



# Position Specification

**Council on Foreign Relations**  
Chief Human Resources Officer

## Our Client

Founded in 1921, the Council on Foreign Relations (CFR) is an independent, nonpartisan membership organization, think tank, and publisher dedicated to being a resource for its members, government officials, business executives, journalists, educators and students, civic and religious leaders, and other interested citizens in order to help them better understand the world and the foreign policy choices facing the United States and other countries.

Launched as a membership organization, CFR has expanded its reach beyond its traditional audience, providing programming and analysis to deepen general knowledge on a broad range of international issues in order to promote a more informed citizenry. Since its founding, CFR has grown a membership of more than five thousand of the most prominent leaders in the foreign policy arena, including top government officials, renowned scholars, business executives, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals.

The membership is composed of those residing in the greater New York and Washington, DC, areas, and many others living around the United States and abroad. CFR continues to connect with growing audiences among educators and students, state and local government officials, the media, religious leaders and scholars, the business community, and more.

For more than one hundred years, CFR books and publications have helped promote a better understanding of the foreign policy choices facing the United States and the world. In 1937, the Studies Department—now called the David Rockefeller Studies Program, or CFR's Think Tank—was created to provide a dedicated program for scholars. The David Rockefeller Studies Program now comprises more than seventy full-time, part-time, and visiting scholars and practitioners, called fellows. They hail from varied backgrounds, including academia, government, the media, and the private sector.

CFR fosters independent research, with Fellows monitoring developments in the major regions and countries around the world and studying a wide array of topics. CFR takes no institutional positions on matters of policy.

Independent of the Studies program, CFR also publishes *Foreign Affairs*, the leading forum for serious discussion of American foreign policy and global affairs for more than 100 years.

Specifically, CFR carries out its mission by

- maintaining a diverse membership, including special programs to promote interest and develop expertise in the next generation of foreign policy leaders;
- convening meetings at its headquarters in New York and in Washington, DC, and other cities where senior government officials, members of Congress, global leaders, and prominent thinkers come together with CFR members to discuss and debate major international issues;
- supporting a think tank fostering independent research, enabling CFR scholars to produce articles, reports, and books and hold roundtables that analyze foreign policy issues and make concrete policy recommendations;
- publishing *Foreign Affairs*, the preeminent journal of international affairs and U.S. foreign policy;
- sponsoring Independent Task Forces that produce reports with both findings and policy prescriptions on the most important foreign policy topics; and

- providing up-to-date information and analysis about world events and American foreign policy on its website, CFR.org.

For more information about CFR, please visit their [website](#).

## The Role

Reporting directly to the Executive Vice President and Chief Administrative Officer, the Chief Human Resources Officer (CHRO) is a strategic leader, responsible for leading all functional areas of CFR's human resources. This leader will develop long-term strategic HR initiatives for the organization and provide direction and recommendations for hiring strategies, HR systems support, and mission and solutions-oriented partnership across the divisions of the organization. A key measure of success for this individual will be the ability to invigorate a strong innovative culture throughout the organization while ensuring that CFR's human capital objectives are aligned with its strategic objectives.

In this role, the CHRO will provide creative and insightful leadership solutions to critical HR issues and advise other members of the executive team accordingly. The CHRO will champion a culture of equity, diversity, and inclusion at CFR. The role will oversee the planning of HR initiatives and programs; working closely with the HR team, the Chief Administrative Officer, and key division leaders on the development, implementation, adoption, and adaptation of HR goals. The CHRO will hold direct responsibility for compliance, employment practices and policies, compensation, benefits, and rewards, leadership development, and employee engagement.

## ESSENTIAL ROLES AND RESPONSIBILITIES

- **Strategic Partner:** Function as a strategic business advisor to the senior leadership team on key organizational and management issues.
- **Organization Design and Development:** Partner with key leaders to ensure their teams are structured to meet or exceed the organization's strategic goals; this includes communication to impacted employees and change management.
- **Talent Management:** Partner with senior leaders and the HR team to deliver talent management practices that attract and develop high-potential, diverse top talent for the organization. Ensure that a robust talent pipeline of diverse candidates is developed through effective talent acquisition, and through internal identification of high potential staff who meet CFR's current and future talent needs.
- **Business and Industry Strategy:** Monitors latest trends in Human Resources and ensures that CFR remains in a strong competitive advantage. Focuses on continuous improvements, transformation, and contemporary practices. Leads and ensures the administration of the organization's internal salary administration program including competitive wage and salary structure, pay policies, performance management programs, employee benefit programs and services, efficient HR systems, and employee services. Monitors for effectiveness and cost containments.
- **Nonprofit Management:** Understands and has experience with the culture of mission-driven nonprofit organizations. Experience in policy research organizations and/or foreign policy-oriented organizations a plus.
- **Team Effectiveness:** Provide leadership and direction in identifying, managing or facilitating initiatives to drive team effectiveness and employee engagement. Has key role in building

employee engagement and culture.

- **Talent Development and Succession Planning:** In collaboration and partnership with other leaders, build and grow a successful learning culture within the organization and within cross-functional work teams that will lead to a collaborative, sharing work environment while increasing the effectiveness and capabilities of individual employees, as well as the overall team. Provide consultation and assistance on the development of human resources planning models to identify competency, knowledge, and talent gaps, and to develop specific programs for filling the gaps.
- **Human Resources Department Leader:** Leads and directs the Human Resources department staff (12 employees across the New York and Washington, DC offices) to meet organizational human resource goals and objectives; including hiring, establishing performance standards, performance management, coaching, counseling, monitoring performance, HR employee development, employee engagement, recognition, communication, and terminations.
- **Compensation and Benefits:** Oversees the development and management of a competitive compensation and benefits program, as well as providing strategies for cost containment.
- **Diversity, Equity, and Inclusion:** partners with other organizational leaders on developing strategies to recruit and retain diverse staff.
- **Data Analytics:** develops strategies to effectively use data analytics to measure impact and results
- **Executive Partnership:** Provide guidance and coaching to senior level partners that will enable them to successfully lead their teams; demonstrate the ability to influence appropriately; provide coaching to employees and supervisors as needed to facilitate effective performance/behavior solutions.
- **Organizational Leadership:** Facilitate change and performance across supported groups through the implementation of an effective people strategy; influence significant business decisions through a close partnership with the Chief Administrative Officer and senior leaders; serve on the senior leadership team and actively participate in meetings and calls.
- **Compliance:** Stays informed on laws and regulations impacting human resource management and ensures legal compliance. Works closely with general counsel on legal and employee matters.

## Candidate Profile

The ideal candidate will have an interest in foreign policy and international relations, and a demonstrable track record of leadership success in human resources. They will be deeply informed on the evolving HR landscape and will have experience across multiple HR disciplines. They will be highly regarded as a senior advisor to teammates outside of the HR function, an excellent communicator, and will be known for embedding diversity, equity, and inclusion principles in their approach to organizational and team leadership. They will have experience elevating an HR function within an evolving organization, with particular attention towards relationship building with and through their Human Resources team

Experience in the nonprofit sector is important, and some experience with policy research and/or publishing, either in higher education or a think tank, is preferred.

*In terms of the performance and personal competencies required for the position, we would highlight the following:*

## **Setting Strategy**

- Seeks and analyzes data from a variety of sources to inform and support decisions and to align HR with CFR's overall strategy.
- Effectively balances the desire/need for broad change with an understanding of how much change the organization is capable of handling to create realistic goals and implementation plans that are achievable and successful.
- Prioritizes requests and identifies long-term priorities and quick wins.
- Has a consultative decision-making style that builds rapport and grows credibility and trust.
- Collaborates with senior administration to align resources for optimal productivity; and
- Drives change through a continuous cycle of observing, learning, and improving, and developing and implementing change management processes.

## **Executing for Results**

- Possesses broad HR functional skills in all relevant areas, including organizational development, HR information systems, staffing and recruitment, diversity and inclusion, compensation, benefits, training, and employee relations.
- Sets clear and challenging goals and mobilizes others to take shared ownership of implementation – knows how to achieve impact through a diverse and distributed network of partners and stakeholders.
- Developed and manages a highly competent, agile HR team that can rapidly respond to the needs of a diverse, multigenerational workforce.
- Is tenacious and accountable in driving results.

## **Leading Teams**

- Is able to relate to a broad and diverse workforce at all levels.
- Inspirational and visionary leadership style motivates the HR team through mission, vision, authenticity, approachability, and expertise.
- Fosters a healthy and caring work environment for the HR team and across the workforce.
- Possesses the ability to attract and recruit top talent, motivate teams, delegate effectively, celebrate diversity within teams, and manage performances while being a strong developer of others.

## **Relationships and Influence**

- Naturally connects and builds strong relationships with various constituents, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- Possesses well-honed influencing skills that will enable this individual to persuade minds, engage in difficult and deeply personal dialogue with empathy, and handle conflict with grace and humility.
- Effectively negotiates with vendors, including health and welfare insurance brokers and retirement plan investment managers.
- Inspires trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive; and
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.

## Personal Characteristics

- Acts in a transparent and consistent manner, has high integrity and a reputation for making and owning critical decisions in the best interest of their organization.
- High intellectual acuity, functional expertise, and a willingness to take appropriate risks.
- Empathizes and connects with others naturally – can put themselves in someone else’s shoes and bridge gaps between those with differing experiences.
- Operates with managerial courage, a high EQ, and low ego.
- Communicates the why behind decisions and processes, ensuring that diverse constituencies are engaged effectively and in an ongoing manner.
- Effectively sets priorities and manages expectations across the organization
- Manages change with courage, empathy and deftness
- Is an innovative and creative thinker and problem solver
- Acts with extraordinary diplomacy.
- Leads with humility and curiosity.

## Compensation

The compensation available for the CHRO role considers a variety of factors including, but not limited to individual skill set, previous/applicable experience, and other organizational needs. The estimated base salary range for this role is \$270,000 to \$300,000. This range represents CFR’s good faith and reasonable estimate of the possible base salary range at the time of posting and is one part of the total rewards provided to employees.

## Contact

Russell Reynolds Associates has been exclusively retained for this search. Given the need for confidentiality throughout this process, prospective candidates are invited to apply directly by sending their resume and brief expression of interest to [CFRCHRO@russellreynolds.com](mailto:CFRCHRO@russellreynolds.com).