

## **1. ORGANISATIONAL STRUCTURE**

The 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 governance structure of the Chapter is as follows:

- President
- Vice President / Secretary
- Director of Finance/Treasurer
- Director of Sponsorship
- Director of Membership
- Director of Volunteers
- Director of Events
- 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 Q4 2019, elections for a mandate of two years (i.e. from 1 January 2020 to 31 December 2021) will be held for the positions of Director of Finance, Director of Sponsorship, Director of Membership, Director of Marketing and Communications and Director of Events.

A candidate may apply for multiple Board positions, although only one can be taken in the case of being elected. 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.

## **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
- Plan, execute and monitor activities necessary to achieve the objectives set out in the Business Plan, in collaboration where necessary, with other Board members.
- 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.
- Attend the bi-weekly one to two-hour Board meetings and active follow-up on any actions item in his/her area of responsibility.

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

- is a member of the PMI and the PMI Luxembourg Chapter since at least September 15, 2019

## Elections 2019: Roles and responsibilities of to-be elected Board Members

- 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

The role of Director of Finance and Sponsorship is divided into two roles, but may be combined if desired by the candidate.

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
- Work closely with the Director of Sponsorship to set targets, perform gap assessment and agree on 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

#### Strategic and business management skills:

- Accounting Software/Tools (e.g. Quick Books, Excel)
- Knowledge of Financial Planning
- Analytical Thinking
- Documentation skills/financial record keeping

#### Leadership skills:

- Decision Making
- Technical Tools Skills
- Time Management Skills
- Skilled in Strategic Planning and Process Execution

**Estimated volunteer hours per month: 20-25**

## Elections 2019: Roles and responsibilities of to-be elected Board Members

**Additional eligibility criteria:** none

**Term:** Two years, from 1 January 2020 to 31 December 2021

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

**Responsibilities:**

- 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
- Work closely with the Director of Finance to set targets, perform gap assessment and agree on corrective actions
- Issue all invoices to event sponsors, and follow up regularly to ensure payment
- Contribute to the preparation of a financial statement for inclusion in the annual application for charter renewal
- Contribute to the preparation of the financial reports and operating budget for the Annual Report to Members

**Strategic and business management skills:**

- Knowledge of Fundraising Techniques
- Knowledge of Financial Planning

**Leadership skills:**

- Persuasion/Motivation Skills
- Stakeholder Management
- Management Skills
- PMI Knowledge and Experience

**Estimated volunteer hours per month:** 10-15

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

**Term:** Two years, from 1 January 2020 to 31 December 2021

The **Director of Membership** 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
- 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

## Elections 2019: Roles and responsibilities of to-be elected Board Members

### **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)

### **Leadership skills:**

- Persuasion/Motivation Skills
- Public Speaking/Presentation Skills
- Skilled in Strategic Planning and Process Execution

**Estimated volunteer hours per month:** 20-25

**Additional eligibility criteria:** none

**Term:** Two years, from 1 January 2020 to 31 December 2021

The **Director of Events** 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 treating each event as a project with the respective documentation forming part of the Chapter's corporate knowledge base, such as project charter, event activity list, communication plan and after-event satisfaction survey
- 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:** 25-35

## Elections 2019: Roles and responsibilities of to-be elected Board Members

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

**Term:** Two years, from 1 January 2020 to 31 December 2021

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

### **Responsibilities:**

- Update and maintain the Communication Plan in alignment with the objectives set out in the Business Plan
- Develop and implement a marketing plan in support of the chapter strategic objectives
- Develop and implement marketing campaigns to promote the chapter and its activities
- Ensure effective and efficient communications to members and other parties in conjunction with other Board members as appropriate
- Approve all communication issued by the Chapter for internal and external audiences
- Maintain a communications schedule that details all chapter communications across all channels
- Lead the development, production and release of all chapter newsletters and communications
- Take responsibility for the Chapter website and its content
- Identify, establish and monitor agreements with media partners

### **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:** 25-35

**Additional eligibility criteria:** none

**Term:** Two years, from 1 January 2018 to 31 December 2019

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

Following roles have a mandate from January 2019 to December 2022 and are not up for elections in 2019:

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

## Elections 2019: Roles and responsibilities of to-be elected Board Members

Responsibilities:

### Responsibilities:

- Update and maintain the Business Plan in collaboration with the Vice President and with the support of other Board members
- Provide strategic direction to the Chapter
- Strive to achieve the chapter vision, mission and objectives as detailed by the Chapter board and PMI and Chapter strategic plan
- Provide guidance and leadership to the other Chapter leaders to develop their leadership capabilities and to work together as a team
- Direct the activities of the other Board members towards 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.
- Develop and implement succession and transition plan

### Strategic and business management skills:

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

### Leadership skills:

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

**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 **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
- Deputise for the President in case of unavailability
- Responsible for safekeeping of all governing documents (approved bylaws, articles of incorporation, charter agreement, board policies)

## Elections 2019: Roles and responsibilities of to-be elected Board Members

- 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
- 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
- Attend the bi-weekly one to two-hour Board meetings and actively follow up on any actions item in his/her area of responsibility
- 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

**Estimated Volunteer Hours per Month:** 15–25

**Additional eligibility criteria:** none

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

Responsibilities:

- Define and document roles for volunteers in view of
  - 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
  - Short term 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

## Elections 2019: Roles and responsibilities of to-be elected Board Members

- Communicate volunteering value through various delivery methods such as the Volunteer Engagement Toolkit

### **Strategic and business management skills:**

- Ability to use volunteer management software tools to match volunteers skills with interests
- Proficient in Email Communications (e.g. MS Outlook, Google Mail)
- Understanding of Volunteer Recruitment Methods and Tools (PMI's Volunteer Relationship Management System)
- Understanding of Volunteer Resource Management
- Understanding of Volunteer Recognition and Appreciation Programs

### **Leadership Skills:**

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

**Estimated Volunteer Hours per Month:** 25–35

**Additional eligibility criteria:** none