Contents

Document Maintenance

Owner	Dir. Governance
Contributors and Reviewers	Board and Directors
Approver	Board Members
Review Cycle	Annual
Approval Date	
Approved Version	V 1.1

1. Introduction

The purpose of this document is to define the Roles and Responsibilities of the Chapter Leadership and to provide essential information to incoming Leaders. Our Chapter Leadership has two levels:

- Board – the strategic leaders of the Chapter, as defined in the bylaws

- Directors – the named positions for operational activities and Board Member support

1.1. Context

This document is one section from our Board and Directors handbook, which includes:

1. Organizational Information (e.g. Charter, Bylaws)

2. Roles and Responsibilities

3. Strategic Plan

4. Policy Book

5. Procedure Manual

6. Templates

1.2. Communications

Two group emails exist to facilitate group communications:

- Board@pminorthsask.com to reach Board Members

- Directors@pminorthsask.com to reach all Directors

All named positions should also have individual email accounts, as listed in the Systems Access section. For more information about these or any other Chapter IT services, please refer to Dir. IT.

1.3. Leadership Skills

General skills that each Board Member's Portfolio should possess:

- Analytical Thinking
- Budget Management
- Data Analysis
- Decision Making
- Effective Delegation

- Negotiation
- Organization
- PMI Knowledge and Experience
- Process Execution
- Resource Management

- Strategic Management
- Strategic Planning
- Team Building
- Time Management
- Tools and technology relevant to the role

1.4. Board Member Responsibilities

The Board Members provide strategic direction for the Chapter and support the execution of chapter operations.

- Chair the Portfolio Committee, enabling it to work harmoniously and decisively together with all members participating:
    - Create Directorships and appoint Directors to the PMI-NSC Leadership to ensure their committee has the necessary skills for effective Chapter operations.
    - Approve and support the delivery of each Director's annual plan.
    - Approve Charters as Project Sponsor for initiatives in portfolio.
    - Develop and implement a succession and transition plan.
    - Resolve issues or concerns from or about committee activities.

- Participate in regular meetings and other business of the Chapter:
    - Ensure the Board and Directors and its committees adhere to the bylaws and constitution.
    - Attend all Chapter events, when possible, such as AGM, dinner, and lunch meetings.
    - Approve expense claims and invoices in their portfolio, in compliance with financial policies.
    - Assume the responsibilities of the Directors in their Portfolio as needed to ensure effective Chapter operations.
    - Provide feedback to President-Elect for improvement to the roles and responsibilities.
    - Retain and archive permanent records associated with this position.

- Comply with the Chapter's policies and practices:
    - Ensure use of PMI Marketing approved templates for external communications.
    - Ensure use of PMI-NSC Governance approved templates for Board work, in compliance with applicable policies.

1.5. Director Responsibilities

The Directors provide operational support to the Board Members.

- Build good relationships with members and volunteers through effective stakeholder communications:
    - Attend all Chapter events, when possible, such as AGM, dinner, and lunch meetings.

- Ensure timely payment to the vendors and service providers they engage.

- Adhere to Chapter policies and bylaws.

- Transition to their successor at the end of term for their position.

- Report to Board Member responsible prior to monthly Board and Directors meeting:
  - Provide relevant input to annual planning and strategy sessions.
  - Contribute to the execution of the overall Board and Directors strategy and effective operations.
  - Collaborate with similar roles from other Chapters to share and develop best practices.

- Manage initiatives specific to their Directorship:
  - Draft Charters and Chair meetings.
  - Adhere to scope, cost, and schedule requirements.
  - Provide content to Marketing for agreed upon promotions.
  - Create sub-committees and manage volunteers as appropriate to achieve objectives.

- Provide volunteer names and contact information to VP Volunteers for the master contact list.

- Provide feedback to President-Elect for improvement to the roles and responsibilities.

2. Leadership

2.1. Portfolio Skills

- Coaching and Mentoring
- Conflict Resolution
- Creative Thinking
- Diplomacy
- Financial Planning

- Parliamentary Procedures
- Persuasion and Motivation
- PMI knowledge and experience at local, regional, and global levels
- Public Speaking

2.2. President

As the CEO for the Chapter, the President is accountable for the needs assessment, development, implementation, and evaluation of professional development products and services, relating to project management, that contribute to the achievement of the Chapter's long-term strategy and sustainability.

- Be accountable for successful Chapter operations through the Board Members and Directors:
    - Make all required appointments with the approval of the Board Members, ensuring that the most qualified and effective individuals do the work of the Chapter.
    - Ensure Board Members and Directors receive appropriate orientation and transition support for their roles.
    - Meet as required between monthly Board meetings to make any necessary administrative decisions, within the policy guidelines of the Chapter.
    - Represent the agency when dealing with funders.
    - Serve as a member ex-officio with the right to participate and vote on all committees except the Nominating Committee.

- Responsible for leading the Board:
    - Oversee the Board's adherence to bylaws and constitution.
    - Act as a signing Board Member for the Chapter.
    - Cast the deciding vote in the case of a tie.
    - Prepare the Board Meeting agendas with input from the Board Members and the Secretary.
    - Chair meetings of the Board Members, and appointing an alternate Chair as required.
    - Keep the Board Members' activities focused on the organization's mission and strategic goals, by summarizing issues.

- Responsible for maintaining the Chapter's strategic plan, including short-term (less than one year) initiatives and longer-term strategic goals:
    - Evaluate and update the Chapter's strategic plan annually.
    - Align the Chapter's strategic goals with the vision and mission of PMI Global.
    - Evaluate the Board Members' effectiveness using predetermined, measurable criteria.

- Other duties:
    - Perform ceremonial duties at Chapter functions.
    - Represent the Chapter at regional and PMI Global events.
    - Participate in regional and PMI global activities as required.

2.3. Past President

The immediate former President is an advisor to the President and the Board.

- Proactively support and promote the work of the Board:
    - Maintain continuity in the Chapter to help to ensure smooth Board and Directors transitions.
    - Assist the Board and Directors with setting strategic policies.
    - Provide ethics enforcement and guidance for Board Members.
    - Support conflict resolution.
    - Act as a mentor for the President

- Lead and direct the nomination committee and elections process

3. Operations

3.1. Portfolio Skills

- Conflict Resolution

- Documentation

- Financial Planning

3.2. President-Elect

Chief Operating Board Member for the Chapter is elected to assist the President with his or her duties of managing the Chapter, and to be the next volunteer to assume the role of Chapter President.

- Assist the President in his or her duties.
    - Represent the President in his or her absence.
    - Assume the role of President when the current President completes their term.
    - Assume the role of President if the President is unable to perform duties for any reason.
    - Assist the President in liaising with PMI GOC if and when required.

- Oversee the operations committee.
    - Ensure the Board sets effective performance metrics for their initiatives.
    - Monitor chapter performance metrics.
    - Identify and act upon opportunities to improve the Chapter's operation and further its objectives.

3.3. Director of Governance

The Director of Governance is responsible for managing the Chapter's policies and processes.

- Maintain custody of the approved bylaws, articles of incorporation, charter agreement and amendments thereto, Board policies, and committee procedures.

- Conduct annual reviews of Chapter governance documents to identify any necessary changes.

- Work with Board Members to review Terms of Reference for all positions annually.

- Work with Board Members to review each Chapter policy and process bi-annually.

- Prepare changes to bylaws and other official documents for approval by PMI GOC and NSC membership.

- Distribute notifications of Annual General Meetings to the membership, Directors, auditors, and members of committees in compliance with Chapter bylaws.

3.4. Director of Information Technology

The Director of Information Technology is responsible for administering, coordinating access to, and supporting volunteers with the Chapter's information systems.

- Establish on-boarding processes for PMI volunteers.
  - Refer to Section 9.1 for our most commonly-used tools.
  - Refer to PMI-GOC's listing of volunteer resources https://www.pmi.org/membership/volunteer/leadership-institute/leadership-central/chapter-leader-resources

- Ensure the ongoing security of the Chapter's information resources through periodic audits.
  - Establish off-boarding processes for PMI volunteers, including disabling access to Chapter email and other IT services.

- Establish services and processes for Board and Directors communications.
  - Support PMI volunteers on technology issues to ensure smooth operations of PMI Chapter.
  - Administer the operation of and access to the Chapter website.

3.5. Secretary

The Secretary is responsible for managing and maintaining the Chapter's official records.

- Maintain custody of all non-financial records of the Chapter
  - Maintain all Board meeting minutes.
  - Make the Board meeting agenda available to all Board Members before the meeting.
  - Provide records to members and outside organizations that request information.

- Prepare for, procure, and distribute
  - Chapter stationary and printed materials
  - Board Member and Director name tags and business cards.

3.6. Event Administrator

The Event Administrator is responsible for managing attendance at the Chapter's events:

- Staff the registration table at (most) events:
  - Record attendance.
  - Accept payment from attendees who did not pre-register.

- ▪ Issue receipts.

- ▪ Prepare sign-in sheets.

- Record member PDUs following Chapter learning opportunities, such as luncheons and Professional Development Day.

4. Finance

4.1. Portfolio Skills

- Documentation

- Financial planning

- Financial record keeping.

- Knowledge of GAAP, including familiarity with double-entry accounting (debits and credits)

- Ability to read a balance sheet, a profit and loss statement, and a cash-flow statement.

4.2. Vice President of Finance

The VP of Finance is responsible for maintaining and presenting all financial records required for Chapter operations in accordance with Chapter charter and bylaws. As Chief Financial Board Member, they oversee the management of funds for the duly authorized purposes of the Chapter.

- Oversee the General Ledger maintenance.
    - Establish processes to appropriately file and retain all supporting documents.
    - Audit and reconcile all Chapter bank accounts quarterly.
    - Present financial updates quarterly at Board meetings.

- Oversee development of and monitor compliance with the Chapter's budget.
    - Recommend financial policies for the Chapter, for approval by the Board Members.
    - Manage the Chapter's contingency reserve.
    - Manage the Chapter's investments.

- Prepare year-end financial reports for presentation to:
    - the Board and Directors
    - the provincial government to renew our non-profit status
    - PMI for Chapter renewal
    - the Chapter membership in general

- Review any contracts, agreements, or insurance the Chapter enters into.

4.3. Director of Accounting

The Director of Accounting is responsible for managing the Chapter's bookkeeping.

- Pay the legitimate bills of the Chapter:
  - Sign cheques up to a maximum amount approved by the Board Members ($1,500 in 2017) for vendor invoices and volunteer expense claims.
  - Ensure cheques above this amount have two authorized signatures.
  - Process refunds for member events.
  - Validate and pay approved invoices and expense claims

- Track revenue and expenses against the budget on a regular basis.
  - Keep records of all financial transactions, both paper and electronic.
  - Keep the General Ledger up-to-date (currently QuickBooks on-line).
  - Monitor the bank accounts (currently RBC) and reconcile bank statements (monthly).
  - Issue invoices to customers as required, and monitor payment for them.

- Deposit money collected at Chapter events and elsewhere.
  - Manage the Cash Box.
  - Check the mail box (currently at the UPS Store) at least weekly.

5. Marketing

5.1. Portfolio Skills

- Creative Thinking

- Marketing Skills

- Persuasion and Motivation

- Public Speaking

5.2. Vice President of Marketing

The Vice President of Marketing is responsible for promoting the Chapter and its activities to members and the community at large.

- Develop and implement an integrated marketing and public relations program aligned with the Chapter's strategic objectives.
    - Create and execute annual marketing and public relations plan with detailed activity calendar including email, social media, advertising, events, press releases, and web updates.
    - Oversee the Chapter communications to ensure consistency, accuracy, and branding conformity.

- Use best practices in marketing and public relations for promotions.
    - Work with local vendors to develop marketing materials in accordance with PMI brand guidelines if suitable materials are not available in the Marketing Portal.
    - Monitor, optimize, and analyze all marketing and public relations activities.

5.3. Director of Digital Media

The Director of Digital Media is responsible for creating and delivering the Chapter's electronic communications.

- Contribute to the development of the annual marketing plan.

- Execute communication plan for email, website, and social media communications in alignment with the Chapter's Strategic Objectives:
    - Administer the Chapter website content.
    - Send email newsletters to members and subscribers.
    - Add new members to subscriber list.
    - Administer the content on social media accounts.

- Advertise sponsor training opportunities.

5.4. Director of Outreach

The Director of Outreach is responsible for representing and promoting the profession of Project Management to other organizations and for supporting educational programs related to Project Management.

- Coordinate the Project of the Year Award.

- Develop and implement a Community Outreach Plan including commercial, not-for-profit, and other professional associations.
  - Liaise between PMI-NSC and other local professional organizations.
  - Conduct outreach presentations for Post-Secondary Students and Institutions.
  - Promote the PMI Educational Foundation (PMIEF) and local secondary schools.

- Promote PMI-NSC and local Registered Education Providers (REPs).

5.5. Director of Sponsorship

The Director of Sponsorship is responsible for managing and maintaining the Chapter sponsorship program.

- Develop the yearly sponsorship package in accordance with the sponsorship policy.
- Ensure sponsorship policy remains in alignment with Chapter bylaws and strategies.
- Solicit sponsors.
- Liaise with sponsors to ensure their satisfaction with their sponsorship.
- Organize sponsor recognition in cooperation with the other Marketing Directors.
- Work with the Board to identify potential activities to offer as sponsorship candidates or benefits.

5.6. Director of Social Media

The Director of Social Media is responsible to

- Create and post content on the chapter's social channels, including Facebook and LinkedIn.
- Develop content plan for the year.
- Collaborate with other board members and directors to assist with their communications efforts.
- Promote chapter activities, events and news on social media.
- Respond to comments and questions as required on the chapter's pages.
- Control permissions and access for the chapters social media accounts.

6. Member Services

6.1. Portfolio Skills

- Coaching and Mentoring
- Conflict Resolution
- Creative Thinking
- Diplomacy

- Marketing Skills
- Persuasion and Motivation
- Public Speaking

6.2. Vice President of Member Services

The Vice-president of Member Services is responsible for addressing the needs of Chapter membership, including membership recruitment, retention, and associated value delivery in accordance with Chapter policies and bylaws.

- Ensure continued Chapter growth through proactive recruiting, retention, and member engagement.
- Develop and implement a Chapter Membership Plan.
- Coordinate the production and distribution of timely membership reports.
- Analyze and integrate survey feedback for inclusion in the strategic and operational planning.

6.3. Director of Membership

The Director of Membership provides customer service for current and potential members:

- Maintain the membership records of the Chapter.

- Administer the membership recruitment campaign and retention program:
    - Review and analyze member satisfaction survey data and enhance membership benefits.
    - Develop and administer lapsed (non-renewal) member survey.

- Answer inquiries from members and non-members:
    - Answer requests for assistance with membership and its benefits.
    - Resolve problems for renewing members.

- Remind expiring members to renew.

6.4. Director of New Members

The Director of New Members is responsible for engaging new members in the Chapter's activities:

- Develop and implement membership welcome and support plan, including the promotion of PMI and Chapter membership value.

- Organize new member welcome events.

- Communicate member value through various delivery methods in alignment with the Membership Benefits Package.

- Develop and implement a rewards and recognition program plan to recognize member milestones.

7. Professional Development

7.1. Portfolio Skills

- Creative Thinking

- Event Planning

- Persuasion and Motivation

- Public Speaking

- Volunteer resource management

7.2. Vice President of Professional Development

The Vice President of Professional Development is accountable for the needs assessment, development, implementation, and evaluation of professional development products and services, relating to project management, that contribute to the achievement of the Chapter's long-term strategy and sustainability.

- Ensure Chapter programs are registered with PMI.

- Ensure any recent developments or changes to the PMBOK are reflected in programming.

- Liaise with PMI (Region and Global) in education and professional development programs, speaker reviews, and other activities.

- Communicate relevant PMI (region or global) education or program information to the VP Marketing for distribution to members.

7.3. Director of Education

The Director of Education is responsible for supporting and celebrating certification candidates in achieving their designation(s).

- Respond to membership questions related to PMI credentials, qualifications, resources, content, and PDU tracking and reporting.

- Plan, organize, and facilitate the annual PMP Study Group:
    - Create the curriculum, secure a venue, and recruit and schedule mentors.
    - Adhere to the PMBOK for the current exam in group materials.

- Support, promote, and enhance training in Project Management:
    - Advise VP Marketing of training opportunities to promote.
    - Providing support and resource materials on certifications and requirements, upon request.
    - Recognizing members upon attaining certifications.
    - Remind members of requirements as renewal dates approach.

7.4. Director of Professional Development Events

The Director of Professional Development Events is responsible for organizing and delivering one or more Professional Development Day(s).

- Arrange for speakers.

- Secure a venue and services.

- Coordinate online registration.

- Secure door prizes, speakers gifts, and swag.

- Conduct participant satisfaction surveys.

- Provide post-event evaluations to attendees.

- Provide seamless transition of any necessary information to Event Administrator to award PDUs.

7.5. Director of Programs

The Director of Programs is responsible for supporting members in maintaining their certifications.

- Provide opportunities for certification holders to earn PDUs through the year.

- Coordinate monthly Chapter meetings:
  - Arrange for speakers.
  - Secure a venue and services.
  - Coordinate online registration.
  - Secure door prizes, speakers gifts.

- Identify and lead alternate program initiatives, such as Toastmasters

8. Volunteers

8.1. Portfolio Skills

- Coaching and Mentoring
- Conflict Resolution
- Creative Thinking
- Diplomacy
- Documentation
- Event Planning

- Marketing Skills
- Persuasion and Motivation
- Volunteer recognition and appreciation programs
- Volunteer recruitment methods
- Volunteer resource management

8.2. Vice President of Volunteers

The Vice President of Volunteers is responsible for addressing the needs of the volunteers, including recruitment, retention, recognition, and leadership development training and support, in accordance with Chapter policies and bylaws.

- Oversee and manage the Chapter's volunteer programs and services.
    - Conduct general volunteer orientation for all new volunteers including an overview of the volunteer structure, volunteer roles, responsibilities, and deliverables.
    - Oversee, administer, and build awareness of the Chapter (and PMI's) volunteer policies, procedures, and guidelines.
    - Be available to all volunteers for any escalations.

- Understand and leverage experience of volunteers and direct them to various initiatives in the Chapter.
    - Develop volunteers to serve in their volunteer roles.
    - Conduct a semi-annual engagement survey.
    - Organize one or more events for volunteers to meet with the Board and Directors and ensure organizational alignment.
    - Provide opportunities for succession.

- Develop and support volunteer recognition programs.
    - Create a leadership values training on how to engage with volunteers.
    - Own and manage a budget for recognition events.

8.3. Director of Volunteer Recruitment

Appointed volunteer responsible for the recruitment, on-boarding, and off-boarding of Directors and Volunteers:

- Work with other Directors to clearly define volunteer needs.

- Identify and develop programs to involve, develop, and engage volunteer members

- Recruit the right fit for the role via in person recruitment, VRMS, or at lunch events.

- Provide recommendations to Board Members based on responses

- Develop and maintain on-boarding and off-boarding checklists and instructions for volunteers and the Board.

- Maintain a list of past and current volunteers.

- Maintain and distribute the contact list for the Board Members, Directors, and Volunteers.

- Report volunteer numbers to the VP Finance annually for the Corporations Branch filing.

8.4. Director of Volunteer Recognition

Appointed volunteer responsible for volunteer acknowledgement and appreciation

- Administer volunteer recognition programs.
    - Provide a certificate or letter of recognition to each volunteer annually.
    - Provide volunteer acknowledgement to provide appreciation updates before lunches
    - Provide website updates with volunteer appreciation
    - Coordinate volunteer appreciation event
    - Coordinate and provide monthly "Spotlight on Volunteers" newsletter article
- Update and leverage the list of volunteers

9. Appendix

9.1. Acronyms

Acronym	Meaning
CEO	Chief Board Members Board Member
CFO	Chief Financial Board Member
COO	Chief Operating Board Member
CRS	Chapter Reporting System
Dir	Director of
GAAP	Generally-Accepted Accounting Principles
GOC	Global Operations Centre
IT	Information Technology
NSC	North Saskatchewan Chapter
PD	Professional Development
PDD	Professional Development Day
PDU	Professional Development Unit
PMI	Project Management Institute
VP	Vice President of
VRMS	Volunteer Recruitment and Management System

9.2. Organizational Chart (as at 11-Dec-2018)

President
Barb Cross

Past-president
Jonathan Moore-Wright

President-elect
Pam Naicker
- Dir. Governance — *Alan Deschner*
- Dir. IT — *James Johannesson*
- Secretary — *Tanya Stankovic*
- Event Administrator — *Jennifer Maier*

VP Finance
Therese McIlmoyl
- Dir. Accounting — *Laurie Hayes*

VP Marketing
Amanda Carlson
- Dir. Digital Media — *Diacre Bayishime*
- Dir. Outreach — *Samuel Idem*
- Dir. Social Media — *Ganna Tetyurenko*
- Dir. Sponsorship — *Rose Santos*

VP Member Services
Lynn Gow
- Dir. Membership — *Lynn Francis*
- Dir. New Members — *Mary Ann Palconit-Moro*

VP Professional Development
Marianne Bell
- Dir. Education — *Karen Hunter*
- Dir. Programs — *Rama Periasamy*
- Dir. PD Events — *Dianne Allen*

VP Volunteers
Ruth Glatt
- Dir. Volunteer Recognition — *Artak Babayan*
- Dir. Volunteer Recruitment — *(vacant)*

Key
- Elected Executive
- Appointed Director

9.1. Systems Access

The following table outlines the systems access for each of the roles in this handbook. In the table, Owners are responsible for the content of a system, while Admins are responsible for access, administration, and operability of the systems. In general, Board Members should have access to any systems that their direct reports have access to so that they can assume the Director's responsibilities on short notice.

Role	Component System	VRMS	Registration System	Website	Social Media	Dropbox	Financials	Email Account @pminorthsask.com
President	yes	reviewer	yes	yes	yes	yes	yes	president
Past President	yes	reviewer				yes		pastpresident
President-Elect	yes	reviewer	yes	yes	yes	yes	yes	presidentelect
Dir. Governance	yes	coordinator				yes		governance
Dir. IT	yes	admin[1]	admin	admin	admin	admin		it
Secretary	yes	coordinator		yes	yes	yes		secretary
VP Finance	yes	reviewer	yes	yes		yes	yes	VPfinance
Dir. Accounting	yes	coordinator	yes	yes		yes	admin	accounting
VP Marketing	yes	reviewer	yes	yes	yes	yes		VPmarketing
Dir. Media	yes	coordinator	yes	owner	owner	yes		media
Dir. Outreach	yes	coordinator		yes	yes	yes		outreach
Dir. Sponsorship	yes	coordinator		yes	yes	yes		Sponsorship
VP Member Services	yes	reviewer	owner	yes	yes	yes		VPmemberservices
Dir. Membership	yes	coordinator	yes	Yes	yes	yes		membership
Dir. New Members	yes	coordinator	yes	yes	yes	yes		NewMembers

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[1] If the VRMS allows only one admin per the GOC definition, it must be the Dir. Recruitment so they can review all postings.

Role	Component System	VRMS	Registration System	Website	Social Media	Dropbox	Financials	Email Account @pminorthsask.com
Event Administrator	yes	coordinator	yes	yes		yes	admin	registrar
VP Professional Development	yes	reviewer	yes	yes	yes	yes		VPprofessionaldevelopment
Dir. Education	yes	coordinator	yes	yes	yes	yes		education
Dir. PD Events	yes	coordinator	yes	yes	yes	yes		pdevents
Dir. Programs	yes	coordinator	yes	yes	yes	yes		programs
VP Volunteers	yes	coordinator		yes	yes	yes		VPvolunteers
Dir. Volunteer Recruitment	yes	admin				yes		recruitment
Dir. Volunteer Recognition	yes	admin	Yes	Yes	Yes	yes		recognition