



SPN Chapter Handbook

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Section I – Introduction

This manual was designed to help local chapters represent the national organization of The Society of Pediatric Nurses (SPN). SPN worked in collaboration with several chapters around the country to develop this valuable resource. If the answers to your questions are not included here, please contact the SPN National Office at info@pedsnurses.org. The national website (www.pedsnurses.org) is also an excellent source of information. Chapter leaders and members can also contact SPN at 312.321.5154 or info@pedsnurses.org for the most up to date chapter listings.

PURPOSE OF SPN CHAPTERS

Chapters are an important way to collaborate at the local level; it is in chapters where enthusiasm and interest in pediatric nursing come alive. SPN chapters serve as a vital link between people within the chapter, as well as between the chapter and the National Office.

Benefits of chapter membership:

- Professional growth within the specialty
- Ability to network with people of similar interests
- Potential for leadership at the local level
- Communication network at a local level
- Participation in educational programs at a local level
- Partnership with the National Office and all SPN chapters

MISSION OF SPN

The mission of the Society of Pediatric Nurses is to advance the specialty of pediatric nursing through excellence in education, research and practice.

SPN CORE VALUES

Commitment: Accountability to members and to decision making that contributes to the profession of pediatric nursing; Dedication to life-long learning, generation of new knowledge and scholarship, innovation, and advocacy for exceptional pediatric nursing care of children and families

Integrity: Respectful, ethical, transparent, and fiscally responsible. Consistent expectations of collaboration and alignment of intellectual, professional, and organizational values

Leadership: Visionary, leading with one voice, seeking diversity of thought, inspiring and advancing the leader qualities and strengths of the membership

Excellence: Development and dissemination of evidence based standards and research based knowledge that transcends into exceptional quality outcomes for the nursing care of children and families and the promotion of the specialty of pediatric nursing

Section II – Forming a New SPN Chapter

REQUIREMENTS FOR ESTABLISHING SPN CHAPTERS (Also see [Chapter Policy 7.1](#))

- SPN members interested in forming a chapter apply directly to the Society’s Board of Directors for approval of a charter. A minimum of 15 SPN members are required to organize a chapter. All chapter members must be national SPN members.
- Each chapter must not control, or be controlled by any organization, or be accountable to any other organization other than SPN.
- Chapters must be financially independent. Each chapter is a separate entity, both legally and financially. All expenses and liabilities of a local chapter are the sole responsibility of that Chapter, and SPN shall have no liability with respect to any such obligation. Financial independence can be accomplished by charging local chapter membership dues, obtaining sponsors from local hospitals and pharmaceutical companies, and charging minimal meeting fees.
- If chosen, Articles of Association shall be executed by at least two persons. If a chapter elects to incorporate, Articles of Incorporation must be approved by the appropriate state official. It is the obligation of each local chapter to comply with all state laws. These requirements may vary from state to state.
- Chapters will develop local bylaws that are not in conflict with those of the Society. The national organization will provide model bylaws for local chapters to adapt. Each chapter shall review its bylaws annually and can amend them by an affirmative vote of a majority of the chapter membership. Any changes to the bylaws must be submitted to the SPN national office for review within 15 days of their adoption.

GETTING STARTED

- ☐ The SPN national office will provide a list of SPN members in a specific geographic area.
- ☐ Review SPN Chapter Policies.
- ☐ Coordinate an informational meeting in a central location. Inviting a guest speaker can help attract more people to attend meetings.
- ☐ Obtain an Employer Identification Number (EIN) from the IRS.
- ☐ Open a checking account.
- ☐ File Articles of Association or Incorporation with the appropriate state official. Adapt chapter bylaws.

- ☐ Complete the Chapter Charter Application Form and return it, with attachments, to the National Office. The following items must be submitted to the SPN National Office with the Chapter Charter Application:

- ☐ Letter of Intention
- ☐ Chapter Application Form
- ☐ Chapter Bylaws
- ☐ Copy of Form SS-4, "Application for Identification Number" (Original must be submitted by the Chapter to the IRS).
- ☐ Membership Roster - including list of officers
- ☐ Submit proof of collection of the \$21 chapter payment from each of the 15 members (deposit funds directly into chapter bank account)
- ☐ Charter application fee (\$50)

The Board of Directors will take action on the chapter application at its next scheduled Board meeting following receipt of a complete application packet. The Board will take one of three actions:

1. Approve application.
2. Approve application pending contingencies.
3. Defer application for additional information.

Section III – Governance

CHAPTER RESPONSIBILITIES

(Also see [Chapter Policy 7.2](#))

1. To maintain **active** status as a chapter the chapter must complete the following items each year:
 - a. Maintain a minimum of 15 SPN members is required to organize a chapter. All chapter members must be national SPN members as defined by the SPN Bylaws.
 - b. Complete the yearly chapter report by the given due date March 15.
 - c. Provide at minimum 3 educational offerings per year to chapter members – CEs not required but encouraged
2. All Chapter elections shall be held prior to March; with the newly elected officers accepting responsibility after the close of the Annual Meeting each year (but no later than March 15).
3. A Chapter board of directors, with approval from Chapter members, shall devise a system for nomination of Chapter officers in a fair and equitable manner.
4. Chapter board of directors must include at least 2 members, but is not limited to (or a combination of):
 - a. President
 - b. Vice President
 - c. Secretary
 - d. Treasurer

5. Maintain chapter records in accordance to SPN [Policy 1.4 Document Retention and Destruction.](#)
6. It's the responsibility of the chapter president or named contact person to answer all communications from SPN National office and respective Chapter Support & Development Committee member in a timely manner.
7. It is the responsibility of the chapter president to ensure all local members are paid SPN members. Chapters with NON-SPN members found on their rosters will be fined the annual membership dues fee per non-members unless proof of membership is available.

RESPONSIBILITIES OF A CHAPTER BOARD

Participation on the Board is an honor and duty not to be taken lightly. By fulfilling your responsibilities as a steward of the organization, you will rise to the leadership expectations of your members.

1. Establish Policy - Identify the scope of your chapter's activity, define the critical issues to be addressed, establish policy positions, determine priorities, set targets and then let others determine how to get the job done.
2. Provide Leadership - Set aside personal agendas. As a participant on a Board of Directors, you are expected to offer your opinion in debate and contribute to the board's decision. However, once a decision has been approved by the Board of Directors, it is incumbent upon all members to support the outcome, even if you personally voted against the outcome.
3. Provide Direction Through Planning - All decisions of the Board and all actions of committees should be in line with the chapter's mission purpose or even linked to the strategic plan.
4. Ensure the Financial Integrity of the Organization - The strategic plan provides direction and the budget states how resources are to be allocated to achieve the plan
5. Participate Responsibly - Carry your fair share of the leadership responsibility. Strong participation by all board members
6. Commit to Board Leadership as Team Leadership - Everyone knows the goal and his or her role; value diversity of thought; solve problems as a team.
7. Evaluate at all Levels
 - a. Policy Performance
 - b. Financial Performance
 - c. Board Performance
 - d. Organization Performance

CHAPTER ROLES AND RESPONSIBILITIES

Officers: The Chapter officers shall consist of [select at least two: President, Vice-President, Secretary, and Treasurer.]

Committees: The number and types of committees shall be designed to meet the chapter's needs. The chapter shall define the purpose and responsibilities of the committees.

Membership: Chapter's membership shall have the same requirements as those contained in the Society's bylaws. Each chapter member must be an active member of the Society.

Meetings and Educational Programs: The chapter shall hold meetings on a periodic basis for the purpose of transacting business and presenting educational programs. Per the Society's Chapter policies each chapter should offer 3 educational activities – CEs not required but encouraged. Chapters may not sponsor a regional conference within two weeks before or after the national annual conference.

Records: The records of each chapter shall include:

- Minutes of all Governing Board meetings
- Minutes of all general membership meetings
- Program offerings and attendance
- Checkbooks, account statements, receipt books, audit reports, annual financial reports, tax submissions, and any other items of a fiscal nature. The fiscal year is January 1 through December 31. All financial records will be kept indefinitely.
- Membership lists including name, address, and contact information
- Chapter activity reports

GUIDELINES FOR GOVERNING BOARD MEETINGS

- Chapter business is conducted by the Governing Board on behalf of the membership. Regular meetings of the Governing Board are held between general membership meetings. The purpose of the meetings is to conduct business, develop chapter programs, further the chapter's goals, and promote continued growth of the organization.
- Meetings should be open to the membership. The date, time, and location of the meeting should be provided to all members prior to the meeting.
- Agendas should be published in advance of the meeting.
- Minutes of the previous meeting should be sent to all Governing Board members.
- A summary of the actions from the meeting should be available to the membership.
- A majority (a number more than half of the total number of a given group) of the Board shall constitute a quorum.

GUIDELINES FOR CHAPTER MEMBERSHIP MEETINGS

At least one business meeting a year is held with the general membership to elect and/or install new officers, determine chapter activities, receive committee and officer reports, and for the following purposes:

1. Legislation: Approval of bylaws revisions (as necessary).
2. Sharing chapter information, progress, and accomplishments.
3. Election and/or installation of new officers.
4. Admittance of new members to the chapter.

HELPFUL INFORMATION AND TIPS

Take advantage of your chapter's homepage on www.pedsnurses.org.

- Every chapter has their own homepage available only to chapter members. This is a great place to upload chapter meeting minutes, news, and other important information.
- To access your chapter's homepage log in to your account and access the [Chapters tab](#) under the Community heading. Select your chapter.

Promote your chapter events on the SPN website.

- Email info@pedsnurses.org in order to get your events added to the events calendars in our chapter forums.

Get your educational events approved to offer CNE.

- These websites have offer information on accredited providers and approver units: www.ancc.org or www.ncsbn.org
- Contact your State Board of Nursing for specific requirements for your state.

Need a current membership roster of your chapter?

- Email info@pedsnurses.org; chapter rosters are uploaded every other month.

Section IV – SPN Operations – Compliance GUIDELINES FOR MAINTAINING ACTIVE CHAPTER STATUS

(Also see [Chapter Policy 7.3](#))

To help us ensure that all SPN chapters are in compliance, SPN administers a Chapter Charter renewal process annually. Here is a quick list of Chapter documents, information and materials that are required to be sent to SPN National Office every year. The SPN National Office is responsible for contacting you with the appropriate notice and required materials:

1. Maintain a minimum of 15 SPN members is required to organize a chapter. All chapter members must be national SPN members as defined by the SPN Bylaws.
2. Complete the yearly chapter report by the given due date March 15. Online report includes:

- i. General information
- ii. Financials
- iii. List of education offerings
- iv. List of current officers

3. Provide 3 educational offerings per year to chapter members – CEs not required but encouraged

The purpose of the Annual Report is to:

- Report and confirm the chapter's contact information
- Leadership status
- Activities
- Future goals
- Membership role
- Financial health for the previous year.

Annual Reports are due by March 15 annually. The chapter will be deactivated if the report is not received per SPN chapter policies.

It is ultimately the responsibility of the chapter president to ensure the reports are completed and submitted to the National Office on time.

MEMBERSHIP

Per SPN's bylaws, all recognized SPN chapters must adhere to the following membership compliance requirement: "All members of local SPN chapters must be members of the national association". Any Chapter members who are not SPN members should be approached and encouraged to join SPN in order to maintain their Chapter membership status.

CHAPTER BYLAWS

All Chapters are provided with a copy of standard SPN Chapter Bylaws. A copy of example chapter bylaws have been included in the addendum of this manual. Chapter bylaws will be reviewed by the Board of Directors during the review of the initial chapter application. Any subsequent bylaws revisions must be submitted to the SPN National Office for review. Recommended updates may be provided.

EXPLANATION OF TAX EXEMPT STATUS

SPN is a 501(c)(3) non-profit, tax exempt corporation, EIN #68-0229220, meaning that it is exempt from federal income tax and organized exclusively for charitable, religious, educational, literary or scientific purposes. In addition to exemption from most federal income taxes, 501(c)(3) organizations enjoy certain unique advantages. Contributions made to them are tax-deductible by the contributors.

- 501(c)(3) Requirements: To qualify as a 501(c)(3) you must be organized and operated exclusively for charitable, religious, educational, scientific, or literary purposes. You must also be organized in your state, and will need to provide a copy of your articles of organization (articles of incorporation or articles of association). No part of the organization's net earnings will inure to the benefit of private shareholders, individuals, or private interests. The organization will not, as a substantial part of its activities, attempt to influence legislation (less than five percent of your activities is acceptable), or participate to any extent in a political campaign for or against any candidate for public office (including the publishing or distributing of statements). Assets of the organization must be permanently dedicated to your exempt purpose. This means that should the organization dissolve, its assets must be distributed for an exempt purpose.
- Employer Identification Number (EIN): You must use an EIN if you are a non-profit; even if you do not have employees. Most banks will require you to apply to the IRS for one in order to open a checking account. You can apply for your EIN (form SS-4) by contacting the IRS Service Center listed for your area in the form SS-4 instructions.
- 501(c)(3) Status: Chapters maintain financial independence from SPN. Every chapter must obtain recognition as a tax-exempt entity you will need to apply with the IRS by submitting form 1023.
- Filing: Every organization exempt from federal income tax under section 501 must file an annual information return (form 990/990e-postcard). Even though an organization is recognized as tax exempt, it still may be liable for tax on its unrelated business income. The SPN National office will complete the 990 e-postcard for each chapter and will reach out to chapters directly if there are any issues with the filing.
- Forms and information can be requested from the IRS by calling 800-829-3676 or via the internet at www.irs.ustreas.gov. Ask for:
 - Publication 557 - Tax Exempt Status for Your Organization
 - Package 102e - Application for Recognition of Exemption under 501(c)(3)
- Special Third Class Bulk Permit: Non-profits are eligible for less costly postage rates. Acquire Form 3624 from the Post Office and submit it with documentation of your 501(c)(3) status and the \$75.00 annual fee. Political activity is excluded from organizations which receive this special third class bulk postage rate. A bulk permit imprint must be printed or stamped on each mailing piece. All bulk mailing must be taken to the weighing section at the post office which issues the mailing permit. For each mailing the number of pieces must be at least 200, and the pieces must be sorted by zip code and bundled or stacked according to specifications from the post office. This is third class mail. The delivery time is longer than for first class mail.
- State Tax Exempt Status: State requirements for filing reports by non-profit organizations vary. Chapters should call the non-profit office of the Department of Revenue in their state and request information on requirements. You will need to detail how you are organized (incorporated or unincorporated) and provide your IRS exemption status. If state forms are required to be filed for exemption from income tax, your non-profit status is ordinarily

established by providing your IRS documentation. If the state income tax form requirement for filing is income in excess of \$25,000, then a copy of your federal form 990 may be attached to the appropriate state form. Please note that state tax exemption from income tax does not necessarily include exemption from sales tax.

- Sales Tax Exemption: Some states provide for exemption from sales tax for non-profit 501(c)(3) organizations. This exemption provides that sales tax will not be added, when supplies are purchased or chapter initiations, programs, dinners, etc., are held. Chapters should check with their state's Sales Tax Department and if this type of exemption is available, file the necessary forms. If a State Sales Tax exemption number is obtained, the number can be used for excluding sales tax from affiliate purchases.

GUIDELINES FOR USE OF SPN LOGO

- 1) This logo is a valuable trademark and is the sole property of SPN. The logo can only be used in conjunction with National programs or with specific permission of SPN (effective January 2015).
 - a. SPN Chapters may create their own logo with "SPN" being in any other letter format.
 - b. A SPN Chapter may use the official logo with the statement "_____Chapter of SPN," provided additional trademarks or service marks are not used in close proximity or as part of the above described logo. Other elements must not crowd the logo which must be easy to read.
 - c. The official SPN logo must be used as it is currently designed including the use of the official colors and adding specific effects to the logo or distorting it artistically is not permissible.
 - d. Any rights, including the use of the SPN logo in conjunction with a chapter name, are granted pursuant to a license only and convey no other ownership rights. Rights granted are subject to approval by SPN national office. (Also see [Administrative Policy 1.5](#)).

Section V - Financial Management

GUIDELINES FOR CHAPTER FINANCE

- The Governing Board is ultimately responsible for the wise and effective management of the chapter's financial resources.
- Adopts an annual budget consistent with the chapter's goals and its financial resources.
 - Biennial Budget — A two-year budget plan offers greater continuity in support of chapter program goals and development. Ideally, a chapter budget should begin in the

first term of the chapter president's two-year term of office. Staggered terms of office, with the treasurer's term beginning in the second year of the president's term, allows time for orientation to the role of treasurer and time for adequate planning for the next biennium.

- Annual Budget — Annual budgets should be prepared prior to the start of each new fiscal year. If a biennial budget is in place, the second year plan should receive a thorough review, updating, and Board approval prior to the second year.
- Establishes written financial policies and procedures.
- Monitors the income and disbursement of funds on a regular schedule.
- Provides for annual financial reports to chapter members.
- Keeps records of bank account information and passes on information to next President and Treasurer.
- ***All financial records must be kept indefinitely.***
- Prepares annual tax forms.
- The Board should review the status of the budget on a regular basis, examining actual versus budgeted income and expense and analyzing significant variances. Many chapters schedule a financial report at each Board meeting and append it to the minutes of the Board.

REVENUE AND EXPENSE CONSIDERATIONS

- The main source of chapter income is typically provided by chapter membership fees. As of 2023, this fee is \$21 per year, per member and is paid out bi-annually (January 31 and July 31)
- Corporate financial support from local vendors and institutions may be an additional source of revenue.
- Expense Planning: Chapters will pay an annual due of \$100 per year. This amount will be automatically deducted from the dues that are distributed in January of each year
- Depending upon your state tax law, the chapter may be required to pay an annual fee when submitting tax information
- Meeting Expenses:
 - Chapters may need to budget for room rental, honorariums, food expenses, printing, etc.
- Ideas for use of the chapter revenue:
 - Educational events offering CEUs
 - Scholarship to attend the SPN Annual Conference
 - Supporting an activity at the SPN Annual Conference

FINANCIAL REGULATIONS

- All expenses (including the cost of incorporation) and liabilities of a chapter are the sole responsibility of that chapter, and the Society shall have no liability with respect to any such obligation.
- Chapter dues will be collected by the National Office and will be reimbursed quarterly. Annual chapter dues will be \$21.00 for all chapters. All chapter members must be national members of SPN.

FIDUCIARY RESPONSIBILITIES

1. The Duty of Obedience – refers to the Board’s responsibility to fulfill its organizational purpose. As a tax exempt organization, there are guidelines and parameters established to which you must adhere. The board must ensure that the organization operates in compliance with the laws that govern it. Please review the Operational Section of this manual for more detailed information.
2. The Duty of Care - refers to how the board’s habits are formed. It is the board’s responsibility to make informed decisions. The board may not always be right and you must be careful to act prudently. To ensure prudent decisions, board members should attend meetings regularly, remain well informed, review materials in advance, and remain attentive in meetings and during decision-making.
3. Duty of Loyalty - refers to the board’s responsibility to make decisions based on the best interest of the organization. Your judgment as a board member should not be clouded by personal agendas. Decisions should also be free of conflict of interest.

Section VI – Volunteer and Team Building

Local Chapters build their support from nurses who are willing to volunteer their time and talent. Often time, recruiting volunteers can be one of the most challenging aspects of developing a strong chapter. This section is intended to help with volunteer management.

Volunteers remain involved in organizations because of the value that they receive. Opportunities for networking, friendship, education and community service are reasons that many continue to volunteer for an organization.

RECRUITING VOLUNTEERS

Recruiting and retaining volunteers can be very difficult tasks. Prior to recruiting volunteers chapters must:

1. Clearly identify volunteer needs and positions

The board of directors' positions and descriptions should be defined in chapter bylaws; however, many chapters find they need additional volunteers for positions such as program planning and newsletter /social media communications. Clearly state the work expectations, time commitment and length of term will help with recruiting. As additional needs arise, be prepared to write the position descriptions with the necessary information. It is important to assess the needs of the chapter and capitalize on the volunteers that are interested in servicing. Exciting new volunteer opportunities can emerge from informal conversations with fellow members, volunteers and colleagues. Utilize the strengths of the volunteers who are attending meetings and show an interest. Those volunteers may be able to help with different aspects of your chapter. If you are a new chapter or a small one, creating a position such as a "member-at-large" may work best to meet the needs of the chapter for the time being.

Chapter leadership should be open to ideas from membership who may be looking for volunteer positions that taps their creativity, present a challenge or provide the opportunity to learn new skills. Other individuals may want to support your chapter, but need a break from the demands of their nursing jobs. By identifying a range of positions requiring different skills, abilities, backgrounds, and levels of commitment, chapters can appeal to a wider range of potential volunteers.

When writing volunteer position descriptions here are some areas you might want to include:

- Position Title- a specific, descriptive title that gives the volunteer a sense of identity and helps other volunteers and members understand the assigned role.
- Volunteer Impact- is the purpose of the overall project and/or program and how the volunteer's work will impact the project's outcome, clients, or mission.
- Responsibilities and Duties- can clearly define what the volunteer is expected to do on the assignment.
- Qualifications- be clear and concise to include education, personal characteristics, skills, abilities and/or experience required.
- Commitment – in terms of minimum length of service, hours per week/month, and any other special requirements.

2. Know what you have to offer- the 'costs and benefits' of volunteering

Be honest with members who may be interested in volunteering. Just as a nursing position has positives and negatives, so does volunteering. Chapter leaders need to set expectations for the potential volunteers

3. Plan a recruitment approach based on volunteer needs

Understand SPN and the local chapter's history, culture and cause will help with recruiting new volunteers. For example, if the local chapter is hierarchical, recruiting individuals who are comfortable following policies and procedures will be necessary. Typically, these chapters have had a long history and large membership. If a chapter is more loosely organized, recruiting individuals who are self-starters and comfortable working with less structure and supervision will be key

4. Prepare your existing volunteers for new involvement.

A checklist to keep in mind:

- ✓ Current volunteers have shown their support for volunteer placements and initiatives.
- ✓ Everyone is fully knowledgeable about their role in volunteer placement.
- ✓ Policies, procedures and record keeping systems are in place.
- ✓ Current volunteers are ready to respond to inquiries of potential volunteers.
- ✓ Current volunteers can speak knowledgeably and enthusiastically about the mission and work of the organization.

5. Sell your chapter and SPN inside your chapter

The best recruiters for a local chapter are the current membership and leadership. Offer members recruitment rewards, such as gift card to those who recruit others. Sell events and promote work that current leadership and members are doing. Ideas that work for chapters include:

- ✓ Empower your current volunteers to recruit and mentor.
- ✓ Put your new volunteers and projects done by volunteers in your newsletter, eblasts, or annual report.
- ✓ Be proactive, responding to any perceived 'barriers' to recruiting new volunteers.
- ✓ Gather and pass on success stories- SPN chapters are a great place of mentoring and professional growth- sell this to potential volunteers.
- ✓ Start small and build on your strengths- work with those current volunteers who are already supportive of this initiative.

For each position you have a need for you need to create an approach to recruit volunteers. Begin by asking yourself the following questions:

- ✓ Who will be qualified for and interested in the position?
- ✓ Who will be able to meet the time requirements of the position?
- ✓ Where will you find these volunteers?

- ✓ What will motivate them to serve?

6. Always be Recruiting

- ✓ Clearly define the role and responsibilities. Update as needed
- ✓ Ensure the messaging will motivate others to serve
- ✓ Keep organizations name and needs in the public eye. This can be done through newsletters and meetings.
- ✓ Build a diverse volunteer base, including diversity not only in national origin, race and gender, but also job type, education level and personality.

VOLUNTEER MANAGEMENT

Every volunteer is going to have his or her own strengths and weaknesses. It is your job as the leader to draw on their strengths and handle their weaknesses. There are three easy steps to managing volunteers:

1. Identify the motivating factor of your volunteers.
2. Match with their motivations the activities which they are best suited and the type of praise needed, and lastly.
3. Address conflicts/problems when they arise.

IDENTIFY THE MOTIVATING FACTOR OF YOUR VOLUNTEERS

Four Typical Basic Motivators of Volunteers

1. Praise- a person who is motivated by praise is one who likes to show off his or her work, loves to hear thank-you, and tends to get frustrated when a project does not go well. They tend to tell stories about their accomplishments and mention when they do not get praise that they feel under-appreciated.
2. Affiliation- a person who is motivated by affiliation will be a cheerleader of the group. Membership will see this person always wearing the SPN logo, identifying themselves more as a staff member than volunteer, and will always encourage friends to join SPN and volunteer. They love to work with a group of people.
3. Accomplishment- a person who is motivated by accomplishment will like to have a 'to do' list to check off and might get frustrated when a project isn't finished. This person will also love to see the finished project and can work independently.
4. Power- a person that is motivated by power (control or influence) will like to be in control and might appear 'bossy.' This person might feel threatened by perceived competition and will have a lot of energy.

Remember that, like most things, many volunteers are not going to fit perfectly into any one category, but rather be a combination of factors. When managing volunteers, try to look for their strongest motivator and work with that.

MATCH VOLUNTEER MOTIVATIONS WITH ACTIVITIES

Best activities for the Four Motivators

1. Praise- a person motivated by praise will enjoy an area/project where the results of his/her efforts are readily seen by others, and where the talents they already possess can be used. For instance, someone who works with budgets at work might be a good treasurer who presents a report at each meeting to show their efforts.
2. Affiliation- a person motivated by affiliation will work best in a position where social opportunities are available, such as a group project, and they can represent the chapter. For instance, this person would be a great program coordinator or membership recruitment volunteer.
3. Accomplishment- a person motivated by accomplishment will enjoy seeing concrete evidence of their work such as piles of finished paperwork, names off a checklist, or dozens of cookies baked. For instance, this person would work well in coordinating and recruiting exhibitors for your meetings, doing mailings, or balancing your budget.
4. Power- a person motivated by power will need to be in a position where he or she can persuade people to see or do things their way. For instance, this person would be a good secretary who will make sure bylaws are followed, or good at marketing your courses or membership drives.

Remember that when you place volunteers in positions that suit them, they have a better chance of enjoying their involvement and doing a good job. It is your responsibility as a chapter president to mentor incoming volunteers and to place them in positions that suit their motivating factors and skills.

CONFLICT RESOLUTION

Conflicts are bound to arise in your chapter community. Here are some helpful tips for addressing conflicts:

1. Formality- Ideally, a formal complaint is the best way to address an issue. If a complaint has come forward in a formal or informal way regarding a member, volunteer or process, leadership should request that they write an objective account of the issue. In many situations, an informal discussion will bring up an issue. If the person is not willing to write it down, the chapter leadership still should address the issue in an objective, investigative review.
2. Time- Address the complaint in a timely fashion. Since the board needs to be aware of the issue, leadership may need to call a meeting to review the specifics. Investigate- There are two

sides to every story. To fully investigate each side, leadership will need to appoint a representative to collect the facts. Addressing issues that may have legal ramifications will take a priority over personal disagreements. The investigation should be non-partial. If there is a concern regarding taking sides, leadership may need to change the investigator.

3. Authenticate- A complete investigation should dispel rumors and authenticate the complaint. If the complaint cannot be authenticated, the case should be closed. Documentation- document everything using concrete, factual terms. Take objective notes and record important occurrences to authenticate your report.
4. Negotiate-For situations that require a resolution between two or more entities, the goal should be to resolve the issue so that the organization can carry on with its mission. A solution to any complaint will require the leaders to work together to concur on an appropriate resolution. Be Professional - When addressing the resolution use a professional approach. Leadership should use only objective terms in a professional manner. There should also always be at least two people from the leadership team to discuss the resolution with the individuals.
5. Be Confidential - Issues that arrive and are investigated should be addressed confidentially. The information that is collected during an investigation along with the final resolution should also remain confidential.

Often times in small organizations, there is rarely a need to address serious, legal, or ethical issues. These tips are here to assist an organization if such an issue arises. SPN also recommends reaching out to your regional representative for assistance.

References:

Author Unknown (1998). Supervising Volunteers. [http:// www.CyberVPM.com](http://www.CyberVPM.com).

Ronningen, Peter (1999). Volunteer Recruitment Policy and Motivational Factors for Volunteering.” *Papers of the Symposium*. <http://www.blues.uab.es/olympic.studies/volunteers/ronningen.html>

Addendum

EXAMPLE CHAPTER BYLAWS

ARTICLE I

NAME

The name of this organization shall be the _____ **[name]** Chapter of the Society of Pediatric Nurses, Inc., also known as SPN. This organization is a chapter chartered by (chapter abbreviation or “nick name”) whose bylaws regulate this chapter and its members. SPN and its chapters are non-profit professional organizations.

ARTICLE II

PURPOSE

The purpose of the chapter shall be to advance the specialty of pediatric nursing through support of members in their practice.

ARTICLE III MEMBERSHIP

Section 1. Membership in this chapter shall be open only to members of SPN. Membership types and definitions shall be based on the National Society's bylaws.

Section 2. Chapter dues are paid to the National Office per person each year. Chapters will be reimbursed quarterly by the National Office. Individual membership dues are delinquent 60 days following the annual date of renewal. Failure to pay dues, either chapter or national, shall result in suspension of membership and benefits. Members can be reinstated upon payment of their dues. Dues are not refundable.

Section 3. Regular meetings of the chapter shall be held at least **[SELECT monthly / bi-monthly / quarterly / annually]** at a place determined by the Governing Board. The regular meeting held in [month] shall be known as the annual meeting and shall be for the purpose of electing officers, receiving reports of officers and committees, and for any other business that may arise.

Section 4. Special meetings may be called by the President or by the Governing Board, and shall be called upon the written request of **[X number]** members of the Chapter. The purpose of the meeting shall be stated in the call. Except in cases of emergency, at least three days' notice shall be given.

Section 5: A majority of the members of the Chapter shall be sufficient to authorize action or shall constitute a vote.

ARTICLE IV OFFICERS AND GOVERNING BOARD

Section 1. The Chapter officers shall consist of [select at least two: President, Vice-President, Secretary, and Treasurer.] The President, with the approval of the Governing Board, shall appoint such other persons as may be necessary to conduct the business of the chapter.

- A. President — The President shall be the Chief Elected Officer of the Chapter and shall: 1) serve as the official spokesperson for the Chapter; 2) prepare the agenda and preside at the meetings of the Governing Board and at all membership meetings; 3) appoint the chairpersons of all committees with the advice and consent of the Governing Board and serve as an ex-officio member of all committees except the Nominating Committee; 4) have the authority to sign all

checks, disbursements, and legal documents; and 5) be responsible for providing the annual activity and financial reports to SPN.

- B. Vice-President — The Vice-President shall: 1) assist the President in the performance of his/her duties; 2) perform the duties of the President in the absence or inability of the President; 3) act as the chair of the Program Committee; and 4) perform other duties as delegated by the President or the Governing Board.
- C. Secretary — The Secretary shall: 1) record all minutes of the meetings of the Governing Board and membership meetings; 2) maintain correspondence with SPN; 3) disseminate information to the chapter members and other organizations; and 3) perform such other duties as may be delegated by the President or the Governing Board.
- D. Treasurer — The Treasurer shall: 1) obtain an Employer Identification Number from the IRS and maintain a checking/savings account ; 2) have the authority to sign all checks, disbursements, and legal documents; 2) maintain a full and accurate record of receipts and disbursements of funds belonging to the Chapter; 3) present an annual financial report to the Governing Board and membership at the annual meeting; 4) be an ex officio member of the Finance Committee, and 5) perform other duties as assigned by the President or the Governing Board.

Section 2. The Governing Board shall consist of the two officers, and the Chairs of any Committees. The Board shall conduct the business of the Chapter between meetings of the general membership, fix the date, hour, and place of meeting, make recommendations to the chapter, and oversee the activities of all standing and ad hoc committees. The Board shall be subject to the orders of the Chapter and none of its acts shall conflict with action taken by the chapter. The Board has no power which is not given to them by the bylaws. The Board shall meet at least twice annually, at such times as determined by the Board or the President. Special meetings of the Board may be called by the President, and shall be called upon the written request of three members of the Board. Between meetings of the Board, business may be conducted by conference call. A majority of the Board members present shall be sufficient to authorize action or shall constitute a vote.

Section 3. Officers and Board members shall serve a minimum of one year and shall be elected by an affirmative vote of the majority of the ballots cast. Terms of office shall be staggered so that all officers and board members do not begin and end their terms at the same time. Elected officers and Board members shall assume their duties at the close of the annual meeting following their election.

Section 4. The Vice President shall fill a vacancy in the office of President. A vacancy on the Governing Board shall be filled by appointment by the Board. Any member filling a vacancy for an un-expired term of more than one year is deemed to have served one term.

ARTICLE V

NOMINATIONS AND ELECTIONS

Section 1. The Nominating Committee shall consist of active chapter members who are not officers or members of the Board.

Section 2. The Nominating Committee shall prepare a ballot which shall be submitted to the Board for review prior to the election. Elections shall take place by ballot. A plurality vote for any office shall constitute an election. In case of a tie, the election shall be determined by lot.

ARTICLE VI
TASK FORCES AND COMMITTEES

Section 1. The Governing Board shall establish Task Forces as necessary to accomplish the work of the Chapter. Task Forces shall be initiated upon the request of any members and the approval of the Board.

Section 2. Standing Committees shall be appointed by the Governing Board to accomplish the work of the Chapter. [Insert any standing committees the chapter wants to create]. A quorum for committees shall be two members in attendance.

ARTICLE VII
PARLIAMENTARY AUTHORITY

The rules contained in the current edition of Robert's Rules of Order, Newly Revised shall govern the chapter in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order that the Chapter may adopt.

ARTICLE VIII
AMENDMENTS

These bylaws may be amended by mail vote of the active membership. An affirmative vote by a majority of the active members who return their ballots will constitute approval for an amendment change.

ARTICLE IX
DISSOLUTION

A resolution for dissolution of this Chapter shall be signed by a majority of the regular members. In the event of dissolution of the Chapter, the Board shall, after paying all liabilities of the Chapter, dispose of all the remaining assets by contribution to the Society of Pediatric Nurses. Dissolution of SPN also serves to dissolve this local SPN chapter.