during the first quarter of each year. The net-gain payment is calculated by subtracting the chapter's December 31 national membership total for last year from the December 31 national membership total for the current year and multiplying the difference by \$25.

To be eligible for the SHRM Chapter Financial Support Program payment, a chapter must:

1. submit a completed SHRM Chapter Achievement Plan by January 31st of each year
2. provide a chapter membership roster by January 31st of each year
3. meet the requirements for chapter affiliation and
4. have a chapter president who is a current member in good standing of the Society for Human Resource Management.



Pinnacle Award Program

Co-sponsored with CareerBuilders, the Pinnacle Award recognizes up to eight chapters which sponsor unique programs that benefit their members and/or community, and are readily replicatable by other chapters.

Each of the annual Pinnacle Award winning chapters receives a \$1,000 grant presented by CareerBuilders, special recognition in SHRM publications and at SHRM conferences, and a Pinnacle pin for the chapter president and chapter members.

All chapters in good standing are eligible to apply for the Pinnacle Award.

Chapter Financial/Legal Considerations

Pursuant to the SHRM bylaws, SHRM affiliated chapters are autonomous entities and are legally accountable for their own operations.

Financial issues and their legal ramifications are addressed annually at SHRM's Leadership Conference. To request the *SHRM Guide to Chapter Financial Management*, use the order form on page 23 of this *Guide*, or order online at www.shrm.org/chapters/resources.

Chapter Income/Expenditures. Sound financial management is critical to the successful ongoing operation of a chapter. s SHRM encourages chapters to develop and adopt an annual operating budget and, on an annual basis, have the chapter's financial records audited by a qualified, appropriate source.

Assuming all chapters seek to be non-profit organizations, the nature of the chapter's income/expenses can greatly influence the non-profit status of the organization. Qualified accounting guidance should be sought to direct the chapter's decision-making with respect to its income sources and utilization of its monetary resources.

Incorporation. Many chapter presidents have asked "Why should a chapter incorporate?"

The main reason a chapter should consider incorporation is to limit liability for the organization, its members and in particular its officers. Other reasons include the flexibility in operating the organization under state law, a centralized management structure, and the perpetual life offered by the corporate form of business.

SHRM recommends chapter leadership consider retaining an attorney for guidance on the specifics of state laws regarding incorporation.

In the final analysis, a chapter may simply have to weigh the risk of remaining unincorporated versus the cost and work involved in the process of becoming incorporated.

Tax-Exempt Status. Application for a tax-exempt status is made with the U.S. Internal Revenue Service and the use of appropriate, qualified legal/accounting counsel is highly recommended. Affiliated chapters are not automatically tax-exempt by virtue of their relationship as an affiliated chapter with SHRM. ***Chapters may not use SHRM's tax identification number, and must secure their own.***

Chapter Operations

Membership

Recruitment/Retention. Individuals who join SHRM through an affiliated chapter are entitled to a first-year national membership discount through the “Member Madness” program. (\$145 vs. \$160).

Ideas and strategies for recruiting and retaining new SHRM members can be found on the SHRM web site. Please visit the “Member Madness” program at www.shrm.org/join/membermadess/index.html. You also may contact your area manager for additional recruitment and retention strategies.

SHRM-Produced Chapter Rosters. SHRM-produced chapter rosters of those SHRM national members who have designated a chapter as primary are published on a quarterly basis and distributed to chapters. It is extremely important that a chapter regularly reconcile its records of SHRM national members in the chapter with SHRM’s records, as Chapter Financial Support Payments (CFSP) are based upon SHRM’s records. Upon request, the SHRM rosters are available more frequently than quarterly. Rosters may be obtained by contacting either your area manager or a member of the SHRM Member/Chapter Relations department (see page 17).

At-Large Member Labels. National SHRM members who are unaffiliated with local chapters (at-large members) are an excellent source of potential members for a chapter.

SHRM can assist chapters in recruiting unaffiliated national SHRM members located in a geographical area (based on a zip code range which the chapter submits) by providing at-large member mailing labels to the chapter at any time. Labels can be ordered by contacting either your area manager or a member of the SHRM Member/Chapter Relations department (see page 17).

Membership Applications and Other SHRM Promotional Materials. Membership applications and other SHRM promotional materials (membership brochures, magazines, etc.) are available at any time from SHRM headquarters. Suggested promotional materials are:

- “Member Madness” membership applications;
- SHRM Member Services Guide;
- SHRM Membership Highlights flyer;
- *HR Magazine*®, and
- *HR News*®

These materials and quantity can be requested by completing the order form in the back of this *Guide* or online at www.shrm.org/chapters/resources/.

Chapter Programs/Member Professional Development

Program Topics. One of the most overlooked sources of professional program topics is the chapter's membership. Periodically surveying the membership as to their interests can make the job of program topic development an achievable task.

Chapter leaders' attendance at state council meetings and at the annual SHRM Leadership Conference also provide excellent forums for program topic exchange.

Speaker Sources. SHRM's Education Department annually produces an online *Speaker Directory*, each November, which contains a roster of SHRM National Committee members who are available to speak at your chapter meetings or seminars at no cost (other than expense reimbursement), and a listing of the top rated speakers and keynote speakers from SHRM's other conferences, their contact information, and topics presented. This Speaker Directory can be found online on SHRM's web site in the Volunteer Leaders' Resource Center (www.shrm.org/chapters/resources/) or at www.shrm.org/speakers. Area managers are also available as speakers at no cost to your chapter, and may also share a network of referrals.

Chapter presidents in the chapter's surrounding area can also be an excellent source of speaker recommendations. In addition, other volunteer leaders, such as state council members, are also a good source for speaker suggestions.

For 100% chapters, key members of SHRM staff are available as speakers at no charge (including travel expenses). Requests need to be made as early as possible and speakers are subject to availability.

Certification Study Groups. Many chapters are finding that an increasing number of members are interested in obtaining HRCI certification. There is no one study format which has proven to be the most successful. Some individuals prefer self-study, some prefer informal group study, and some prefer a more formalized, university-based approach.

For more information on these and other certification preparation options, contact your area manager or go to www.hrci.org.

Chapter Operations

Chapter Communications

Newsletters/Web Sites. Chapter newsletters and web sites serve two major purposes:

- as an announcement vehicle for the upcoming chapter meeting, and
- as a device to carry general information about chapter activities, personalities and HR professional topics to the membership.

Chapter newsletters often include a welcome to new members and are used as a tool in recruiting new members. Chapters often “exchange” newsletters simply to help share new ideas. Many chapter newsletters are used to generate non-dues revenue by selling advertising space.

For tips on how to publish a chapter newsletter, complete the order form on page 23 of this *Guide*, go to www.shrm.org/chapters/resources/ or contact your area manager or a member of the Member/Chapter Relations staff (see page 17). Please include your area manager and your state council director on the distribution list for the chapter newsletter.

For tips on setting up a chapter web site, contact your area manager. If your chapter has a web site and it is not hyperlinked to SHRM’s web site, please contact your area manager.

Membership Directory. Outside of attending a regular chapter meeting, the best networking tool available to chapter members is the chapter membership directory. Like the chapter newsletter and web sites, the directory can also be used to generate non-dues revenue through selling advertising space.

SHRM Logo Usage. SHRM **requires** the use of the “Affiliate of” logo on chapter-produced publications, newsletters, web sites, stationery, membership directory, seminar announcements, etc. The use of the Society’s logo provides instant identification and creates an alliance among SHRM chapters.

The proper usage of the SHRM logo is extremely important — for a number of legal reasons. To aid in the proper usage of the logo, SHRM has produced a *Graphics Standards Guide*, including camera-ready logo slicks, available by using the order form at the back of this *Guide*. The logo is available on diskette in a variety of formats (e.g. .tif, .gif, .bmp, .jpg) and/or may be downloaded from the SHRM web site (www.shrm.org/graphicsguide).

Interfacing With Local News Media. Effective media relations can increase visibility and inform the public of a chapter’s activities and accomplishments. Surveys, studies and events sponsored by a chapter, as well as the achievements of chapter members, are perfect opportunities to get the chapter and SHRM in the news.

To aid chapters with their media contacts, SHRM has produced a *Working With the Media Guide* available online at www.shrm.org/press/mediaguide.asp.

“Chapter Chatter”. Each monthly issue of *HR News*® contains a column entitled “Chapter Chatter,” which provides chapters with a forum to publicize recently concluded or upcoming programs and/or events, or to recognize outstanding volunteers. Submissions for “Chapter Chatter” should be made to your area manager or via email to chapchat@shrm.org. For more information consult the Volunteer Leaders’ Resource Center (www.shrm.org/chapters/resources/) and click on “Chapter Chatter”.

Benefits of Membership

When promoting the value of SHRM membership to chapter members, below are some benefits of membership to highlight.

SHRM Online (www.shrm.org)

SHRM's extensive portal on the World Wide Web includes daily news updates, selected articles from SHRM publications, links to other HR web sites, extensive job listings, interactive bulletin boards, legislative activities, access to SHRM White Papers and more. SHRM's home page has been described as the first place HR professionals should go for online information.

Information Center

The SHRM Information Center is staffed by HR professionals who can answer a wide variety of questions on human resource subjects. The Center has a large collection of reference materials focused on human resource management related topics. Some of the sources used are SHRM Online with SHRM whitepapers, *HR Magazine*[®], legislative information, HRLinks and more; plus on-line libraries from WestGroup, Bureau of National Affairs (BNA), Commerce Clearing House, Inc. (CCH) and HR Comply.

In addition to these sources, the Center has nearly 5,000 books, more than one hundred journal subscriptions, and all of the vast resources of the internet. Using these resources and many other materials, the Center will research your specific questions and if the answer can be found, get back to you by fax or email within 24 hours. If the Center is unable to fulfill your request, you will be referred to the best source available to assist you.



HR Magazine[®]

The *HR Magazine* publication is an award-winning, full-color, monthly magazine and is the leading publication for human resource professionals. Its in-depth articles present new ideas, practical case studies, book and product reviews, plus examples of practices and solutions to specific problem areas.



HR News[®]

The *HR News* publication is a monthly newspaper reporting on human resource management news, including late-breaking coverage of hot topics. Special sections like Legal Report and Washington Scoreboard analyze how court decisions and legislation will affect HR professionals. Classified ad pages offer job opportunities.

HR Legal Report

This quarterly newsletter provides in-depth analysis of current legal issues confronting the human resource profession. Written by experts in the field, *HR Legal Report* provides easy to understand guidance on how to avoid legal pitfalls and ensure compliance with new laws and regulations.

LEGAL REPORT

Benefits of Membership

On-Line Membership Directory

Members can locate and network with other members by accessing the online membership directory at www.shrm.org. The online directory allows members to search for other members by name, title, company size, job function and/or location.



Workplace Visions®

Workplace Visions, a product of SHRM's award-winning issues management program, is a bimonthly report highlighting emerging issues and their implications for the workplace.

Mosaics™

Mosaics, a bimonthly publication of the SHRM® Diversity Initiative, focuses on leading edge issues relating to diversity in the workplace and the relevance of those issues to the HR profession, employers and employees.

Seminars and Conferences

Basic and advanced level training by HR experts at SHRM's seminars, state conferences and national conference provides increased knowledge and peer-group sharing of ideas to increase your competence and advance your career. For information and registration, visit the web sites at www.shrm.org/conferences/ or www.shrm.org/seminars/index.html. You may also use the form on page 23 of this *Guide* to order conference and seminar materials.



Representation

SHRM's Government Affairs staff monitors all congressional actions that could affect HR management issues. Working with volunteer leadership, SHRM determines positions on pending legislation and regulatory issues and then communicates these positions to Congress and governmental agencies on SHRM members' behalf. For more information visit www.shrm.org/government/.

SHRM Contact Information

For further questions, or additional information, please contact any of the following individuals:

Vice President, Member/Chapter Relations

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Area I Manager

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Chapter Relations Associate—Areas II, V

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Chapter Relations Associate –Areas III, VI

Nancy Wallmuller
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Please visit the Volunteer Leaders' Resource Center

www.shrm.org/chapters/resources/

Code of Ethics

Professional Responsibility

Core Principle

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

Professional Development

Core Principle

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

Ethical Leadership

Core Principle

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

Fairness and Justice

Core Principle

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

Conflicts of Interest

Core Principle

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

Use of Information

Core Principle

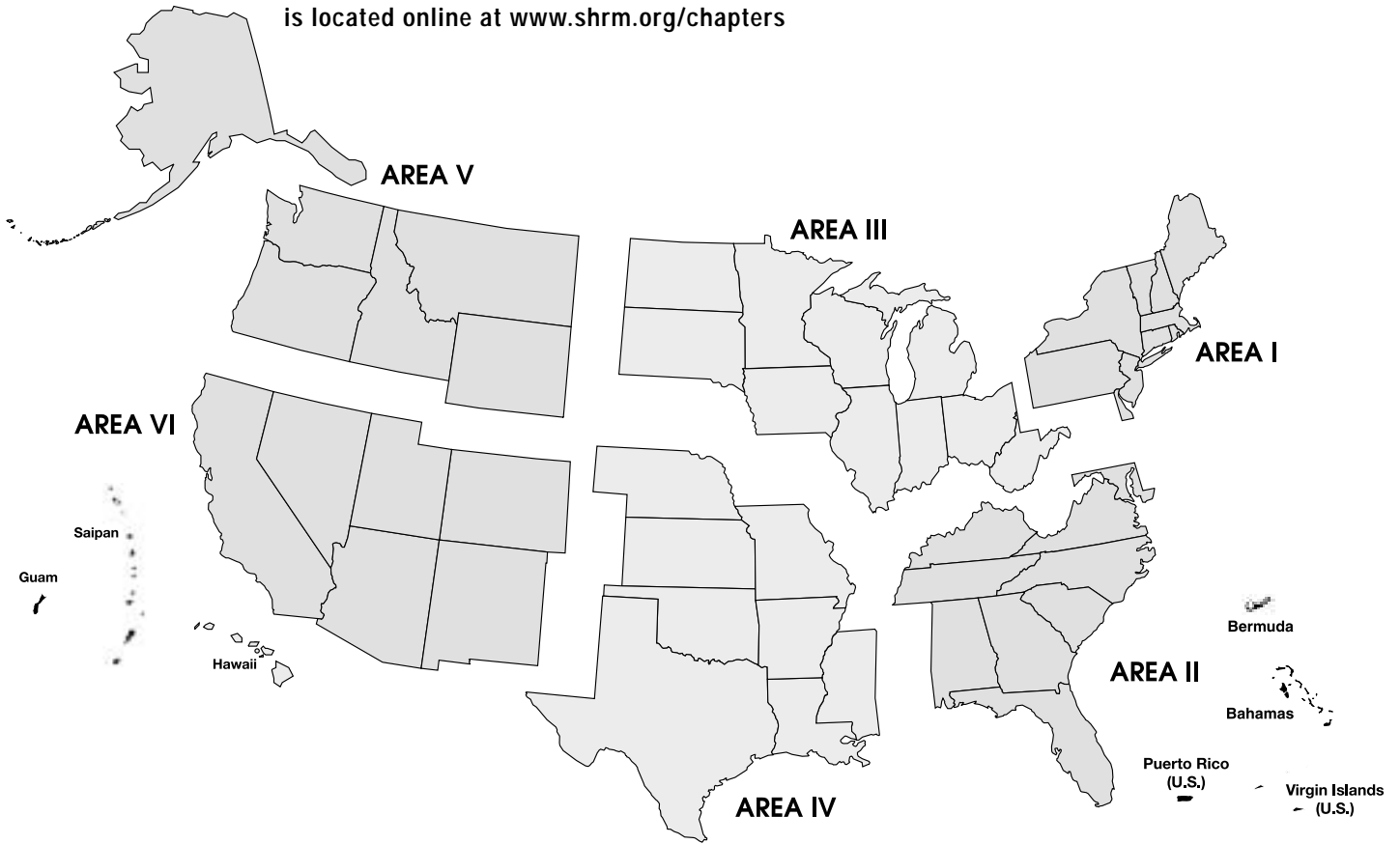
HR professionals consider and protect the rights of individuals, especially in the acquisition and dissemination of information while ensuring truthful communications and facilitating informed decision-making.

For further information, please visit SHRM online at www.shrm.org/ethics.

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

SHRM Area Map

A directory of chapter contacts and Area Managers is located online at www.shrm.org/chapters



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

Area III
Illinois, Indiana, Iowa, Michigan, Minnesota, North Dakota, Ohio, South Dakota, West Virginia, Wisconsin

Area VI
Arizona, California, Colorado, Guam, Hawaii, New Mexico, Nevada, Northern Mariana Islands, Utah

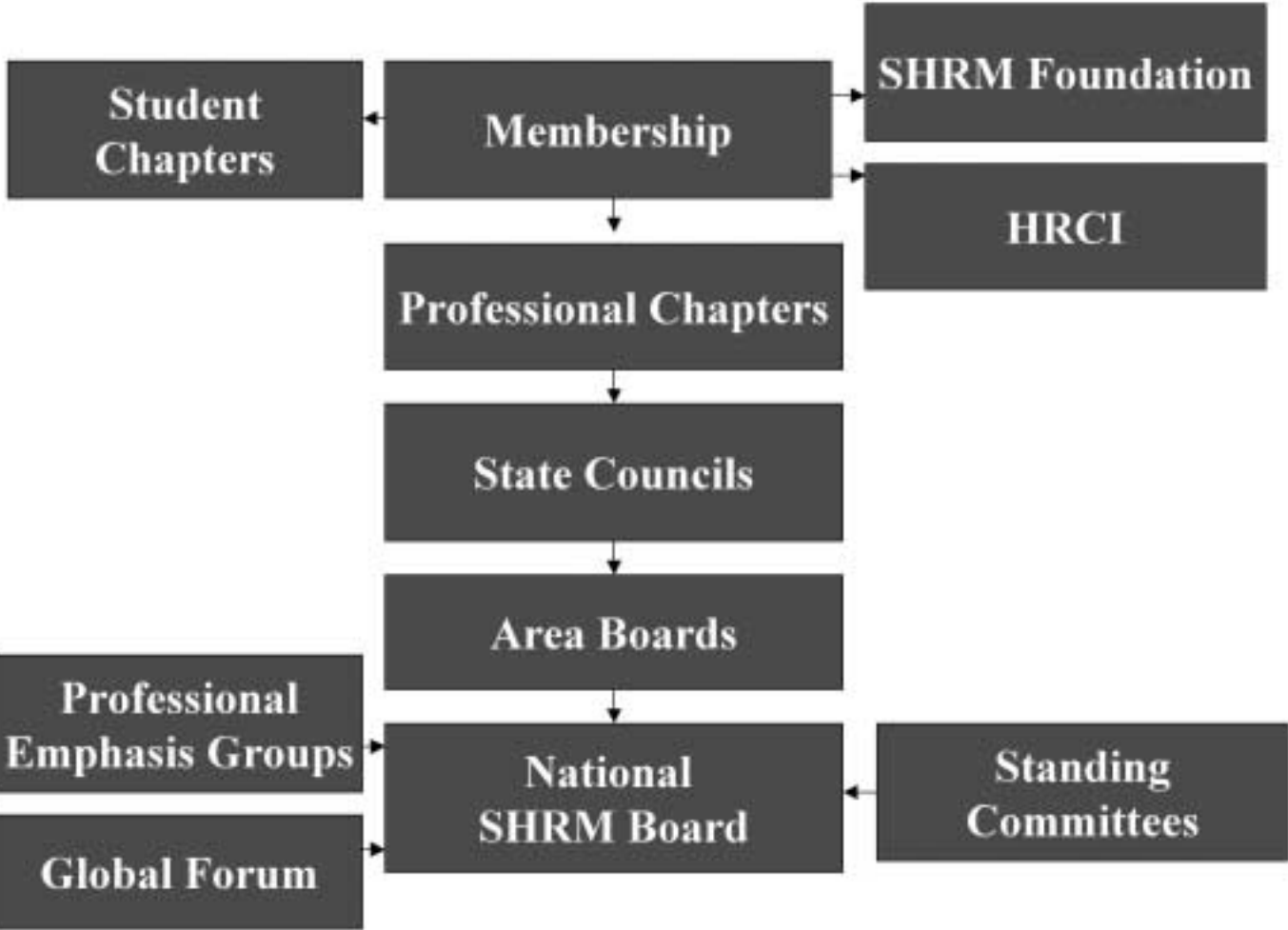
Area II
Alabama, Bahamas, Bermuda, District of Columbia, Florida, Georgia, Kentucky, Maryland, North Carolina, Puerto Rico, South Carolina, Tennessee, Virgin Islands, Virginia

Area IV
Arkansas, Kansas, Louisiana, Mississippi, Missouri, Nebraska, Oklahoma, Texas

Area V
Alaska, Idaho, Montana, Oregon, Washington, Wyoming

Exhibit 3

SHRM Volunteer Leader Structure



Volunteer Leader Form

You may photocopy this form.

Please attach a copy of your resume to this form before submitting.

Date: _____ SHRM ID# _____ Certification: _____

Name: _____

Title: _____ Company _____

Street Address _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Fax: _____ Email: _____

Education/Training: _____ School and Year: _____

Area _____ (SHRM Areas 1-6, please refer to page 18)

Chapter Membership _____

CHAPTER NAME

CHAPTER NUMBER

Sex (please ✓ one) Female Male

Race (please ✓ one) Asian American Indian/Pacific Islander Hispanic
 Black White Other _____

Being a volunteer leader for SHRM requires a serious commitment in time and money by the volunteer leader and his/her employer.

Does your company offer monetary support for SHRM volunteer activities? Yes No

Does your company support SHRM volunteer time commitment? Yes No

SHRM VOLUNTEER LEADER EXPERIENCE

Please list previous leadership positions within SHRM (list most recent first):

Position: _____ Start Mo/Yr: _____ End Mo/Yr: _____

Position: _____ Start Mo/Yr: _____ End Mo/Yr: _____

Position: _____ Start Mo/Yr: _____ End Mo/Yr: _____

Position: _____ Start Mo/Yr: _____ End Mo/Yr: _____

VOLUNTEER LEADERSHIP INTERESTS

Please use the position titles listed on the back of this form to prioritize desired SHRM volunteer leadership positions. Begin with the next position you would like to hold up through the highest position you would like to hold. If you do not see an appropriate position listed, please write in the name of the position to which you aspire.

Position (please write in number or name of position)

1. _____

2. _____

3. _____

SHRM Volunteer Leader Form

LIST OF AREA/STATE/CHAPTER/SHRM LEADERSHIP POSITIONS

(Structure at the chapter, state and area level varies)

Local Chapters

- 01 Chapter President
- 02 Chapter President-elect
- 03 Secretary
- 04 Treasurer
- 05 Legislative Representative
- 06 Diversity Director
- 07 Technology Director
- 08 Professional Development Chair
- 09 Education Advocate
- 10 College/Community Relations
- 11 Program Chair
- 12 Vice President, Programs/Services
- 13 Vice President, Membership
- 14 Vice President, Marketing

State Council

- 15 State Council Director
- 16 State Council Director-elect
- 17 Secretary/Treasurer
- 18 District Director
- 19 Technology Director
- 20 At-Large Director
- 21 Legislative Affairs Director
- 22 College Relations Director
- 23 Professional Development Director
- 24 Certification Director
- 25 International Director
- 26 Diversity Director
- 27 Education Advocate
- 28 SHRM Foundation Director
- 29 State Conference Chair

Area Board

- 30 Area Vice President
- 31 Education Advocate
- 32 International Director
- 33 Secretary/Treasurer
- 34 Legislative Affairs Director
- 35 Membership Director
- 36 At-Large Director
- 37 College Relations Director
- 38 SHRM Foundation Director
- 139 Diversity Director
- 40 Certification Director
- 41 Professional Development Director

Functional Committees

- 42 College Relations
- 43 Compensation & Benefits
- 44 Employee & Labor Relations
- 45 Employment
- 46 Human Resource Development
- 47 HR Technology Management
- 48 Legislative Action
- 49 Research
- 50 School-to-Work
- 51 Workplace Diversity
- 52 Workplace Health & Safety

Professional Emphasis Groups/Affiliates

- 53 Employment Management Association
- 54 SHRM Consultants Forum
- 55 Media Human Resources Association
- 56 SHRM High Tech Net
- 57 SHRM Foundation Board
- 58 Human Resource Certification Institute (HRCI)
- 60 HR Technology Xchange (HRTX)
- 61 SHRM Global Forum

Job descriptions for the above positions are available at the SHRM web site at www.shrm.org.



Please submit this form and resume to:
Anne-Margaret Olsson
Manager Volunteer & Committee Relations
Society for Human Resource Management
1800 Duke Street
Alexandria, VA 22314

Phone: (703) 535-6021 Fax: (703) 258-6021
E-mail: aolsson@shrm.org

An acknowledgement of receipt of this form will be sent to you in 3-5 business days.

Order Form for SHRM Resources

You may photocopy this form.

Date: _____

Chapter Number: _____ Chapter Name: _____



Ship Materials To:

Materials will be shipped within **two weeks** of receipt of this request.
Please provide a street address **only** as materials will be shipped via UPS.

Please include your phone number and e-mail address in case there is a question regarding your order:

Items listed with an asterisk (*) on this order form are also available from the Volunteer Leaders' Resource Center (www.shrm.org/chapters/resources). They may be downloaded directly to your printer.

This order form is available online in the Volunteer Leaders' Resource Center at (www.shrm.org/chapters/resources).
Once completed, click on "submit" and your order will be sent.

If you prefer to use this form, please check all items that you wish to receive. If you have any questions regarding the materials on this order form, please call the SHRM Member/Chapter Relations Department at (800) 283-7476, extension 6072 for Areas I and IV; extension 6074 for Areas III and VI; extension 6274 for Areas II and V.

Please mail or fax order to: Member/Chapter Relations Department
SHRM
1800 Duke Street
Alexandria, VA 22314
Fax: (703) 739-0399

Miscellaneous Materials

- SHRM Bylaws
- SHRM Code of Ethics*
- SHRM Annual Report
- SHRM Foundation Information Brochure
- Media Human Resources Association (MHRA) Flyers _____ (Specify quantities)
- Employment Management Association (EMA) Flyers _____ (Specify quantities)
- SHRM Consultants Forum Flyers _____ (Specify quantities)
- SHRM High-Tech Net Flyers _____ (Specify quantities)
- HR Technology X-Change _____ (Specify quantities)
- SHRM Global Forum (Brochure) _____ (Specify quantities)
- SHRM Portfolio (Flyer) _____ (Specify quantities)
- Your Guide to SHRM Online and the Internet (Brochure) _____ (Specify quantities)
- SHRMStore Books and Products Catalog _____ (Specify quantities)
- LeadHR Packet*

Conferences and Seminars*

- SHRM Annual Conference (Brochure) _____ (Specify quantities)
- SHRM/EMA Annual Conference (Brochure) _____ (Specify quantities)
- SHRM Diversity Conference (Brochure) _____ (Specify quantities)
- SHRM International Conference (Brochure) _____ (Specify quantities)
- SHRM Employment Law and Legislative Conference (Brochure) _____ (Specify quantities)
- SHRM Seminar Catalog _____ (Specify quantities)

State Council Operations

- State Council Resource Manual
- Honor State Council Achievement Plan*
- Model Bylaws for SHRM State Councils*
- Planning a Successful Conference and Exposition*

Chapter Operations

- Additional Copies - SHRM Leaders Guide _____ (Specify quantities)
- Sample Leader Position Descriptions*
- Installation of Officers*
- Chapter Code of Conduct*
- SHRM Chapter Achievement Plan*
- SHRM/CareerBuilder Pinnacle Award Application
- SHRM/CareerBuilder Pinnacle Award Compendium
- Chapter Bylaws*
- "What's In It For Me" (Brochure) _____ (Specify quantities)
- "What's In It For Your Organization" (Brochure) _____ (Specify quantities)

Chapter Financial/Legal Considerations

- SHRM Guide to Chapter Financial Management

Membership

- Roster of SHRM Members Currently Coded to Chapter # _____
- SHRM At-Large Members Labels (Chapter # _____)
- Enhanced At Large Initiative Brochure, Belong To An SHRM Affiliated Local Chapter _____ (Specify quantities)
- Enhanced At Large Initiative Bookmark, Top Reasons To Join An SHRM Affiliated Local Chapter _____ (Specify quantities)
- Member Madness - An Invitation to Apply for Membership* (Brochure with application) _____ (Specify quantities)
- SHRM Member Services Guide (Brochure) _____ (Specify quantities)
- SHRM Membership Benefits Flyer _____ (Specify quantities)
- SHRM Primary Chapter Designation Form*
- SHRM Chapter Mail List Program Information*

Chapter Programs/Member Professional Development

- Professional Certification in Human Resource Management (Small tri-fold Brochure) _____ (Specify quantities)
- Certification Information Handbook and Applications _____ (Specify quantities)*
- Recertification Application _____ (Specify quantities)

Student Programs

- SHRM Student Chapter Affiliation Manual
- Organizing an Internship Program
- Careers in HR Management (Student Brochure) _____ (Specify quantities)

Chapter Communications

- SHRM Graphic Standards Guide (includes camera-ready logos)*
- HR Magazine*® _____ (Specify quantities)
- HR News® _____ (Specify quantities)
- How to Publish a Chapter Newsletter

Other Material: _____



SOCIETY FOR
HUMAN
RESOURCE
MANAGEMENT

1800 DUKE STREET
ALEXANDRIA, VIRGINIA 22314-3499 USA
(703)548-3440 FAX:(703)836-0367 TDD:(703)548-6999
e-mail:shrm@shrm.org <http://www.shrm.org>