



Elections 2021: Roles and responsibilities of to-be elected Board Members

1. ORGANISATIONAL STRUCTURE

PMI Luxembourg Chapter is organised as a Chapter without branches, in view of the small size of the country.

2. GOVERNANCE STRUCTURE

The Chapter governance is in the form of a Board of Directors formed by election by the membership. The Board roles of the Chapter are defined in the by-laws as follows:

- President
- Vice President / Secretary
- Director of Finance
- Director of Membership and Volunteers
- Director of Events and Professional Development
- Director of Marketing & Communication
- Past President (non-elected de-facto position, ex-officio Board member with no voting rights) with a one-year term

In September 2021, elections for a mandate of two years (i.e. from 1 January 2022 to 31 December 2023) will be held for the positions of President, Director of Finance, Director of Events and Professional Development, and Director of Marketing and Communication.

The incoming elected Officers will begin a transition period in October 2021 onboarding in their new role. The call for candidates will be held in June 2021 and elections shall be held in September 2021.

A candidate may apply for multiple Board positions, however may not combine the positions of President and Director of Finance.

Candidates' results shall be tabulated, rank-ordered by the number of respective votes received. If the candidate is elected for two roles (s)he did apply for, the position with the highest number of votes collected will be offered. In case of a draw, the current Board of directors will decide who gets the position by a majority vote. In case a sole candidate for a role is not elected (majority of negative votes), the current Board of Directors may appoint someone else ad interim until the next round of elections. This appointment does not count as part of the term.

3. COMMON RESPONSIBILITIES AND GENERAL ELIGIBILITY CRITERIA

All Board positions have, but are not limited to, the following common responsibilities:

- Attend a Chapter Leader Orientation session, and become familiar with PMI's policy manual for chapters and the Chapter's by-laws before coming into Office in January.
- Plan, execute and monitor activities necessary to achieve the objectives set out in the Business Plan, in collaboration where necessary, with other Board members.
- Engage with, lead and provide feedback to the volunteers working in their area of responsibility.
- Act as liaison for all matters related to their position with other parties, such as PMI GOC, PMI EMEA, and other Chapters.
- Develop and implement a succession and transition plan with appointed volunteers.
- Attend the bi-weekly one to two-hour Board meetings and follow-up on any actions item in his/her area of responsibility.



Elections 2021: Roles and responsibilities of to-be elected Board Members

The general eligibility criteria for any Board position are that each person nominated for a position on the Board:

- is a member of PMI and PMI Luxembourg Chapter latest by the end of the application period
- is willing to actively contribute to the development of the Chapter (on average, a minimum of four hours a week will need to be spent to properly fulfil the role), and is honest in expressing the time commitment she or he is able to make
- has read, signed and delivered all PMI declarations and forms required for their Board position (Confidentiality Agreement and PMI® Conflict of Interest Questionnaire and Ethics Certification),
- is required, during his/her term as a Board Member, to renew membership to PMI and the Chapter no later than one month after the expiry date of each membership.

Further details of the responsibilities and additional eligibility criteria of the Officers of the Chapter Board can be found in Section 4.

4. TO-BE ELECTED OFFICERS OF THE CHAPTER BOARD

Following roles are up for election in 2021 for a term of two years from 1 January 2022 to 31 December 2023.

The **President** is the **Executive Officer** of the Chapter, and has the following responsibilities and additional requirements for eligibility:

Responsibilities:

- Update and maintain the Business Plan in collaboration with the Vice President and with the input of other Board members in line with the overall PMI strategy
- Provide strategic direction to the Chapter
- Strive to achieve the chapter vision, mission and objectives as detailed by the Chapter board and PMI and the Chapter strategic plan
- Provide guidance and leadership to the other Chapter leaders to develop their leadership capabilities and to work together as a team
- Enable and empower the other Board members in their activities towards achieving the Chapter goals and objectives
- Call and preside over all Board meetings, or delegate to Vice-President.
- Represent the Chapter at public events
- Ultimately accountable for all board operations and Chapter activities
- Ensure that the charter renewal is updated and in compliance as specified by PMI
- Preside over the annual general membership meeting
- Ensure Chapter business is being done legally and ethically
- Assume responsibility for the overall functioning of the Chapter and legally represent the organization
- Ensure statutory and regulatory compliance in consultation with the Director of Finance
- Drive implementation of revision and amendments of PMI policies and guidelines to chapter processes
- Manage periodic policy audits
- Promote leadership development opportunities for board development.



Elections 2021: Roles and responsibilities of to-be elected Board Members

Strategic and business management skills:

- Management Skills
- Organization Management
- PMI Knowledge and Experience
- Volunteer Recognition and Appreciation

Leadership skills:

- Team Building and Servant Leadership Skills
- Ability to Delegate Effectively
- Coaching and Mentoring
- Conflict Resolution Skills
- Skilled in Strategic Planning and Process Execution

Estimated Volunteer Hours per Month: 30-40

Additional eligibility criteria: The President must have served at least one complete term in another position on the Board. In circumstances where no candidate for election meets this criterion, this criterion will be waived.

The **Director of Finance** is the **Financial Officer of the Chapter**, and has the following responsibilities and additional requirements for eligibility:

Responsibilities:

- Prepare and maintain the annual budget and monitor actual income and expenditure
- Issue all invoices to debtors, except event sponsors, and follow up regularly to ensure payment
- Validate, and pay as necessary, all invoices to creditors, such as event venues
- Validate, and pay, expense claims made by Board members and other volunteers
- Prepare regular financial reports and submit them to the Board
- Set sponsorship targets, perform gap assessment and plan corrective actions
- Prepare an operating budget for inclusion in the annual application for charter renewal
- Prepare the financial reports for the Annual Report to Members
- Maintain the Chapter financial records according to the applicable accounting practices for non-profit organisations as defined by Luxembourgish law
- Attract new sponsors and maintain relations with existing sponsors
- Work closely with the Director of Membership to unlock potential of recruiting new members by means of using guest passes in exchange for sponsorship
- Issue all invoices to event sponsors, and follow up regularly to ensure payment

Strategic and business management skills:

- Accounting Software/Tools (e.g. Quick Books, Excel)
- Knowledge of Financial Planning
- Knowledge of the Financial Regulations in Luxembourg for ASBLs
- Knowledge of Fundraising Techniques
- Analytical Thinking
- Documentation skills/financial record keeping



Elections 2021: Roles and responsibilities of to-be elected Board Members

Leadership skills:

- Decision Making
- Technical Tools Skills
- Persuasion/Motivation Skills
- Stakeholder Management
- Time Management Skills
- Skilled in Strategic Planning and Process Execution

Estimated volunteer hours per month: 20-25

Additional eligibility criteria: Being well connected in the community is an advantage

The **Director of Events and Professional Development** has the following responsibilities and additional requirements for eligibility:

Responsibilities:

- Update and maintain the Community Events Plan in alignment with the objectives set out in the Business Plan
- This includes events ideation as well as execution
- Ensure the fulfilment of that Plan by organising sufficient Chapter Events, where possible in collaboration with volunteers, thereby right-sizing the application of project management practices to each event and updating relevant documentation feeding the Chapter's knowledge base.
- Invite key influencers from industry to participate in chapter events
- Build good relationships with suppliers such as venue logistics, catering services, and media partners
- Establish PDU codes for the Chapter's activities and communicate them to interested parties

Strategic and business management skills:

- Ability to Develop and Manage Program and Event Schedules
- Content & Curriculum Development
- Knowledge of PMI Credentials and PDUs
- Program and Event Planning Skills

Leadership skills:

- Ability to Delegate Effectively
- Coaching and Mentoring
- Public Speaking/Presentation Skills
- Team Building Skills

Estimated volunteer hours per month: 20-30

Additional eligibility criteria: Experience as the project manager of at least one Community Event is preferable but not mandatory.



Elections 2021: Roles and responsibilities of to-be elected Board Members

The **Director of Marketing and Communication** has the following responsibilities and additional requirements for eligibility:

Responsibilities:

- Update, maintain and ensure strategic alignment of the Communication with the objectives set out in the Business Plan
- Lead the volunteers in the Marketing and Communication team and enable them to execute the plan by giving guidance and taking final responsibility for decisions and work delivered
- Supervise the implementation of marketing campaigns to promote the chapter and its activities
- Ensure effective and efficient communication to members and other parties in conjunction with other Board members as appropriate
- Oversee all communication issued by the Chapter for internal and external audiences
- Monitor timely execution of the communication schedule that details all chapter communication activities across all channels
- Lead the development, production and release of all chapter communications and its newsletter
- Oversee the content and maintenance of the Chapter website and of all social media channels used
- Identify, establish and monitor agreements with media partners
- Oversee and ensure appropriate usage of all tools used by the Marketing and Communication team necessary to perform their tasks

Strategic and business management skills:

- Proficiency with, or Desire to Learn, Digital Marketing Tools, Including Email Marketing Platforms, Social Media Platforms, Web Content
- Management Systems, Research/Surveys
- Understanding of Marketing Strategy, Tactics, Planning and Delivery
- Working Knowledge of Best Practices in Marketing

Leadership Skills:

- Public Speaking/Presentation Skills
- Ability to Delegate Effectively
- Persuasion/Motivation Skills
- Skilled in Strategic Planning & Process Execution

Estimated volunteer hours per month: 30-40

Additional eligibility criteria: none

5. DESCRIPTION OF ROLE OF REMAINING OFFICERS OF THE CHAPTER BOARD

Following roles have a current mandate from January 2021 to December 2022 and are not up for elections in 2021:

The **Vice President / Secretary is the Chief Operations Officer (COO)** of the Chapter, and has the following responsibilities and additional requirements for eligibility:

Responsibilities:

- Create/update and maintain the Business Plan in collaboration with the Board Members



Elections 2021: Roles and responsibilities of to-be elected Board Members

- Deputise for the President in case of unavailability
- Responsible for safekeeping of all governing documents (approved bylaws, articles of incorporation, charter agreement, board policies)
- Notice of all annual meetings shall be sent to all members 45 days in advance of the meeting; record actions at such meetings
- Ensure the continuing and effective operations of the Chapter, and of the execution by the Board members of their duties and responsibilities
- Prepare the annual application for Chapter Charter renewal in collaboration with the Board
- Prepare the agenda of Board meetings in collaboration with the President, schedule the Board meetings, and distribute the agenda to the Board
- Attend the bi-weekly one to two-hour Board meetings and actively follow up on any actions item in his/her area of responsibility
- Act as secretary during all Board meetings in which he or she participates; where they do not participate, ensure that a Board Member acts as secretary
- Produce and distribute the meeting minutes, or ensure that the minutes are produced and distributed if another Board Member acted as secretary
- Develop and implement succession and transition plan

Strategic and business management skills:

- Ability to Record Minutes
- Knowledge of Chapter Bylaws and Policies
- Knowledge of Meeting Procedures
- Knowledge of PMI Bylaws and Policies
- Knowledge of Records Retention Requirements
- Meeting Coordination

Leadership skills:

- Active Listening Skills
- Decision Making
- Excellent Writing Skills
- Time Management Skills
- Team Building Skills
- Skilled in Strategic Planning and Process Execution

Estimated Volunteer Hours per Month: 15–25

Additional eligibility criteria: none

The **Director of Membership & Volunteers** has the following responsibilities and additional requirements for eligibility:

Responsibilities:

- Identify, attract, and retain members
- Ensure communications with new and renewing members
- Answer general member/non-member information inquiries and other requests for assistance with membership and its benefits



Elections 2021: Roles and responsibilities of to-be elected Board Members

- Conduct member satisfaction survey and assess results
- Update and maintain the Member Attraction and Retention Plans
- Communicate membership value through various delivery methods such as the Membership Benefits Package
- Define and document roles for volunteers for
 - support required for Board to execute tactical work
 - spontaneous volunteer initiatives
 - Election committee
 - Long term succession planning: onboard people for board roles that come up for expiration
 - Ad hoc help at events
- Recruit, engage and retain volunteers by providing tools, structure and standards required for their work
- Conduct volunteer satisfaction survey, assess results and take appropriate actions
- Update and maintain the Member and Volunteer Attraction and Retention Plans
- Communicate volunteering value through various delivery methods such as the Volunteer Engagement Toolkit

Strategic and business management skills:

- Data Analysis & Reporting
- Marketing Skills
- Proficient use of Survey Tools/Market Research/Demographic Research
- Proficiency in using PMI Chapter Reporting System (CRS) and Volunteer Resource Management System (VRMS)
- Ability to match volunteers skills with interests, or identify a development path
- Understanding of Volunteer Recognition and Appreciation Programs

Leadership skills:

- Persuasion/Motivation Skills
- Public Speaking and Presentation Skills
- Ability to Delegate Effectively
- Coaching and Mentoring
- Team Building Skills

Estimated volunteer hours per month: 25-35

Additional eligibility criteria: none