Society for Human Resource Management (SHRM)

Confidential Position Specification

Board Director (CHRO Expertise, 1 Seat)

CONFIDENTIAL POSITION SPECIFICATION

Position	Board Director
Organization	SHRM
Headquarters	Alexandria, VA (Washington DC Metro Area)
Website	www.shrm.org

ORGANIZATION BACKGROUND/CULTURE

SHRM is a member-driven catalyst for creating better workplaces where people and businesses thrive together. As the trusted authority on all things work, SHRM is the foremost expert, researcher, advocate, and thought leader on issues and innovations impacting today's evolving workplaces. With nearly 340,000 members in 180 countries, SHRM touches the lives of more than 362 million workers and their families globally.

As the world's largest HR professional association, SHRM provides individuals and enterprises globally with performance support and professional development resources, along with solutions to organization talent challenges. SHRM headquarters is in Alexandria, VA with other domestic offices in San Mateo, CA, and Washington, DC. The organization has international operations in offices in India, Dubai, and Saudi Arabia, and extends services through a global network of partners who coordinate with SHRM to offer and support our products and services in their markets.

The SHRM Board of Directors also has oversight of the SHRM Foundation a 501 (c)(3) which mobilizes the power of HR for positive social change in the workplace. Its robust resources, meaningful partnerships, and evidence-based programming educate and empower HR professionals to hire diverse talent, build inclusive workplaces, prioritize workplace mental health and wellness, develop, and support the next generation of HR professionals, and help employees find purpose at work and beyond.

THE OPPORTUNITY

Service on the SHRM Board offers a meaningful opportunity to shape the future of work and the HR profession at a global scale. Board members partner closely with executive leadership to provide strategic oversight and insight on priorities such as global growth, strengthening the credibility of the HR profession, positioning HR as a strategic business partner, and ensuring SHRM's diverse membership is informed and prepared for emerging workforce trends and policy developments.

Directors play an active role in guiding SHRM's approach to certification, education, and professional development for a globally dispersed and increasingly complex membership. The Board maintains a strong connection to SHRM members and works in close collaboration with a highly engaged professional management team to advance the organization's mission, strategy, and long-term sustainability.

Board Meetings and Standing Committees:

The SHRM Board of Directors meets four times annually in various locations. The

second- and fourth-quarter meetings coincide with SHRM's Annual Conference & Exposition in June and the Volunteer Leaders Business Meeting in November, respectively.

The Board is supported by four standing committees: Compensation and Organization, Finance, Audit and Risk Management; Governance; and Strategy. Committee meetings are typically held quarterly and, when in person, convene the day prior to the full Board meeting. New directors are appointed to at least one committee based on expertise, experience, and committee needs.

2026 BOARD COMPOSITION

SHRM's 2026 Board is comprised of the following individuals:

Betty Thompson, SHRM-SCP, Board Chair	**Sean Woodroffe, SHRM-SCP, Chair Designate**
Nilanjan (Neel) Adhya, Chair, Strategy Committee	**Jim Clark, Chair, Governance Committee**
Michael (Mike) D'Ambrose, SHRM-SCP, Chair, Compensation and Organization Committee	**William (Bill) Phelan, Chair, Finance, Audit & Risk Management Committee**
Maryjo Charbonnier, SHRM-SCP	**Paula Harvey, SHRM-SCP**
Piyush Mehta, SHRM-SCP	**Scott Snell, Ph.D**
Marlon Sullivan, SHRM-SCP	**Susana Suarez Gonzalez, PH.D., SHRM-CP**
Valerie Vargas	**Johnny C. Taylor, Jr., JD, SHRM-SCP ex-officio**

KEY SELECTION CRITERIA

Ideal Experience:

SHRM seeks an independent director with substantial leadership experience, sound judgement and a demonstrated ability to consider issues affecting work, talent, and organizational effectiveness at scale. Directors should be capable of evaluating emerging trends, assessing the implications for the HR profession, and the ability to bring informed perspective to the boards oversight and long range (strategic) planning. Ideally, the successful candidate will have board experience either as an executive employee of the organization or as a Board Member engaged in successful human resources development and strategies.

Directors are expected to understand, support, and fulfill the responsibilities set forth below and in the description of the Role of the Board of Directors and the expectations in the organization's Governance Principles.

Qualifications:

- Have an active interest in the human resource profession, a willingness to assist in setting and achieving the organization's goals, with the ability to assess long-term implications of workforce and organizational trends.

- Have a history of professional achievement and success within an organization or within SHRM, which would enable the Director to provide context and perspective to SHRM's Board. If not a member of SHRM before election to the Board, all Directors are expected to become members upon joining the Board. Individuals engaged in human resource management must hold a SHRM-CP or SHRM-SCP certification at the time of election or before the first board meeting after their election. Be willing to apply one's experience to the Board's decision-making process.

- Have a professional reputation that enhances SHRM's reputation and strengthens the role of the Board in supporting the vision, purpose, and values of the organization.

- Have sufficient knowledge of the management of a complex organization in a rapidly changing environment to provide substantive advice.

- The candidate will be an HR leader preferably in an industry not currently represented on the Board including, but not limited to entertainment, retail, media, technology, public policy.

- The ideal candidate will have in-depth experience in human resources, representing a progressive mindset, thought leadership, and practice with strong analytical and conceptual thinking.

- The candidate will be adept at corporate culture, employee experience/engagement, and values-driven business.

Other Expectations:

- Serve on at least one Board committee. Attend scheduled committee meetings and participate actively, providing advice and feedback.

- Provide candid and constructive feedback, advice, and comments on the services and products to SHRM's leadership team and on other aspects of SHRM consistent with the role of the Board.

- Be an active and vocal supporter, communicating the SHRM story in their communities and organizations, while promoting the human resource profession.

If you have a strong candidate for consideration, please send the information directly to our recruiter by April 15, 2026:

John Downer
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(917)414-0568