



**PMI NC Piedmont Triad Chapter
Operating Procedures
V1.3
09.01.2020**

Contents

<u>1. Introduction</u>	2
<u>2. Chapter Membership</u>	3
<u>2.1 Member in Good Standing</u>	3
<u>2.2 Membership Termination</u>	3
<u>2.3 Chapter Strategic Planning</u>	3
<u>2.4 Chapter Charter Renewal</u>	3
<u>2.5 Board Meetings</u>	4
<u>2.6 Chapter Meetings & Events</u>	4
<u>2.7 Chapter Meeting Reports</u>	5
<u>2.8 Volunteer Engagement</u>	5
<u>3. Chapter Board of Directors</u>	6
<u>3.1 Voting Board Positions</u>	6
<u>3.1.1 President</u>	6
<u>3.1.2 President Elect</u>	8
<u>3.1.3 Vice President (VP) of Administration</u>	8
<u>3.1.4 Vice President (VP) of Finance</u>	10
<u>3.1.5 Vice President (VP) of Education & Professional Development</u>	11
<u>3.1.6 Vice President (VP) of Programs</u>	12
<u>3.1.7 Vice President (VP) of Information Technology</u>	14
<u>3.1.8 Vice President (VP) of Marketing & Communication</u>	16
<u>3.1.9 Vice President (VP) of Membership and Volunteers</u>	17
<u>4. Additional Leadership Positions</u>	19
<u>4.1 Immediate Past President</u>	19
<u>4.2 Director of Elections</u>	20
<u>4.3 Secretary</u>	21
<u>4.4 Director of Technology</u>	21
<u>4.5 Director of Marketing</u>	22
<u>4.6 Director of Programs</u>	22
<u>4.8 Director of Special Events</u>	23
<u>4.9 Director of Education</u>	23
<u>4.10 Director of Membership</u>	24
<u>4.11 Director of Partnerships</u>	25
<u>4.12 Director of Volunteers</u>	26
<u>5. Additional Procedures</u>	27
<u>5.1 Digital Media Posting Procedures</u>	27
<u>5.2 Marketing Procedures</u>	28
<u>5.3. Partnership Procedures</u>	28
<u>5.4 Financial Procedures</u>	28
<u>5.4.1 Banking</u>	28

5.4.2 Revenue	29
5.4.3 Authorities and Payments	29
5.4.4 Expenses	29
5.4.6 Gift Card	30
5.4.7 Operating Reserve	30
5.4.8 Budgeting & Forecasting	31
5.5 Travel 31	
5.6 Contracts	35
5.7 Insurance	37
6. Revision History	37
6.1 Revision Table	37
6.2 Ideas for Future Revisions	38

1. Introduction

The PMI® NC Piedmont Triad (NCPT) Operating Procedures provide guidance and detail related to the NCPT’s organization, policies, and procedures. The NCPT Operating Procedures will be maintained by the VP of Administration with contribution from other board members as applicable. Any changes to the PMI® NCPT Operating Procedures require board approval.

The policies and procedures of this document be subject to and not in conflict with the current PMI®’s Bylaws, all policies, procedures, rules or directives established or authorized by PMI®, the chapter’s Charter Agreement with PMI® as well as the PMI® NCPT chapter Bylaws.

Note – These Operating Procedures are noted in the PMI® NCPT chapter Bylaws in Article V, Section 13.

2. Chapter Membership

2.1 Member in Good Standing

PMI® NCPT chapter Bylaws Article IV, Section 1, Item “H” mentions a member in “good standing”. Members in good standing must have paid both PMI® and PMI® NCPT Chapter dues and appear in the PMI® NCPT Chapter membership list.

2.2 Membership Termination

PMI® NCPT chapter Bylaws Article IV, Section 1, Item “D” mentions termination for “just cause”. Just cause may include, but not be limited to, a member’s statements or actions that conflict with the goals and objectives of the Chapter, a member’s disruption of Chapter activities, violation of the PMI® Code of Conduct and/or other such actions.

2.3 Chapter Strategic Planning

The Chapter’s Board of Directors (BOD) is responsible for maintaining the strategic plan for the chapter. The strategic plan will be delivered via various projects sponsored by the BOD using volunteer members from the Chapter.

The BOD holds a kickoff /planning meeting where the elected officials transfer information and procedures and responsibilities. Each officer receives a Chapter Handbook about the PMI and the chapter. Goals for the current year will be announced at Chapter meeting and published in newsletter.

The meeting should include:

- Status of Chapter
- Information on chapter processes
- Review of Duties of Each Officer
- Review of current strategic plan
- Review of Events Calendar
- Creation of goals for coming year

2.4 Chapter Charter Renewal

The Chapter president, using information compiled by the VP Finance and Membership, will complete and submit annual Chapter Renewal to PMI Global by the PMI Global published date. The charter renewal requires input from the strategic planning meeting, membership profiles, prior year end balances in checking and savings accounts. Other VP’s may be consulted to ensure the following sections are agreed and included:

- Contact Information

- Chapter Officers
- Financial Information
- Operational Performance

2.5 Board Meetings

- Monthly Board meetings will be scheduled by the Chapter Board President.
- A draft agenda for BOD meetings will be prepared and distributed by the Chapter president.
- BOD members are to submit agenda items before the meeting, so others have time to review.
- VP of Administration will send meeting report (minutes/approvals/motions) to the board members after each meeting.
- Copies of all meeting documents shall be attached to the report and filed in the official records of the chapter by the VP of Administration.
- The Chapter president will chair each BOD meeting according to the published agenda.
- In the event the Chapter President cannot attend a meeting he/she must designate to another Board member.
- Voting members should be in attendance for all regular board meetings. If a voting board member cannot attend, they should designate a proxy to attend and represent the absent member or provide appropriate guidance with regard to published action items and agenda items
- For meeting rules - Roberts Rules for Non-Profits is recommended.
<https://robertsrules.org/rulesintro.htm>

2.6 Chapter Meetings & Events

Meetings are scheduled monthly from January through November. If there is a month with low attendance, the BOD will consider alternate methods of meeting delivery or cancellation.

Community meetings such as “happy hours”, social events, book club meetings, etc. are scheduled on dates through the month as agreed upon by the members or leadership team. VP of Programs is responsible for planning and managing all the physical arrangements for in-person Chapter meetings or partnering with VP of technology for virtual meetings. Programs are to be focused on supporting the Chapter’s strategic plan and subsequent goals.

Meetings should be posted in advance as possible so members can plan accordingly. Reminders of Chapter meetings and other events should be sent to all members from the VP of Marketing.

VP of Programs will be responsible for PDU’s for chapter meetings.

Members of the board are expected to attend at least one-chapter event per month.

Directors are expected to attend at least 6 chapter events per year. Because of these

expectations, VP and Director level board members are provided a financial discount per meeting.

2.7 Chapter Meeting Reports

Once per year in November, the BOD will prepare an Annual Report.

President will present: Summary of Chapter’s Accomplishments, Challenges experienced throughout the year, performance to objectives and strategic initiatives.

President-Elect will present: A look forward to next year including plans for next year.

VP of Membership will present: Membership information, goal for next year, progress this year, challenges experienced and other membership related info.

VP of Finance will present: YTD Profit and Loss and Balance sheet and key KPI’s. VP will also talk about challenges and changes in trends as well as goals for next year with respect to liquidity.

2.8 Volunteer Engagement

Volunteer engagement will be managed through the Director of Volunteers or the VP of Membership & Volunteers if the Director’s position is not filled. Director of Volunteers is responsible for the strategic and logistical responsibilities of volunteer programs and services designed to engage and cultivate a local network of volunteers supporting the goals of PMI Triad NC.

This network and associated engagement activities will be managed using selected Volunteer Management System (VMS) software as selected and approved by the Board and should (at a minimum) include the following functions/features:

- Tracking of volunteer hours for each individual for reporting purposes.
- Robust administration tools for the creation and management of volunteer events.
- Ease of use for volunteers and administrative staff.
- Vendor support.

Members of the chapter who wish to engage in chapter-sponsored volunteer opportunities can do so by contacting the Director of Volunteers and/or by responding to advertised volunteer opportunities. Volunteers may be required to submit pertinent volunteer documentation as required from PMI, the local chapter and/or the coordinating volunteer organization such as:

- PMI’s Code of Ethics and Professional Conduct
- PMI’s Confidentiality and Records Compliance Agreement for PMI Member and Non-Member Volunteers
- Conflict of Interest Questionnaire
- Volunteer Code of Conduct

3. Chapter Board of Directors

General Information

No PMI® NCPT Chapter member shall hold two (2) or more voting Board positions.

Board of Director members are expected to:

- Prepare an annual plan and budget for the activities under their purview.
- Form committees and direct special projects as needed to fulfill the goals and objectives in the annual plan.
- Act as chapter liaison and communicate with PMI® GOC (Global Operations Center) , PMI® Region, other sister Chapters or Components, and any other local professional resources for any programming within his/her purview.

For a period of one (1) year following the term of office, prior Board of Directors shall make themselves available as a resource to the officer newly elected to the respective office.

Board of Director voting via email (noted in Chapter Bylaws, Article V, section 9) shall allow one (1) week for board members to vote. In the event that a board member does not respond and vote via email during this period, their vote will be counted as “Absent” and will not count toward quorum.

3.1 Voting Board Positions

3.1.1 President

PMI® NCPT chapter Bylaws Article V, Section 3, describes the duties of the President. Additional detail is provided here:

Role Description – Elected volunteer responsible for oversight of the chapter and the board. The president shall direct the activities of the other board members in accordance with the chapter bylaws.

Roles & Responsibilities –

- Direct the chapter’s strategic goals

PMI NC Piedmont Triad – Operating Procedures

- Achieve the chapter vision, mission, and objectives as detailed by the chapter board, PMI, and chapter business plans
- Direct the activities of other officers toward chapter goals and objectives
- Ensure that the chapter board works together as a team
- Represent the chapter at public events
- Ensure strategic alliance, planning, and annual reporting
- Be ultimately accountable for all board operations and chapter activities
- Act as a liaison between the chapter and PMI
- Ensure that the chapter renewal is updated and that the chapter is in compliance as specified by PMI
- Preside over the board of directors meetings and the annual general membership meeting
- Ensure that all chapter business is being done legally and ethically
- Assume responsibility for the overall functioning of the chapter
- Legally represent the organization (this role can be co-dependent with the VP/Director of Finance)
- Ensure statutory and regulatory compliance with consultation with the VP/Director of Finance
- With the board, ensure prudent disbursement of chapter funds
- Drive implementation of PMI policies and guidelines and ensure that they are reflected in chapter processes
- Manager periodic policy audits
- Promote leadership development opportunities for board development
- Develop and implement a succession and transition plan
- Review the periodic information from Chapter Headquarters and disseminating to the appropriate BOD members. This includes regional updates communicated verbally through the Region 5 President's meetings.
- Ensure statutory and regulatory compliance in consultation with VP of Finance and the VP of Administration.

Strategic and Business Management Skills –

- Management Skills
- Organization Skills
- 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

3.1.2 President Elect

PMI® NCPT chapter Bylaws Article V, Section 4, describes the duties of the President Elect. This officer shall also be responsible for implementing initiatives to increase awareness and promote interest in Project Management among leaders of NC Triad companies and organizations through expansion of mutually beneficial relationships outside traditional PMI® communities. Additional detail is provided here:

Role Description – Successor to the president; elected volunteer who will assist the president with his or her duties of managing the chapter and shall assume the role of the chapter president if the president is unable to perform duties for any reason.

Roles & Responsibilities –

- Represent the president in his or her absence
- Assume the role of president the year following completion of his or her duties in this role.
- Assume the role of president if the president is unable to perform duties for any reason
- Assist the president in his or her duties
- Oversee special projects or committees
- Serve as member ex-officio with the right to vote on all committees except the nominating committee
- Develop and implement succession and transition plan

Strategic and Business Management Skills –

- Budget Management Skills
- Financial Planning
- PMI Knowledge and Experience
- Volunteer Recognition and Appreciation

Leadership Skills –

- Ability to Delegate Effectively
- Decision Making
- Skilled in Strategic Planning and Process Execution
- Team Building Skills

3.1.3 Vice President (VP) of Administration

PMI® NCPT chapter Bylaws Article V, Section 5, describes the duties of the VP of Administration. This officer shall also be responsible to create, maintain, and enforce both policies and governance within the PMI® NCPT chapter. Additional detail is provided here:

Role Description – Elected volunteer responsible for addressing governance and policy issues, including ensuring the maintenance and enforcement of chapter policies and bylaws. Oversee the preparation, maintenance, and distribution of all records, correspondence, minutes of meetings, and related affairs of the chapter.

Roles & Responsibilities –

- Ensure the policies are consistent and compliant with all applicable governmental jurisdiction and regulations (e.g., IRS, government compliance, PMI policy, Sarbanes Oxley – local laws and regulations).
- Review and update bylaws and ensure they are in alignment with the PMI Chapter Charter.
- Ensure the chapter bylaws and operating procedures are upheld and enforced.
- Develop and maintain the Operating Procedures with input from other chapter leaders.
- Review chapter legal documents and provide guidance/approval as appropriate.
- Ensure chapter roles/functions have definitions and are consistent with clear responsibilities.
- Assure safekeeping of all governing documents (approved bylaws, articles of incorporation, charter agreement, board policies, committee charters, and all other non-financial records for the chapter).
- Coordinate and distribute meeting minutes for all chapter board and business meetings.
- Oversee the administrative activities of the chapter Secretary.
- Provide records to members and outside organizations that request information.

Strategic and Business Management Skills –

- Experience with developing roles and responsibilities
- Experience with laws, regulations and policies
- Knowledge of PMI and Chapter policies
- Strong organization and documentation skills

Leadership Skills –

- Conflict Resolution
- Decision Making
- Writing
- Facilitation
- Strategic Planning
- Listening

3.1.4 Vice President (VP) of Finance

PMI® NCPT chapter Bylaws Article V, Section 6, describes the duties of the VP of Finance. This officer shall also:

- Meet with the board to define the annual operating budget for the planning of Chapter activities.
- Gain approval from the board of the annual operating budget with guidelines, restrictions, and corrective action when the budget is not adhered to.
- Prepare all financial reports to the Chapter and to PMI®.

Additional detail is provided here:

Role Description – Elected volunteer responsible for PMI NC Piedmont Triad Chapter finance. The VP Finance is responsible for maintaining and presenting all financial records required for chapter operations in accordance with the chapter bylaws and Operating Procedures.

Roles and Responsibilities –

- Establish and maintain all chapter bank accounts and/or similar financial transactions. Check bank accounts on a monthly basis (at minimum)
- Maintain and manage financial portfolios including accounts receivable and payable.
 - Collection of chapter dues from PMI
 - Guest payments for chapter meetings or special chapter sponsored events
 - Payments of all chapter bills
 - Handle PMI and government required payments
- Develop and implement financial metrics and provide financial reporting regarding the state of finances and chapter activities to chapter leaders and chapter membership on at least a monthly basis
- Develop and maintain annual operating budget and financial statement for annual charter renewal application
- Complete required tax filings for the chapter
- Recommend improvements to the financial process to the board and prepare financial guidelines and procedures for the chapter
- Ensure compliance with all financial operational processes and define, document and maintain chapter financial policies such as financial reserve policies, investment policies and record storage, retention and destruction policies established by the board
- Contribute to financial planning/goal setting, investing, forecasting and budgeting for the chapter
- Complete annual financial statement and report to chapter membership
- Serve as a liaison with PMI Global on chapter financial matters
- Analyze cost impact and income benefit of all chapter activities proposed by the board of directors

- Review chapter contracts, agreements and insurance
- Assist chapter board with succession and transition plans for VP Finance position

Strategic and Business Skills Required –

- Accounting Software/Tools (e.g. Quick Books, Excel)
- Analytical Thinking
- Knowledge of Generally Accepted Accounting Principles (GAAP)
- Documentation and Financial Record Keeping skills
- Excellent organization and administration skills
- Working knowledge of Microsoft Office Applications (Word, PowerPoint, Excel, Outlook, etc.)

Leadership Skills Required –

- Decision Making
- Time Management
- Strategic Planning
- Analytical
- Teamwork

3.1.5 Vice President (VP) of Education & Professional Development

This officer shall be responsible for the development and coordination of educational seminars on project management topics, courses to prepare members for the PMI® certification examinations, courses for PMI® Professional Development and other continuing educational seminars. This officer is also responsible for providing information to members about PMI® certification / re-certification, and for reporting to PMI® Headquarters on Professional Development Units (PDUs) sponsored by the PMI® NCPT chapter. Additional detail is provided here:

Role Description – Elected volunteer responsible for the coordination of educational seminars on project management topics such as courses to prepare members for PMI certification examinations, and courses for PMI professional development and other continuing education seminars. Role includes:

- The coordination of educational and professional development chapter events in accordance with chapter policies and by-laws.
- The development of chapter education activities to include:
 - Preparation and maintenance of PMI’s certifications
 - Development and maintenance of relationships with local colleges and prep-schools
- Establishing and managing chapter professional development programs, live and online.

- Developing and maintaining relationships with Registered Education Providers (R.E.P.s)

Roles and Responsibilities –

- Oversee training events, presentations and programs
- Promote the project management profession through the planning and coordination of special events designed to enhance and expand the skills and knowledge of project managers
- Define strategies for improvement of professional development/training programs
- Coordinate the chapter’s external educational activities, such as seminars, workshops, courses, study groups and other educational activities
- Seek new project management professional development programs through networking with other educational organizations and PMI chapters
- Seek feedback, suggestions and recommendations using surveys and other communication tools
- Incorporate feedback, suggestions and recommendations as necessary to enhance effectiveness and value delivered to chapter as they relate to logistics of events/programs
- Work with the VP of Technology as required to assure training event registration is operational
- Promote (and track) chapter membership growth via training promotions to chapter members
- Maintain student history information to support potential future audits
- Maintain the succession and transition plan and Instructor Qualification requirements

Strategic and Business Management Skills –

- Ability to develop and manage program event schedules
- Knowledge of PMI credentials and PDUs
- Program & event planning skills

Leadership Skills –

- Coaching and Mentoring
- Public speaking/presentation skills
- Team building skills
- Coordination skills

3.1.6 Vice President (VP) of Programs

This officer shall envision, develop, plan, schedule, and coordinate any chapter programs. This officer shall be responsible for facility coordination, food planning, logistics, content, and technology arrangements related to event planning. The officer should ensure that shareable meeting content is

available to all VPs in a timely manner so that marketing, technology, and membership needs are met in preparation for successful programs.

Role Description: Nominated and elected volunteer responsible for PMI Piedmont Triad Chapter program vision and planning in accordance with chapter policies and bylaws.

- Responsible for the development of regular chapter programming to include:
 - o Chapter professional development meetings
 - o Networking opportunities for members
- Responsible for the development of special events programming to include:
 - o Chapter social activities
 - o Community contribution opportunities

Roles and Responsibilities

- Develop and plan regular chapter interactions equal to or greater than 15 contact hours per calendar year
- Oversee and implement successful chapter events with the assistance of supporting board and non-board volunteer members
- Seek out new partners, speakers, and opportunities for successful events for the benefit of the chapter and the project management profession in the community
- Coordinate the gifts and abilities of volunteers along with the VP of Membership as well as other board members in successful operation of chapter programming
- Connect and communicate with the VP of Technology and the VP of Marketing to promote the regular activities and needs of the chapter
- Provide content for dissemination to the chapter and the public in support of the local chapter, the board, and the project management profession
- Cast vision for future chapter programming in support of chapter board goals and chapter volunteer needs
- Oversee the Director of Special Events and the Director of Chapter Meetings
- Provide input and advice to the VP of Marketing and the VP of Technology in the tasks of the Director of Social Media

Strategic and Business Skills Required:

- Ability to develop and manage program and event schedules
- Program and event planning skills
- Ability to cast vision about how strategy and programs can work together

Leadership Skills Required:

- Ability for public speaking/presentations

- Team building skills
- Coach and mentoring
- Ability to delegate effectively
- Ability to adapt in problematic situations.

3.1.7 Vice President (VP) of Information Technology

This officer shall oversee the PMI® NCPT chapter e-mail service and website; and serve as owner for all Chapter technology platforms. This officer is responsible for the implementation of external facing communications, user interaction and issues with the Chapter website, collaborative features and email service. All electronic information dissemination regarding the chapter (i.e. announcements, advertisements, etc.) shall be the responsibility of this function. Additional detail is provided here:

Role Description – Elected volunteer responsible for all aspects of chapter technology including acquisition of technology, support/maintenance of technology, data analytics, technology governance and long-range annual planning of technology in accordance with any current or future PM procedures and guidelines.

Roles and Responsibilities –

- Acquisition of Technology
 - Participate in request for proposal (RFP) and contract negotiations (not sole negotiator).
 - Research new technologies and/or features to improve the chapter efficiencies and membership experience and report on feasibility of proposed technology initiatives.
 - Collaborate with chapter leadership to propose initiatives
 - Gather business requirements
 - Oversee any initiatives for current or proposed technologies
 - Lead implementation planning
 - Oversee training.
- Support/Maintenance
 - Manage all chapter technology initiatives
 - Provide administrative support for chapter technologies
 - Provide vendor management of technologies
 - Be familiar with all aspects of operational technologies in place and be able to provide backup administrative support.
 - Ensure Chapter’s owned equipment is in good working order and tracked.
 - Provide regular status updates to chapter leadership

PMI NC Piedmont Triad – Operating Procedures

- Communicate service level agreements (SLA) for issue/request intake process.
- Manage, recruit and onboard internal or external technology team members and ensure technology team is providing timely responses to support requests.
- Coordinate and collaborate with other chapter board members and volunteers when needed.

- Governance
 - Maintain data and transaction services and processes.
 - Maintain inventory of technologies in place, including administrative access information.
 - Ensure compliance with all software/subscription licenses that are acquired.
 - Manage internet site security/system monitoring in conjunction with website site provider.
 - Assess risk in IT systems.
 - Maintain IT security policies.

- Long Range and Annual Planning
 - Successfully plan, track and deliver all IT related services employed to benefit the chapter.
 - Work with other technology members, chapter board members and volunteers to identify opportunities to improve chapter technology and infrastructure.
 - Provide Submission requests for budget and schedule estimates.
 - Provide recommendations for system upgrades and enhancements.
 - Assist in defining business capabilities.
 - Identify incoming technologies needs based on chapter plans and activities.
 - Keep current on technologies being adapted by PMI or other PPMI chapters.

Strategic and Business Management Skills –

- Contract and Vendor Management
- Organizational change management
- Management skills
- Skilled in Strategic Planning process.

Leadership Skills –

- Technology Tool skills
- Decision Making
- Stakeholder Management

3.1.8 Vice President (VP) of Marketing & Communication

This officer shall publicize the PMI® NCPT chapter to the Chapter members and the general public, collect content for the Chapter website, generate awareness of the PMI® NCPT chapter in the greater Triad area, and provide liaison to the news media. This officer shall also be responsible for advertising information and ensuring the VP of Information Technology receives updated website content (i.e. schedule of events) and other meeting communications that need to occur related to this function (i.e. membership notice of meetings). Additional detail is provided here:

Role Description – Elected volunteer is responsible for marketing and public relations. The vice president of marketing shall be responsible for developing marketing, corporate relations and communication programs in accordance with PMI Triad chapter bylaws and policies.

Roles & Responsibilities –

- Develop and implement a marketing and communication for the promotion the chapter and its programming.
- Develop an awareness of PMI's marketing tools and resources
- Connect with PMI and other PMI communities, such as birds-of-feather
- Draft annual marketing budget and ensure minimal variance
- Drive Merchandising initiative of the chapter
- Drive the chapter's advertisement process including boosting events in digital media channels which includes social media (i.e. Facebook, LinkedIn and Twitter), website, and email communication.
- Maintain relationships with partners for revenue generation to fund the chapter's activities
- Reach out to divergent business entities towards the sponsorship of chapter events
- Drive the marketing efforts of chapter events or chapter sponsored events
- Increase awareness of PMI Triad chapter
- Orchestrate periodic publication of Newsletter

Strategic and Business Management Skills –

- Targeted audience and Economics of the pitched numbers for both chapter events and PDD
- Knowledge of PMI's brand strategy (Marketing Portal), Market research skills, and use of Survey Tools
- Knowledge of online collaboration/tools (e.g., Facebook, LinkedIn)
- Newsletter tools
- Willing to make Cold calls, while taking non-response in stride
- Follow up on leads, and open to meetings outside of work hours

Leadership Skills –

- 3P: Persuasion, Persistence and Presentation

- Proficiency - Oral and Written
- Ability to delegate effectively
- Negotiation skills

3.1.9 Vice President (VP) of Membership and Volunteers

This officer shall encourage PMI® NCPT chapter membership, including renewals and new members; welcome new members; establish and maintain a volunteer database and update the Board with membership statistics and data. Additional detail is provided here:

Role Description - Elected or appointed volunteer responsible for addressing the needs of chapter members and its volunteers, including membership recruitment, retention, recognition and associated value delivery and volunteer opportunities and recognition

Roles & Responsibilities – (MEMBERSHIP)

Chapter Membership Plan

- Ensure continued growth through proactive recruiting, retention and member engagement, including the establishment of measurable goals and the monitoring of success metrics for appropriate action

Customer Service

- Answer general member/non-member information inquiries and other requests for assistance with membership and its benefits
- Support and attend annual general meeting and all chapter meetings as appropriate

Primary user of Chapter Reporting System (CRS) for analysis and reporting of membership data

- Maintain the membership records of the chapter
- Provide communication list/member updates to officers, as requested
- Coordinate the production and distribution of timely membership reports, such as monthly membership reports by demographics (city, state, age, industry, etc.)

Market Research

- Review and analyze member satisfaction survey data and enhance membership benefits based on these results
- Develop and administer lapsed (non-renewal) member survey
- Analyze and integrate survey feedback for inclusion in the strategic/operational planning

Member Engagement:

- Develop and implement membership welcome and support plan including the promotion of PMI and chapter membership value
- Communicate member value through various delivery methods in alignment with the Membership Benefits Package
- Utilize membership marketing materials available through the PMI Marketing Portal
- Develop ways to recognize member milestones, such as anniversaries and certifications

Strategic and Business Management Skills – (MEMBERSHIP)

- Data Analysis & Reporting
- Marketing Skills
- Proficiency in using Survey Tools/Market Research/Demographic Research
- Proficiency in using PMI Chapter Reporting System (CRS)

Roles & Responsibilities – (VOLUNTEER)

- Conduct general volunteer orientation for all new volunteers including an overview of the volunteer structure, volunteer roles, responsibilities and deliverables
- Identify volunteer openings from each Board Members area.
- Understand and leverage experience of volunteers and direct them to various initiatives in the chapter
- Develop programs to involve, develop and engage volunteer members
- Oversee, administer and build awareness of the chapter (and PMI's) volunteer policies, procedures and guidelines
- Develop and administer volunteer recognition programs
- Oversee and manage the chapter's volunteer programs and services
- Provide PMI volunteer awareness at the local and global levels

Strategic and Business Management Skills – (VOLUNTEER)

- Ability to use volunteer management software tools to match volunteers' skills with interests
- Understanding of volunteer recruitment methods and tools (ex. PMI's Volunteer Relationship Management System; Local PMI Triad Chapter Volunteer Management apps)
- Understanding of volunteer resource management
- Understanding of volunteer recognition and appreciation programs

Leadership Skills

- Ability to Delegate Effectively
- Coaching and Mentoring
- Persuasion/Motivation and Team Building
- Public Speaking
- Strategic Planning and Process Execution

Estimated Volunteer Hours per Month: 10 - 15

Average Years of Project Management Experience: 5

Average Years of PMI Volunteer Experience: 2

4. Additional Leadership Positions

General Information

These additional chapter positions can be created, changed, or removed with board approval. All the positions described in this section will report into one of the voting Board of Director members as noted in this section.

These positions are filled by appointment. Appointees must be nominated to the board and approved by the Board of Directors. The term of these positions will coincide with the term of the corresponding Board of Director position that the position reports into. An individual can serve in one of these positions for 2 consecutive board terms (up to 4 years) unless noted otherwise; in the event where no individual is willing or able to fulfill this position, an appointee may serve one more (two year) term, subject to board approval.

The removal of an appointee before the conclusion of their term would be subject to board approval.

4.1 Immediate Past President

This position will report directly to the President and serve as a consultant. The previous year's President will automatically be assigned to this role. The term of this position is only one (1) year. In the event where the previous year's President cannot fill this role, the previous Immediate Past President (i.e. President from two years prior) may continue in the role for another year with board approval.

This position shall be responsible for coordinating and submitting the Chapter Charter Annual Renewal Report. The Immediate Past President is

also responsible for the proper registration of new incoming board members with PMI Global. Additional detail is provided here:

Role Description – Immediate former elected volunteer responsible for oversight of the chapter and the board in accordance with chapter policies and bylaws.

Roles & Responsibilities –

- Maintain continuity in the chapter to help to ensure smooth board transition
- Assist the board of directors with strategic policies
- Proactively support and promote the work within the board
- Assume the role of mentor for the president
- Assist the president in liaison with PMI if and when required
- Lead and direct the elections process
- Provide ethics enforcement and guidance at the board of directors' level
- Support conflict resolution
- Outreach with past presidents
- Develop and implement a succession and transition plan

Strategic and Business Management Skills –

- Diplomacy
- Human Resource Management
- Parliamentary Procedures (i.e. Robert's Rule of Order)

Leadership Skills –

- Coaching and Mentoring
- Conflict Resolution Skills
- Persuasion/Marketing Skills
- Skilled in Strategic Planning and Process Execution
- Team Building Skills

4.2 Director of Elections

This position will report directly to the VP of Administration. This role is defined for the purpose of coordinating the annual election. Determination of the director position will take place no later than June 30th of each calendar year. This position is responsible for coordination of all activities for the election. Responsibilities include but not limited to Identifying positions for election, solicitation and review of candidates, perform the election, validate the results of the election, and all communication associated with the election process as outlined in Article VI of the bylaws. Additional duties may be noted here in a future version.

4.3 Secretary

This position will report directly to the VP of Administration. This position will keep adequate records of all proceedings, actions and meetings of the Chapter and the Board of Directors. The Secretary shall have access to the original Constitution and the Bylaws and of amendments thereto. The Secretary shall be responsible for tracking the results of all Chapter and Board votes and elections. Additional detail is provided here:

Role Description – Nominated by VP of Governance and Elected by the Chapter Board, the Secretary is a volunteer and is responsible for maintaining records for the Board. This position assists with updates to the Chapter Operating Procedures and the Chapter Bylaws. The Secretary records, maintains, stores, and updates to the minutes from the Chapter Board meetings and any additional correspondence or business minutes as requested. The Secretary takes direction from the VP of Administration and is considered part of the Chapter Administration team.

Roles & Responsibilities –

- Record, maintain, and store Chapter Board Meeting minutes.
- Record, maintain, and store additional Chapter Business Meeting minutes.
- Assist with updates and storage of the Chapter Operating Procedures. This responsibility will be completed working with the Chapter Board members and their Directors.
- Assist with updates and storage of the Chapter Bylaws as required.

Strategic and Business Management Skills –

- Ability to record and maintain meeting minutes
- Ability to complete correspondence
- Knowledge of Chapter Bylaws, Operating Procedures, and file storage systems.

Leadership Skills –

- Active Listening Skills
- Excellent Writing Skills
- Organization Skills
- Time Management Skills

4.4 Director of Technology

This position will report directly to the VP of Information Technology. Additional duties may be noted here in a future version.

4.5 Director of Marketing

This position will report directly to the VP of Marketing and Communication.

Role Description – Volunteer is responsible for marketing and public relations. The Director of marketing shall be responsible to assist VP of Marketing in developing marketing and communication programs in accordance with PMI Triad chapter bylaws and policies.

Roles & Responsibilities –

- Assist VP of Marketing in developing and executing marketing effort of the chapter and chapter-sponsor events
- Assist VP Marketing in crafting initiatives to engage attendees
- Expand visibility of the chapter
- Support the chapter's advertisement process
- Ideate options to increase attendees and their engagement.

Strategic and Business Management Skills –

- Targeted audience and Economics of the pitched numbers for both chapter events and PDD
- Knowledge of PMI's brand strategy (Marketing Portal), Market research skills, and use of Survey Tools
- Knowledge of online collaboration/tools (e.g., Facebook, LinkedIn)
- Willing to make Cold calls, while taking non-responses in stride
- Follow up on leads, and open to meetings outside of work hours

Leadership Skills –

- 3P: Persuasion, Persistence and Presentation
- Proficiency - Oral and Written
- Negotiation skills

4.6 Director of Programs

This position will report directly to the VP of Programs.

Role Description – Volunteer responsible for PMI Piedmont Triad Chapter regular chapter meetings programming in concert with VP of Programs and in accordance with the chapter bylaws and board guidance.

- Responsible for the planning and execution of regular chapter meeting programming

Roles & Responsibilities –

- Oversee and implement successful chapter meetings with the assistance of supporting board and non-board volunteer members.

- Support the special events director with execution of special events as needed
- Coordinate the gifts and abilities of volunteers along with the VP of Membership as well as other board members in successful operation of chapter programming
- Connect and communicate with the VP of Technology and the VP of Marketing to promote the regular activities and needs of the chapter for chapter meetings
- Provide content for dissemination to the chapter and the public in support of the local chapter, the board, and the project management profession

Strategic and Business Management Skills –

- Ability to develop and manage program and event schedules
- Program and event planning skills

Leadership Skills –

- Ability for public speaking/presentations
- Team building skills
- Coach and mentoring
- Ability to delegate effectively
- Ability to adapt in problematic situations

4.7 Director of Special Events

This position will report directly to the President Elect. This role will be responsible for coordinating the annual Professional Development Day (PDD).

4.8 Director of Education

This position will report directly to the VP of Education and Professional Development.

Role Description – The Education Director primarily supports logistical activities associated with the PMP Exam Prep training program. PMP Exam Prep training generally takes place twice each year (fall & spring). The Director supports training preparation and student data tracking and dissemination to the share drive and VP in accordance with chapter policies and bylaws.

The Education Director is also responsible for coordinating Triad Chapter participation in the annual Guilford County 8th grade career day (WOW) which generally takes place in February.

Roles & Responsibilities –

- With support from the VP of Education & Professional Development, the director’s responsibilities include:
 - Collection of education student and performance data
 - Maintenance of Sharepoint “Master file”, examples include:
 - Input of survey feedback, suggestions and recommendations into share drive
 - Input of student data into share drive
 - Tracking of student data, exam performance
 - Supporting coordination of training events (may require onsite activities)
 - Distributing course certifications
 - Coordination of Guilford County Career Day project, Discover your WOW
 - Deliverables include:
 - Master Student Tracking Report updates
 - Student survey summaries
 - PMI Class Certifications
 - Instructor Surveys

4.9 Director of Membership

This position will report directly to the VP of Membership and Volunteers.

Role Description: Appointed volunteer position, responsible for addressing needs of the Triad Chapter Membership.

Responsibilities:

Implement the Chapter Membership Engagement and Support Plan:

- Ensure continued Membership growth through proactive recruiting, retention and member engagement, including the establishment of measurable goals and the monitoring of success metrics
- Work with the Chapter Programs and Marketing teams to reach new members through a Community Outreach Plan including commercial, not-for-profit, military and other professional associations

Provide Member Engagement and Marketing Support:

- Implement the Member Welcome and Support Team
- Conduct Member Orientation, including the promotion of the PMI Triad Chapter membership value

PMI NC Piedmont Triad – Operating Procedures

- Communicate Member value through various marketing channels, in partnership with the Chapter Marketing Team and Programs Team
- Implement a plan to recognize member milestones, such as Member Anniversaries, PMI Certifications, etc.

Provide Member Customer Service:

- Answer general member/non-member inquiries and requests for assistance with membership and its benefits
- As a member of the Member Welcome Team, greet members at chapter events
- Create opportunities for Members to meet one another, so that all feel welcomed and connected

Analyze and report Membership data using the PMI Chapter Reporting System (CRS):

- Export and analyze the chapter membership data
- Coordinate the production and distribution of reports, such as the monthly membership reports by demographics (city, state, age, industry, etc.)

Provide Member Satisfaction Research:

- Review and analyze member satisfaction survey data for inclusion in the Chapter's Monthly Operational Plans and Annual Strategic Planning
- Analyze and integrate survey feedback, with the objective of enhancing Membership benefits and experiences
- Implement a plan to engage members who have not renewed their PMI or Chapter Memberships

Strategic and Business Management Skills to be Used and Developed:

- Team building, leadership and mentoring of team members
- Data analysis and reporting
- Survey tool usage, market research and demographic research
- PMI Chapter Reporting System (CRS) usage

Leadership Skills to be Used and Developed:

- Persuasion, motivation and communications through Member engagements
- Board of Directors engagement and support of Strategic (Annual) and Operational (Monthly) Planning
- Succession and Transition Planning

Recommended Experience and Involvement:

- Average Years of Project Management Experience: 2+
- Average Years of PMI Volunteer Experience: 0
- Estimated Average Volunteer Hours per Month: 6 – 10

4.10 Director of Partnerships

This position will report directly to the President-Elect.

Role Description – The Director of Partnerships supports the partnership activities of the chapter through administration and recruiting of prospective partners

Roles & Responsibilities –

- With support from the voting board members, the director’s responsibilities include:
 - Collection of partner data
 - Communication with partners of all kinds for various persons
 - Complete administration related to partner contracts for chapter purposes.

4.11 Director of Volunteers

Role Description: Appointed volunteer responsible for supporting needs of the Triad Chapter Member Volunteers and the Chapter Programs, Marketing, Technology, Membership, Administration, Finance and Professional Development Day (PDD) Teams who utilize Volunteers.

Responsibilities:

Implement the Volunteer Engagement and Support Plan:

- Ensure continued Volunteer growth through proactive recruiting, retention and member engagement, including the establishment of measurable goals and the monitoring of success metrics
- Work with Chapter Programs, Marketing, Technology, Membership, Administration, Finance and Professional Development Day (PDD) Teams to collect, publish and manage volunteer openings on their teams
- Work with the Programs and Marketing teams to recruit volunteers for chapter sponsored Volunteer Events

Provide Volunteer Engagement and Marketing Support:

- Implement the Volunteer Welcome and Support Team
- Work with the Programs Team to conduct Volunteer Orientation at chapter sponsored Volunteer Events
- Work with the Membership Team to ensure Volunteer Opportunities are included in Member Orientation sessions
- Communicate Volunteer Opportunities through various marketing channels, in partnership with the Chapter Marketing Team and Programs Team
- Implement a plan to recognize Volunteer milestones, such as first time Volunteers, repeat Volunteers, etc.

Provide Volunteer Customer Service:

- Answer general member/non-member inquiries and requests to volunteer
- As a member of the Volunteer Welcome Team, greet members at chapter events
- Create opportunities for Volunteers to meet one another, so that all feel welcomed and connected

Analyze and report Volunteer survey data using surveys submitted for Chapter Volunteer Events:

- Work with the Programs Team to collect Chapter Event Volunteer counts
- Gather Volunteer surveys from the Chapter Technology Team and analyze the results
- Coordinate the production and distribution of reports, such as the monthly Volunteer count and survey reports

Provide Volunteer Satisfaction Research:

- Review and analyze Volunteer satisfaction survey data for inclusion in the Chapter's Monthly Operational Plans and Annual Strategic Planning
- Analyze and integrate survey feedback, with the objective of enhancing Volunteer experiences
- Implement a plan to engage members who have not Volunteered recently or who have not Volunteered at all

Strategic and Business Management Skills to be Used and Developed:

- Team building, leadership and mentoring of team members
- Data analysis and reporting

- Volunteer resource management, recognition and use of related tools

Leadership Skills to be Used and Developed:

- Persuasion, motivation and communications through Volunteer engagements
- Board of Directors engagement and support of Strategic (Annual) and Operational (Monthly) Planning
- Succession and Transition Planning

Recommended Experience and Involvement:

- Average Years of Project Management Experience: 2+
- Average Years of PMI Volunteer Experience: 1+
- Estimated Volunteer Hours per Month: 6 - 10

5. Additional Procedures

5.1 Digital Media Posting Procedures

The NC Triad PMI will communicate via website, email, and social media to its members, subscribers, and the general populace. For social media, the marketing team (either the VP of Marketing & Communications or the Director of Marketing) will post approved content (working with other board members) on the following channels: Facebook, LinkedIn, Instagram. The chapter maintains a Twitter account, but it does not post actively due to lack of followership.

The marketing team reserves the right to remove, stop, or add any communication as needs require (i.e. illegal spam, profane posts, non-

compliant PMI programming, or changes in technology or new platforms).

The voting board in consultation with the marketing team may post content on www.pmitriadnc.org.

5.2 Marketing Procedures

Weekly Newsletter Procedures - The marketing team will publish a regular newsletter by Friday of each week to be sent to members and other subscribers detailing chapter and chapter-sponsored events and information via email using the DarkRhino web interface.

Email Blasts - Any board member can publish an email blast through the DarkRhino web interface in concert with the communication calendar of the marketing team to publicize events, updates, and any desired information to any on the chapter distribution list.

Contact Information Privacy - No member or subscriber data should be shared outside of the chapter board unless directly authorized by the particular member in written form (preferably email).

5.3. Partnership Procedures

Partnerships for the NC Triad PMI chapter can reflect a combination of content, financial, and in-kind partnership to support the ongoing programs of the chapter and chapter-sponsored activities and initiatives.

Partners will be requested to sign a partnership agreement based upon the kind of partnership that they have agreed. The director of partnerships will administer this agreement and it will be stored in our shared file storage.

5.4 Financial Procedures

5.4.1 Banking

- Reconcile checking bank statement to Intuit software under banking section
- Reconcile savings bank statement to Intuit software under banking section
- At least 1 time per week, move PayPal deposit into the checking account through the automated transaction request
- Three officers will be on the bank accounts – President, President Elect and VP of Finance.
- The three officers will be the only ones allowed to have a debit card associated with the checking account.
- As officers change yearly, it is important to go to the bank in person and update the records – copy

5.4.2 Revenue

- Revenue is recorded on a cash basis (preferred method by PMI)
- Intuit software has several categories of accounts that align with the different functional areas

5.4.3 Authorities and Payments

- If it is a recurring charge for a function area, there are 2 ways it can be handled, 1st would be for the functional area to fill out an invoice/payment request form for each month or fill out for the entire period with interim payment requirements (payment terms)
- If it is recurring and budget approved, the payment only requires the VP of Finance signature
- Any payment over \$1,000 requires 2 signatures – VP of Finance and either President or President Elect
- All payments – including ACH's and debit transactions – require an expense listing including in all financial statements
- Additionally, checking and savings account statements are included in every reporting package given to the board by the VP of Finance.
- All travel and authorization expense checks require VP of Finance and President or President Elect to sign for checks and balances

5.4.4 Expenses

- Expenses are recorded on a cash basis (preferred method by PMI)
- Expenses must be budgeted
- If expenses will exceed budget, then the expense needs to be brought to the board for approval
- Standard Recurring expenses require the electronic payment form
- No expenses will be incurred with the sole benefit of a board of director or relative.
- Payments to contractors (educators) must be recorded properly
- W-9 must be collected from all speakers and educators
- 1099 must be issued if any speaker, educator or contractor is paid over \$600 for their services

5.4.5 Financial Records & Reporting

- Financial Records
 - Retention of financial records shall be a minimum of 7 years
 - Currently both paper and electronic copies of all records are maintained to ensure we have a backup.
 - This includes but not limited to, invoices, proof of payment, bank statements, request for payments, training payments, etc....

- Financial Reporting
 - Financial reporting is done monthly a day or 2 before the board meeting if possible (depends on what day the month ends)
 - Because we are on a cash basis, it is important to retain the following:
 - Prepaid Expenses
 - VP of Finance should provide financial reports at least 24 hours before board meeting.
 - VP of Finance must produce the following records on a monthly basis:
 - Balance Sheet
 - Profit & Loss
 - YTD Profit and Loss
 - Account Balances (roll forward)
 - Expense list for the month
 - Forecast (optional)
 - Profit & Loss vs Budget (optional)
 - KPI's
 - Operating Reserve Ratio
 - MTD Surplus
 - YTD Surplus
 - YTD Surplus over PY
 - Commentary on actuals
 - Action Items
 - Board should review and accept financials presented as part of their monthly board meeting.

5.4.6 Gift Card

Control

- Must record how many we purchased
- Must record how many were issued and to whom
- There must be a purpose for disseminating the gift card to avoid conflicts of interest.

Taxability- If over \$600 of gift cards are distributed to any one person, a 1099 must be issued.

5.4.7 Operating Reserve

- Calculation
- Total Cash (in all accounts)/Total Expenses for the year
- Total Expenses can be total budgeted or total forecasted
- Total Cash/Total Expenses = Operating Reserve %
- Requirement

- PMI requires an 85% Operating reserve ratio
- Our chapter will include the Operating reserve ration as one of their reportable KPI's every month
- If the operating reserve ratio drops below 85%, then the chapter will come up with an expense reduction plan to get things back in line with the liquidity goals

5.4.8 Budgeting & Forecasting

- Budgeting
- Budgeting should begin in September
- Populate actuals through August with projection for September through December
- Base projection on prior year plus current year commitments and plans
- If budgeting a large deficit for a month or YTD, justification would be needed (i.e. Timing, future class will make up for income, PDD is later in the year). Awareness of deficits is key as board members.
- Each functional area is responsible for their portion of the budget
- It is not the VP of Finance to understand the components of each function area. It is up to the VP over that function area.
- Documentation of expenses is going to be key for understanding surpluses and deficits. Documentation on assumptions will be maintained by VP of Finance
- Revenues should be based on historical revenue streams combined with current trends (i.e. pandemic will impact face to face meetings)
- Forecasting
- For huge changes to expenses and revenues, a forecast might be needed for the board to keep a close eye on the bottom line
- Forecast would be created with input from all the functional areas.
- Huge change examples – pandemic, no face to face meetings, no more PMP boot camp, etc.

5.5 Travel

GENERAL

This section intends to outline the procedure for chapter members and guests incurring business travel, entertainment and miscellaneous expense reimbursements on the Chapter's behalf.

These are based on typical travel policies.

All approved expenses incurred must be in accordance with your respective area's budget. If unclear, contact the overseeing VP or President prior to incurring any expenses.

PMI NC Piedmont Triad – Operating Procedures

All expenses must have a receipt with the exception of mileage. Copies of credit card statements are not allowed. Actual copies of receipts of the transaction is required.

Not Allowed - The following expenses are NEVER allowed:

- Gentleman's club membership dues or expenses
- Escort services (neither men nor women)
- Gambling Expenses
- Expenses incurred for personal gain

Objective

- Ensure all board and chapter members have a clear understanding of the policies and procedures related to travel and expense
- Ensure that all expenses are legitimate
- Provide all chapter members traveling on behalf of the PMI chapter a level of comfort at the lowest possible cost
- Maximize the chapter's ability to control expenses and take advantage of preferred supplies and PMI discounts
- Provide internal controls – operationally and financially to be able to control expenses.

Responsibility & Enforcement

- Every member/traveler is responsible for knowing and complying with the travel policy
- 2 levels of approval are required for travel expenses – VP of Finance and President-Elect
- VP of Finance is responsible for accuracy and compliance of expenses submitted
- President Elect is responsible for approving the overall expense (for internal control purposes a second set of eyes)
- Chapter is under no obligation to reimburse for unauthorized expenses
- Any deviation from the policy above must be approved by the President
- Expense reports that are incomplete or incorrect maybe rejected. If rejected, a resubmission is allowed however reimbursement may be delayed.
- Disregard for chapter policy and/or alteration of receipts can result in disciplinary action up to and including removal from the board or terminating chapter membership.

Frequency of Submitting Expense Reports

- Expense reports must be submitted within 30 days of the travel date or the date the expense was incurred
- Expense reports submitted after the 30 days may not be reimbursed without President's approval
- All Expense reports must use the PMI Triad Expense Report Form (see attached).

PMI NC Piedmont Triad – Operating Procedures

- All receipts must be scanned and submitted in the same email with the expense report form
- Expenses without a receipt (except for mileage) may not be reimbursed unless President approves.
 - Day vs Overnight Travel
 - Overnight travel is only approved when the travel cost is more than the hotel cost and when individual could not return home at a reasonable hour. Members and Chapter guests must state the itinerary of the trip which includes location(s) visiting dates of trip as well as the purpose when reporting on his/her expense report.
 - Spouse/Companion Travel:
 - The chapter will not reimburse travel or entertainment expenses incurred by a spouse or significant other or individual accompanying board member on business unless:
 - The expense incurred would otherwise be reimbursable (i.e. cost of hotel room)
 - AIR/RAIL TRAVEL
 - Use online resources to find the best price
 - All air travel must be in Coach.
 - Member travelers are expected to use the lowest logical air/rail fare available
 - Member travelers are expected to purchase tickets at a minimum of 15 days before travel date
 - Member travelers are expected to use non direct flights if the savings is substantial
 - Obtain approval for all trips from VP of area and President
 - Upgrades are not reimbursable. If a member traveler decides to upgrade, it is at their expense
 - When to drive and when to fly? If the cost of driving (mileage) exceeds the cost of airfare and shuttles/uber.
 - Unused or partially unused air or rail tickets must be submitted to issuing agency ASAP for a refund
 - AIR/RAIL PARKING
 - If a member traveler needs to park in order to travel, they must use long term parking.
 - Short term parking fees are not reimbursable.
 - LODGING
 - Hotel reservations must be made in advance.
 - Hotel reservations should be done in a manner to secure the best rate
 - Whenever possible, member travelers should use hotels in the moderate category (i.e. Hampton, Courtyard, etc.)
 - Hotel fee (taxes not included) should not exceed \$120 per night unless the meeting location calls for a higher amount

- Forgetting to cancel hotel reservations is NOT reimbursable. Please remember to cancel hotel reservation if meeting is canceled. Please make note of cancellation policy when booking a hotel.
- Minibar purchases are NOT reimbursed
- The chapter will reimburse for laundry/dry cleaning if the trip exceeds 5 days.
- Member travelers should avoid making phone calls with added surcharges.
- **AUTO TRAVEL: CAR RENTAL, AIRPORT SHUTTLES & UBER**
 - May rent a car to get to the destination when the following applies:
 - Driving is more cost effective than air/rail
 - It is less expensive than other modes of transportation like taxis
 - Multiple member travelers are travelling together and share the rental cost.
 - Must reserve a car in the compact category except for the following exceptions
 - The member traveler can be upgraded at no cost
 - Four or more members are travelling together
 - Cars in the authorized category are not available
 - Transporting excess baggage or booth displays
 - At the time of rental, the member traveler must inspect the car and be sure that any damage found is noted on the contract before the vehicle is accepted.
 - Always decline all offered insurance options as it is the responsibility of that individual to have proper insurance coverage separate of the Chapter
 - Whenever possible, decline the prepaid gas option
 - Rental cars must be returned as follows to avoid additional fees:
 - To the original location of rental
 - Intact with no bumps, scratches or other issues
 - On time (per the contract)
 - With a full tank of gas
- **CHAPTER BUSINESS USE OF PERSONAL VEHICLE**
 - Use personal vehicle and get reimbursed for mileage for chapter business purposes if is less expensive than renting a car, taxi, ride service (such as Uber, Lyft) or shuttle

- Personal vehicles maybe used when transporting chapter goods for delivery or attending committee meeting. However, mileage cannot be reported unless the mileage is greater than 40 miles from and transporting goods.
- Submission on Expense report needs to list – date, destination and purpose of trip
- Mileage is reimbursed at the IRS allowable amount (which is updated periodically)
- It is the responsibility of the member traveler to carry adequate liability insurance
- Use of cell phone while driving on chapter business is not recommended. Member travelers are expected to refrain from using cell phone while driving
- **MEAL EXPENSES**
 - Personal meals vs group meals – group meals are generally covered by the group having the meeting. Personal meals are defined as meal expenses incurred by the traveler when dining along on a Chapter business trip.
 - Personal Meals will be reimbursed but they are “capped” at a per diem of \$40 per day.
 - \$15 per day for breakfast and/or lunch
 - \$25 per day for dinner
 - Must be accompanied by a receipt
 - Personal meals will only be reimbursed when travel requires an overnight stay or traveling greater than 3 hours in one direction. The meals should be incurred at the destination and will be limited on the day of departure and return
 - Restaurant summary receipts and credit card statements DO NOT suffice as receipts.
 - If there are multiple travelers, only 1 person will pay the meal at the table and list the other travelers on their expense report to cut down on accounting paperwork.
 - Chapter does not condone not should be held responsible for alcohol consumption before, during or after chapter related work/services.
 - For chapter meeting involving a meal, President should use Chapter credit card
 - Chapter will reimburse for tips up 20% (will not reimburse if tip exceeds 20%)

5.6 Contracts

- As a rule, legal commitments should be formalized with a contract.
- All contracts require signature of the President or President Elect with the following requirements:
 - Budgeted
 - Part of Strategic Plan

- In the normal course of meeting chapter mission
- All contracts that exceed budget require approval by the BOD.
- In all cases, a copy of all contracts (formal and informal) must be scanned and sent to the VP of Finance so a list of commitments can be maintained and reported by Finance.
- Chapter meeting costs and food are some of the largest cost besides the PDD. Therefore, Finance committee must review the reasons for selecting the locations to ensure there is not conflict of interest or preferential treatment of a board member or chapter member.
- The submitting Director or VP and one of President/President-Elect/VP of Finance must review and approve any document that enters the chapter into a contract/letter of agreement with another entity(ies).
- It is a fiduciary responsibility of the board to ensure that clear and consistent agreements are in place.
- Misinterpretation of agreements can lead to conflict, as well as financial and legal liability, disruption of operations, and failure to deliver member value.
- The Chapter must document all working agreements, especially as they may relate to financial or legal obligations
- The Chapter must take all reasonable precautions to ensure that all contractual documents are legally sound
- The Chapter must establish non-exclusionary procurement protocols as related to contractors, service providers, and sponsors
- Documentation should include:
 - Identification of all parties involved in the agreement,
 - Clear expectations of responsibilities and rights of each party within the agreement,
 - Timelines associated with the agreement,
 - Terms and conditions for fulfillment and termination of the agreement:
 - Specific financial commitments, including currency exchange rates and amount
 - Scope of work to be delivered
 - Format of the agreement (e.g. memorandum of understanding, legally binding contract)
 - Consequences of any violation (e.g. early termination, default)
 - Terms for renewal
 - Signatures
- Contractual relationships must be approved by the Board
- Chapters must establish timelines and protocols for review of contractual relationships

- Chapters must publish processes for establishing contractual relationships
- For agreements by the Chapter that exceed the US \$7500 USD limit as specified by the PMI Charter Agreement the agreement must specifically state that PMI is not a party to the agreement and that no party is designated by PMI to act on its behalf.

5.7 Insurance

- The PMI Triad Chapter participates in PMI’s Component Insurance Program.
- PMI Program Insurance program provides for general liability insurance covering normal chapter events as well as D&O insurance for chapter officers
- Each VP is responsible for understanding the PMI Component Insurance program and where to submit the appropriate event notification calling for a policy
- All recurring events need to have a separate event notification form submitted 30 days prior to the event.
- The VP responsible for the event is responsible for submitting the event form to the PMI.
- The VP responsible for the event is responsible for providing a copy of that policy to the VP of Finance for record keeping.

6. Revision History

6.1 Revision Table

<u>Ver.</u>	<u>Date</u>	<u>Revised by</u>	<u>Change Description</u>
1.0	10/1/2017	Mike Davis	Initial Version approved 8.7.2017 (effective 10.1.2017) and streamlined to match new bylaws and capture pertinent items from previous bylaws.
1.1	10/1/2017	Connie Tolppi	Updated descriptions for VP of Programs and VP of Marketing & Communication.
1.2	11/6/2018	Mike Davis	Incorporated more detailed role descriptions and updates to section 6.1 (Ideas).
1.3	9/9/2020	Stacey Romano	Added more information for Board members

6.2 Ideas for Future Revisions

Additional ideas for this document can be noted here.

Ideas:

- President Elect role to coordinate annual strategic planning meeting (Q3) with current and all past presidents. This will also help support continuity.
- Detailed processes surrounding unsolicited “contact us” communication. Clarification regarding how these incoming communication requests are triaged and assigned. Clarify associated service levels (i.e. reviewed every day; acknowledge within 2 days; respond within 1 month).
- Additional clarity/detail regarding what decisions can be unilaterally made by a Board of Director (i.e. spend within budget) and other chapter positions vs. what decisions should require Board of Director approval/vote.
- Further clarify refund policy
- Incorporate or reference election guide materials/templates.