



State Council Position Descriptions

The Purpose and Objectives of the State Council include:

Program Development: Focus on creating and implementing programs that advance SHRM's progress and the welfare of human resource professionals statewide. This includes initiatives aimed at professional development through annual conferences, legislative and legal updates, networking, and certification.

Inter-Chapter Communication: One of its roles is establishing effective communication channels between different SHRM chapters within the state. This fosters cohesion and collaboration among local chapters.

Coordination with Regional Council: The State Council interfaces with the Regional Council to ensure alignment and coordination of efforts that impact the broader regional context beyond the state level.

Leadership Training: Another essential function involves offering leadership training at the state level. This suggests a commitment to nurturing leadership skills among HR professionals in Tennessee.

These outlined purposes reflect a commitment to supporting SHRM members, enhancing the profession, and fostering collaboration and growth within the HR community in Tennessee.

January 1, 2026

Table of Contents

State Council Director	3
State Council Director-elect	5
Secretary	6
Treasurer.....	7
Past State Council Director	8
Membership Director.....	9
Certification Director	10
Workforce Readiness Director.....	11
District Directors	12
College Relations Director	13
Diversity Director.....	15
Legislative Affairs Director	16
Professional Development Director.....	18
SHRM Foundation Director	19
Social Media Director.....	20
State Conference Chair	22

State Council Director

Function:

As the chief elected officer of the state council and the executive committee. Establishes policy, strategies, and objectives consistent with those of SHRM. Provides guidance to elected and volunteer members who are responsible for accomplishing state and SHRM objectives. Establishes goals in support of the SHRM mission and objectives.

Responsible To:

The State Council SHRM Regional Team

Responsibilities:

- Oversees the affairs of the council as the chief elected officer.
- Participates as the state's representative on the appropriate SHRM Regional Council. If elected, may represent the regional council on the Membership Advisory Council.
- Presides over meetings of the council. As appropriate, conducts general membership meetings involving SHRM members within the state. Serves as an ex-officio member of all state committees.

Provides leadership for the council by:

- Assigning responsibilities for achieving state and SHRM objectives.
- Directing the activities, plans and objectives of the state council.
- Evaluating the performance of all appointed council members.

Develops programs and undertakes activities to promote and support the following core leadership areas as defined by SHRM:

- Certification
- College Relations
- Diversity
- Legislative Action
- SHRM Foundation
- Membership
- Workforce Readiness.

Ensures that such core leadership areas are represented by roles on the state council.

- Recommends policy and organizational changes to the council in coordination with SHRM Regional Team Provides for implementation and execution of SHRM Board decisions.
- Promotes the council and the profession by personal appearances and speaking engagements before SHRM chapters and other organizations.
- Prepares regular reports for the Regional Team, regional council and/or the SHRM Board as required. Reports may include activities of chapters and the membership

within the state. This would include but not be limited to minutes of council meetings.

Requirements:

- Must be a SHRM member in good standing. HR Certification is highly desirable.
- Elected from the current year's council membership by its voting members no later than November of each year.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be re-elected for one additional one-year term for a total service of two years.

State Council Director-elect

Function:

Serves as a member of the executive committee and as an "understudy" to the state council director. Works with the state council director to establish policy, strategies, and objectives consistent with SHRM Board policies. Provides guidance to elected and volunteer staff who are responsible for accomplishing state and SHRM objectives.

Responsible To:

The State Council Director

Responsibilities:

In the absence of the state council director, manages the affairs of the council. Oversees the activities of all state committees.

Promotes the state council and the profession by personal appearances and speaking engagements before SHRM chapters and other organizations within the state.

Provides leadership for the council by:

Requirements:

Must be a SHRM member in good standing. SHRM Certification is highly desirable. Nominated by the state council director and elected by the governing body of the state council.

Serves a one-year term beginning the first day of January and ending the last day of December. May be re-elected for one additional one-year term for a total service of two years.

Secretary

Function:

Serves as a member of the executive committee and a voting member of the state council. Prepares the proceedings of all state council meetings, takes minutes, and maintains the records.

Responsible To:

The State Council Director

Responsibilities:

- Is expected to attend and participate in all council meetings.
- Prepares and distributes meeting announcements and a draft agenda; prepares follow-up material, ensures records accurately reflect business matters, and prepares reports associated with council meetings and activities.
- Prepares minutes of council meetings and ensures appropriate distribution, including copies to other council members and the SHRM Regional Team.
- Recommends new policies and procedures to increase organizational effectiveness.
- Performs other duties as assigned by the state director.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification highly desirable.
- Nominated by the state council director and elected by the governing body of the state council.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be re-elected for one additional one-year term.

Treasurer

Function:

Serves as a member of the executive committee and a voting member of the state council. Oversees and directs the financial affairs of the council.

Responsible To:

The State Council Director

Responsibilities:

- Maintains all financial records of the state council required by law or SHRM.
- Prepares, interprets, and disseminates periodic financial status reports for approval by the state council.
- Prepares the annual budget of revenue and expenses and submits same for state council approval at its first meeting each year.
- Prepares, interprets, and disseminates periodic financial status reports for approval by the state council.
- Reviews the state council's accounting and record-keeping policies and procedures. Recommends or implements changes as indicated to protect and ensure the financial health of the council.
- Performs other duties as assigned by the state council director.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification is highly desirable.
- Nominated by the state council director and elected by the governing body of the state council.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be re-elected for one additional one-year term for a total service of two years.

Past State Council Director

Function:

Serves as a member of the executive committee and as a member of the state council, providing the continuity of leadership. Chair of the Council Nominating Committee.

Provides advice and counsel to the state director.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the state council and is expected to attend and participate in all council meetings.
- Chairs the Council Nominating Committee.
- Assists in the identification, recruitment, and selection of future council leaders.
- Prepares reports and related material for the state council director as a function of providing guidance.
- Represents the council to SHRM chapters and the public as required.

Requirements:

- Must be a SHRM member in good standing.
- Must have served a term of office as a state council director.

Membership Director

Function:

Provide leadership to membership activities in chapters, particularly assuring that chapter membership directors have access to resources necessary to recruit at-large SHRM members to chapters, local chapter members only to SHRM, and non-affiliated HR professionals to both organizations. Provide leadership to member engagement/retention measurement and chapter strategies.

Responsibilities:

- Provide leadership to chapter membership directors in all areas of membership responsibility.
- Assure that chapter membership directors have access to best available resources for member recruitment and retention.
- Track and report to state council statewide and chapter membership growth and other relevant membership data (e.g., demographic data on members).
- Track and report to state council statewide and chapter member retention rates.
- Collect successful membership recruitment/retention initiatives to share with chapter membership directors.
- Provide forums - e.g., state council meetings, conference calls - for chapter membership directors to discuss membership issues and share successful recruiting/retention practices.
- Serve as a resource for those chapters struggling to meet minimum standards in SHRM membership to ensure that chapters are not disaffiliated for not meeting this requirement.
- Encourage uniform membership requirements for all chapters based on the SHRM model for membership qualifications.
- Attend state leadership conference and state council meetings to assure representation for this critical area of responsibility.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification is highly desirable.
- Appointment is made by the state council director.
- Serves a term beginning the first day of January and ending the last day of December. May be reappointed for two additional one-year terms for a total service of three years.

Certification Director

Function:

Promotes SHRM certification activities for the state council, SHRM affiliated chapters, and their members.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the state council and is expected to attend and participate in all meetings of the council.
- Reports to the state director on a regular basis concerning activities promoting SHRM certification throughout the state.
- Promotes the certification of human resource professionals through SHRM.
- Promotes the formation of chapter study programs to facilitate the SHRM certification of chapter members.
- Promotes the partnering of chapters and universities to conduct SHRM certification preparation courses using the SHRM Learning System.
- Encourages the SHRM certification of council members.
- Develops communication programs in and about SHRM certification (e.g. topical, process, recertification, issues, etc.)

Requirements:

- Must be a SHRM member in good standing. SHRM-CP or SHRM-SCP is required.
- Appointment is made by the State Council Director.
- Serves a one-year term as dictated by the state council bylaws. May be reappointed for two additional one-year terms for a total service of three years or serves the term length as dictated by the state council bylaws.

Workforce Readiness Director

Function:

Monitors and evaluates state and local activities concerning workforce readiness issues on a continuing basis and works with chapter workforce readiness advocates to plan and encourage chapter involvement and activities impacting the workforce readiness arena.

Presents a report or update to the state council director and members on workforce readiness developments, issues, and/or initiatives.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the state council and is expected to attend and participate in all meetings of the council.
- Serves as advocate for workforce readiness on state council and at other professional meetings and assists chapters in coordinating programs and other chapter activities on workforce readiness.
- Identifies and evaluates issues which impact workforce readiness and develop goals for state council strategy.
- Serves as a resource for state council on workforce readiness issues and provides leadership to the chapters on these issues.
- Monitors state and local activities concerning workforce readiness, workforce investment authorization, welfare-to-work, and education partnerships. Provides timely information on these issues to his/her state council director.
- Works with the SHRM staff liaison on workforce readiness issues.
- Develops and supports workshops and seminars which address workforce readiness initiatives and issues.
- Provides special recognition for chapter members and for state and local programs that provide betterment of the workforce.
- Responds to any other requirements of the state council director and SHRM staff liaison for workforce readiness.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification highly desirable.
- Appointment is made by the state council director.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be reappointed for two additional one-year terms for a total service of three years.

District Directors

Function:

Provide leadership and act as a liaison to chapter directors in one of three regions; West, Middle and East Tennessee, particularly assuring that chapters have access to resources necessary to recruit future chapter leaders.

Responsibilities:

- Personally visit each chapter at least once each year.
- Provide leadership to chapter directors in all areas of chapter responsibility.
- Assist the membership director to ensure that chapter directors have access to best available resources for member recruitment and retention.
- Track and report to state council any areas of concern for the chapter in the region.
- In conjunction with the membership director, serve as a resource for chapters in the region struggling to meet minimum standards in SHRM membership to assure that chapters are not disaffiliated for not meeting this requirement.
- Attend state leadership conference and state council meetings to ensure representation for chapters in the region.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification highly desirable.
- Appointment is made by the state council director.
- Serves a term beginning the first day of January and ending the last day of December. May be reappointed for two additional one-year terms for a total service of three years.

College Relations Director

Function:

Serves as an appointed member of the state council with the responsibility to assist and promote student chapter activities within the state. Works closely with SHRM's Student Program Manager in carrying out these responsibilities. Communicates state and SHRM goals and policies relative to student chapters and student membership to the chapters in the state.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the state council and is expected to attend and participate in all meetings of the council.
- Serves as a liaison between student chapters within the state and the state council.
- Promotes the formation of new student chapters within the state by identifying potential sites and working with local professional chapters to develop these sites.
- Serves as a communications link between student chapters and SHRM's Student Program Manager in disseminating information relative to student programs, scholarships, certification, student conferences, etc.
- Encourages participation of student chapters in the Regional Student Conference on the state and/or regional level.
- May coordinate a state student conference or promote student activities at professional conferences within the state, region or at the SHRM Annual Conference and Exposition.
- Works with both faculty advisors and local professional chapter presidents to encourage student participation in local professional chapter meetings.
- Encourages professional chapters and state council to offer assistance to student members through scholarship programs, internships, special student activities, or sponsorship at local, state, or national conference.
- Encourages professional chapters and the state council to develop recognition programs for faculty advisors including, but not limited to, sponsorship at local, state, or SHRM conferences.
- Provides guidance and direction to faculty advisors and chapter student liaison representative relative to organization of new chapters, integration of Student Merit Award Program into student chapter activities, and opportunities for integration of student and professional chapter goals.
- Encourages student participation in SHRM publications (e.g., Echoes, SHRM Online) and in awards programs.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification highly desirable.

- Appointment is made by the state council director.
- Must be able to visit student chapters throughout the state and attend state conference, if applicable.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be reappointed for additional one-year terms by the state director.

Diversity Director

Function:

Monitors and evaluates on a continuing basis state and local activities concerning diversity issues, and works with chapter diversity directors to encourage involvement at the chapter level.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the state council and is expected to attend and participate in all meetings of the council.
- Encourage the appointment of a diversity director at the chapter level within the state.
- Develop and work with the chapters' diversity directors to ensure they have information and materials to promote diversity.
- Develop and distribute information on diversity to the state council and chapters within the state.
- Be available for presentations if and when appropriate or help to identify programs or speakers for conferences or chapter programs.
- Coordinate efforts in developing diversity initiatives that can serve as models for other chapters.
- Work with chapter diversity directors to identify minorities and other diverse members in the state who might be interested in additional volunteer leadership opportunities.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification highly desirable.
- Appointment is made by the state council director.
- Must be able to visit chapters throughout the state.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be reappointed for two additional one-year terms for a total service of three years.

Legislative Affairs Director

Function:

Monitors and evaluates, on a continuing basis, pending federal, state, and local legislative, regulatory, and legal activities that may have an impact on the management of human resources. Communicates SHRM legislative affairs policies and goals to SHRM chapters and members within the state. Works in close cooperation with the SHRM Government Affairs Team, especially the Senior Advisor for State Affairs, in carrying out these tasks.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the state council and is expected to attend and participate in all meetings of the council.
- Attends the SHRM Employment Law & Legislative Conference and participates/organizes their state delegation in the Capitol Hill Advocacy Day.
- Works in close cooperation with the Senior Associate, Member Advocacy and the Senior Advisor, State Affairs on the SHRM headquarters staff. Identifies, evaluates, and disseminates to chapters within the state issues of concern arising from potential legislation, regulatory, and/or legal activities within the state that would potentially impact SHRM members or the profession.
- Prepares and distributes semiannual summary and status report of pending state HR-related legislation. (Distribution to include each chapter within the state, the state council director and the Senior Advisor, State Affairs at SHRM headquarters.)
- Actively promotes SHRM's Advocacy Team (A-Team) to members. Educates members on the importance of communicating to Congress and conducts "How To" session on using the SHRM "Write Your Member of Congress" feature of the SHRM HR Policy Action Center under the "Legal Issues & Public Policy" tab of the SHRM website.
- Develops and/or coordinates an annual state legislative conference.
- Serves as the primary contact for federal legislative issues to the Senior Associate, Member Advocacy at SHRM headquarters. Provides follow-up to federal legislative alerts from SHRM headquarters by communicating to chapter legislative directors and SHRM members in general.
- Presents legislative updates at chapter meetings and state conferences as requested.
- Encourages and organizes state letter-writing initiatives/competitions to federal and state legislators on pending issues and/or legislation or HR "hot topics".
- May assist in the development of position papers, responses to legislative and regulatory offices, etc. May initiate actions responding to these matters within the state after coordination with the SHRM Senior Advisor, State Affairs.
- Recruits and coordinates a state contact list of SHRM members who are willing to serve as members to the A-Team. These activities would include, but are not limited to, providing unique personal accounts on specific pieces of legislation to SHRM or

for federal or state congressional use, serving as an “expert” resource/speaker for SHRM on a particular issue and testifying before either Congress or their state legislature.

- Develops and maintains contact with both state legislators and members of Congress.
- Works to develop relationships with business coalitions and other policy-making members or interest groups with shared interests in the legislative community.
- In coordination with SHRM staff, initiates action in response to legislation, regulation or legal activities in the state.
- In conjunction with the Senior Associate, Member Advocacy represents their state delegation in participation in the Capitol Hill Advocacy Day during the SHRM Employment Law & Legislative Conference by communicating with participants and assigning specific duties during Capitol Hill meetings.
- Presents a breakout session at the state conference.
- Responds to any other requests of the state council director.

Requirements:

- Must be a SHRM member in good standing and a practicing attorney.
- Appointment is made by the state council director.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be reappointed for additional one-year terms by the state director.

Professional Development Director

Function:

Coordinates the human resource training and development activities for the state council, SHRM professional chapters and their members.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the state council and is expected to attend and participate in all meetings of the council.
- Reports to the state director on a regular basis concerning chapter member training and development activities, accomplishments and opportunities within the state.
- Assists the state council and chapters with human resource professional development programs for members.
- Develops and/or conducts council orientation initiatives.
- Conducts an annual leadership training program for state council and professional chapter leaders.
- Develops and/or coordinates council orientation initiatives.
- Maintains a clearinghouse of chapter speaker information and program topics. Coordinates a statewide HR Speakers' Bureau. Works with chapter leaders by providing resources for chapter programs.
- Provides support and direction to chapter leaders to complete the Chapter SHRM Affiliate Program for Excellence (SHAPE) Year-End Report.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification highly desirable.
- Appointment is made by the state council director.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be reappointed for two additional one-year terms for a total service of three years.

SHRM Foundation Director

Function:

Educate, promote, and represent the interests of the SHRM Foundation and its activities to the state SHRM chapters and their membership.

Responsible To:

The State Council Director

Responsibilities:

- Educate the chapters and the state council regarding the purpose and ongoing activities of the SHRM Foundation, including the Foundation's newest education resources, the status of the annual campaign, and upcoming deadlines and events.
- Provide, promote and oversee a fundraising activity for the SHRM Foundation at the annual state conference.
- Encourage the state chapters to support an annual chapter contribution to the SHRM Foundation by the chapter.
- Participate in the SHRM Foundation Core Leadership Area webinars.
- Participate in the development and implementation of short-term and long-term strategic planning for the chapter.
- Represent the chapter in the human resources community.
- Attend all state council directors' meetings.
- Upon completion of the position's term, assist the incoming SHRM Foundation Director in ensuring a smooth transition of responsibilities and continuity of knowledge and resources.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification highly desirable.
- Appointment is made by the state council director.
- Serves a one-year term beginning the first day of January and ending the last day of December. May be reappointed for two additional one-year terms for a total service of three years.

Social Media Director

Function:

Promotes awareness of the purpose and actions of the council through ongoing communication efforts and branding initiatives, using social media tools. Makes sure that HR professionals, both within and outside of SHRM, are fully informed of council resources and activities by using existing and developing social media. Works closely with other council members to ensure that the council is portraying a consistent and professional image to its members and to the business community at large.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the council. Attends and participates in all meetings of the council.
- Evaluate the social media landscape and decide what platforms will be good tools for the state council.
- Work to understand and develop an effective strategy for use of new media, giving serious consideration as to how this impacts the roles of the council's, technology director as well as the public relations director.
- Develop a cyberspace persona and become immersed in the culture and use of new media as a representative of the council.
- Work to educate other state council members about the use of new media, both from a technical prospective and from a business approach. Plan to host a session on new media at the state conferences.
- Work to educate other local SHRM chapters about the use of new media, both from a technical prospective and from a business approach.
- Develop and implement a strategy to use new media in promoting and presenting our state conference. This includes advocating for blog panels, free conference wireless internet and social media conference space.
- Develop relationship with SHRM to understand SHRM's position on social media, and to help promote this position at the state and local level.
- Consult with other state council representatives to compare best practices on use of new media, in various applications, and how they are used to promote state councils. State conferences and chapters.
- Work with the state conference chairperson to ensure a strong social media presence at the state conference.
- Performs other related projects as agreed upon.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification highly desirable.
- Appointment is made by the state council director.

- Some experience as a chapter officer desired.
- Serves a two-year term beginning the first day of January and ending the last day of December. May be reappointed for additional two-year terms.

State Conference Chair

Function:

Serves as a member of the state council responsible for managing all activities related to running an annual state conference.

Responsible To:

The State Council Director

Responsibilities:

- Serves as a voting member of the state council and is expected to attend and participate in all council meetings.
- Works closely with the Executive Director to ensure the state conference meets or exceeds the requirements as set out in the State Conference Standards and Guidelines.
- Appoints qualified individuals to manage specific functions related to the state conference with the objective of selecting individuals in, but not limited to, the host chapter.
- Provides leadership and direction to state conference committee chairs and members. Monitors all activities related to the state conference.

Requirements:

- Must be a SHRM member in good standing. SHRM Certification is highly desirable.
- Appointment is made by the state council director.
- Serves a one-year term beginning the first day of January and ending the last day of December.