



PROJECT MANAGEMENT INSTITUTE
Washington DC Chapter, Inc. (PMIWDC)

A Consistent Leader Serving the Project Management Profession in the Washington, DC Metropolitan Area

Policy Title:	Chapter Organizational Structure
Board Sponsor	President
Background	Because of rapid growth, the PMIWDC Board found it necessary to revise its organizational structure. The Board chartered a Transition Committee to make recommendations for a reorganization to be formally implemented on January 1, 2009. This policy represents the consensus of the 2007/2008 Board for developing an organization based on a sound business model to meet current and future needs of the Chapter's membership.
Purpose:	The purpose of this policy is to: <ul style="list-style-type: none">• Define the organizational structure and the terms of office for the Chapter Board members (attachment 1 hereto)• Define terms that apply to the Board structure (attachment 2 hereto)• Define an organizational chart (attachment 3 hereto)• Offer a board structure that provides opportunities for Chapter members to become more involved with chapter leadership• Structure positions in such a manner that avoid excessive workloads on any give position since all Board members are volunteers• Adjust the 2009 Board election process to stagger terms so that no more than half the Governance and Operations Board positions are open for re-election at any one given time in the future
Scope:	This policy applies to the Project Management Institute Washington, D.C. Chapter, Inc. and to all members of the Board and Committee Chairs.
Accountability and Responsibility	Board members will comply with this policy and execute their duties as defined in Attachment 2. The Governance Board may grant a temporary waiver to a provision of this policy or its attachments on a case-by-case basis as warranted.
Policy Review and Evaluation:	In January of each year, the Board shall review the definitions and board structure to ensure effectiveness and make changes as necessary.
Date approved by Board:	Initial Version – January 12, 2008 Version 8 – September 9, 2008; Version 9 – minor correction to Org Chart
Effective date:	January 1, 2009
Supporting Documents:	Attachment 1. Organizational Structure, Primary Responsibilities and Term Limits Attachment 2. Organizational Structure Definitions Attachment 3. Organizational Chart

Attachment 1

Organizational Structure, Primary Responsibilities and Term Limits

Executive Staff Positions and Responsibilities

President, Chief Executive Officer

- Chapter leader
- Chair, Board
- Chair, Governance Board

President Elect, Chief Operating Officer

- Member, Governance Board
- Chair, Operations Board
- Deputy to the President

Chief Financial Officer

- Corporate financial risk manager
- Member, Governance Board

Governance Board Positions and their Responsibilities:

President

President Elect

Chief Financial Officer

Director-at-Large (five positions)

Trustee (appointed by the Governance Board for an indefinite term)

- Liaison with the PMI Board of Directors and Global Operations Center (GOC)
- Preparation of the Chapter strategic plan
- Approval of the annual budget and changes thereto
- Approval of Chapter Policies and recommended waivers thereto
- Approval of alliances with other professional organizations
- Maintenance of the Chapter Bylaws and the Charter with PMI
- Oversight of ongoing activities to ensure compliance with policies and bylaws and fulfillment of due diligence responsibilities
- Administration of ethics violations and actions warranting the removal of a person from office
- Approval of management reserve disbursements

Operations Board Positions and their Responsibilities:

VP Membership

- Advocate for membership issues
- Enrollment and retention
- Membership recognition
- Membership benefits tracking
- Networking programs
- Member information management
- Own/maintain, update/administer survey policy and processes for all event PMs to use

VP Volunteer Coordination

- Volunteer recruitment, posting and retention
- Volunteer recognition
- Volunteer badges
- Volunteer leadership training sessions (3-4 sessions/year to develop volunteer leaders)

VP Business Services

- Registration (on site) for events and records
- Registration name tags and stand bys
- Administrative Services (e.g. Association Management Service Contract management)
- All site negotiations and venue contracts
- Program/event photographer
- Printing and distribution (business cards, flyers, etc)
- Own/maintain/update/administer the Event Management Process and associated policies
- Conduct audits and ensures event PMs are following the process

VP Finance

- Accounts receivable and payable
- Budget preparation and reporting
- Tax reporting
- Support for VPs regarding accounts payable and reporting

VP Networking Programs (owns all recurring events that are 1-2 PDUs)

- Dinner program and calendar
- Luncheon program and calendar
- Breakfast program and calendar
- Speaker acquisition and database records
- Other 1-2 hour programs (e.g. PMTools)

VP Professional Development

- Certification training and site negotiations
- Instructor selection and training
- PDU administration
- Training seminars
- Scholarship program administration
- Mentoring programs
- Educational programs (established by Outreach)

VP Outreach Initiatives

- Corporate Programs
- Community Programs
- High School and College Outreach
- Chapter-to-Chapter Programs
- Strategic Alliances
- PMI Communities of Practice Alliances (formerly Special Interest Groups (SIGs))

VP Technology

- Overall technology infrastructure that supports/enables the Board and Chapter operations/evolution, to include but not limited to:
 - Website (with secure on-line registration and payment)
 - E-newsletter
 - Board/volunteer e-mail and other messaging mechanisms
 - Collaboration sites (SharePoint, "collaboration hour" technology)
 - LinkedIn
 - Videography
- Technology vendor management
- Technology subject matter expert, including liaison to PMI's Enterprise Architecture initiative

VP Records Management

- Secretarial services for activities as needed
- Documentation and archives (minutes, SharePoint)
- Annual Charter renewal

- Annual Chapter Awards activities

VP Marketing and Public Relations

- Sponsor acquisition and management
 - Sponsorship programs
 - Sponsor acquisition
 - Sponsor relationship management
- Create promotional material
- Advertisement sales
- Vendor activities
- Create business card format
- Create chapter brochure, flyers, logos, etc.
- Manage/fulfill Chapter presence at PMI/corporate events and within PMI publications
- External advertising and press relations

Term Limits

The President and President Elect shall be elected for two year terms. The President Elect is expected to succeed the incumbent President. At the end of the President's term, he or she may volunteer for other open board positions.

The Chief Financial Officer shall be elected for two years and may run for additional terms if desired or may volunteer for other positions. The CFO may not serve more than two consecutive terms.

A Director-at-Large shall be elected for two year terms with option of volunteering for one additional term. After four years in office as a DAL, the person must vacate that office for at least two years before volunteering again for a similar position. A DAL may run for other elected positions or volunteer for an appointed position.

A Vice President shall be elected for a two year term with planned succession to be filled by an Assistant Vice President, Committee Chair, or Event Project Manager as approved by the Election Committee. An individual may not hold any specific Vice President position for more than two consecutive terms.

Assistant Vice President positions are appointed by Vice Presidents for a two year term and approved (i.e. elected) by the Operations Board. Assistant Vice Presidents may be appointed to additional terms by their Vice Presidents.

Committee Chairs are appointed by a Board Member responsible for specific activities and may retain their position as long as they wish with approval of their sponsor. It is encouraged, however, that the committee chair be rotated among committee members who wish to assume that responsibility and gain experience for higher level positions.

The Trustee is a selected position and that person may stay in that position at the pleasure of the Governance Board.

Attachment 2

ORGANIZATIONAL STRUCTURE DEFINITIONS

Board

The elected officers filling the positions of President / Chief Executive Officer, President Elect / Chief Operating Officer, Chief Finance Officer, Directors-at-Large, Vice Presidents, Assistant Vice Presidents, and the appointed Trustee. Each member of the Board is authorized one vote on matters the effect the Chapter's strategic objectives or operational excellence. This body of Chapter Officers is responsible for executive leadership, governance, and operational effectiveness especially focused on aligning initiatives to the Chapter's strategic objectives and for meeting or exceeding member satisfaction ratings.

Executive Staff

The officers filling the positions of President / Chief Executive Officer, President Elect / Chief Operations Officer, and Chief Financial Officer. This body of Chapter Officers is responsible for executive leadership of the Board and fulfilling the mission and vision of the chapter's business plan. The Executive staff is accountable to the membership and to satisfying the goals of the PMI Performance Management Framework.

Executive Staff members are listed as Board Officers with PMI. They are included on the board distribution email list and on the Chapter Executive Leadership web page. Their service is eligible for PDUs, as per PMI's Continuing Certification Requirements.

The Executive Staff are invited to attend the Region 5 Leadership Meetings, the PMI North American Leadership Meetings, and the chapter's annual trip to the PMI Global Operations Center (GOC) at the chapter's expense.

The Executive Staff has "Owner" responsibilities of the Board's SharePoint site.

Governance Board

The Officers include the President / Chief Executive Officer, President Elect / Chief Operations Officer, Chief Financial Officer, Directors-at- Large and the appointed Trustee. This body of Chapter Officers is responsible for chapter governance, strategic planning, approving the annual budgeting, maintaining the Chapter By-Laws and oversight of Chapter operations representing the best interests of the membership and obligations defined in the PMI Charter and By-Laws. Each member of the Governance Board has one vote on governance matters. The Governance Board manages chapter financial reserves.

Operations Board

The Operations Board, chaired by the President Elect / Chief Operations Officer, includes all Vice Presidents, Assistant Vice Presidents, and elected Branch Leaders (if applicable). This body of Chapter Officers is responsible and empowered to provide chapter internal services to the membership and the community as reflected in annual plans and budgets approved by the Board. Each member of the Operations Board has one vote on operational matters that affect the Chapter's operational excellence. For their areas of responsibility each member is expected to propose an annual budget and operations plan, implement their annual plan, perform financial management, minimize negative risk exposure, and meet or exceed membership satisfaction expectations. There is no limit on the number of VP positions that the Operations Board may designate, with Governance Board approval. The Operations Board approves (i.e. elects) AVP positions.

President

The person elected to lead the Chapter for a term defined in the Chapter By-Laws. This position is also defined as the Chief Executive Officer, Chair of the Board, and Chair of the Governance Board. The President is responsible for Chapter leadership, strategic planning and overall management of services to the membership, community and PMI.

President Elect

The person elected to succeed the incumbent President as defined in the Chapter By-Laws. This position as also defined as the Chief Operations Officer for the Chapter, serves on the Governance Board, and Chairs the

Operations Board. The President Elect is responsible for conducting the business activities of the Chapter. This person focuses on the internal Chapter management activities.

If both the President and President-Elect are unwilling or unable to complete their elected terms, the Governance Board will appoint someone to complete the remainder of the term(s).

Chief Financial Officer

The person elected to manage Chapter accounting and financial matters and serves as trustee of management reserves. This position is a member of the Executive staff that is responsible for budgeting activities, treasury matters, financial risk management, insurance coverage and related matters and regulatory reporting obligations to the membership, IRS, State, and PMI.

Director-at-Large

An elected officer of the Chapter's Governance Board that exercises independent accountability and responsibility on matters of governance, strategic formulation and oversight in the best interest of the membership. A Director-at-Large (DAL) ensures chapter strategy, activities and decisions are in alignment with Chapter Bylaws, Vision and Mission Statement by exercising fiduciary duties including "acting in good faith" and "proper purpose". Directors-at-Large provide support; advice and counsel based on their experience and each have one vote on all matters brought before the Governance Board.

DALs are listed as Board Officers with PMI. They are included on the board distribution email list and on the Chapter Executive Leadership web page. Their service is eligible for PDUs, as per PMI's Continuing Certification Requirements.

All DALs are invited to attend the Region 5 Leadership Meetings, the PMI North American Leadership Meetings, and the chapter's annual trip to the PMI GOC at the chapter's expense.

The DALs have full access to the Board's SharePoint site.

Trustee

This is an appointed position on the Governance Board that is responsible for maintaining the Chapter history and official artifacts and providing advice and counsel to the Board. The Trustee position is appointed by the Chair of the Governance Board to a Chapter volunteer who has extensive experience on the Board and is responsible for providing counsel and advice to the Board on matters of responsibility to the membership and PMI.

The Trustee is listed as a Board Officer with PMI. The Trustee is included on the board distribution email list and on the Chapter Executive Leadership web page. His/her service is eligible for PDUs, as per PMI's Continuing Certification Requirements.

The Trustee invited to attend the Region 5 Leadership Meetings, the PMI North American Leadership Meetings, and the chapter's annual trip to the PMI GOC at the chapter's expense.

The Trustee has full access to the Board's SharePoint site.

Vice President

The persons elected to address the operational aspects of chapter activities. There is no limit on the number of VP positions that the Operations Board may designate. Each VP has the prerogative to create Assistant Vice President positions as needed, with the approval (i.e. election) of the Operations Board. VPs each have one vote on operational matters.

The VPs are listed as Board Officers with PMI. They are included on the board distribution email list and on the Chapter Executive Leadership web page. Their service is eligible for PDUs, as per PMI's Continuing Certification Requirements.

All VPs are invited to attend the Region 5 Leadership Meetings, the PMI North American Leadership Meetings, and the chapter's annual trip to the PMI GOC at the chapter's expense.

The VPs have full access to all areas of the Board's SharePoint site and "Owner" responsibilities of their respective area of the SharePoint site.

Assistant Vice President

Members are nominated by Vice Presidents as Assistant Vice Presidents to assist with operational activities and to facilitate succession planning. These nominations require approval (i.e. election) by the Operations Board, and once approved, AVPs are non-voting members of the Operations Board. These positions are established to help address operational workload, provide for Vice Presidential succession, and provide volunteer opportunities for chapter members who seek leadership responsibility. There are no limitations on the number of AVPs that may be established within the term of any VP, but each VP must have at least one active AVP. While these are not voting board positions, a Vice President may, in writing, delegate their voting right to an AVP when they are unable to vote on a particular issue. AVPs are responsible for addressing special matters relative to the overall functional responsibility of their VPs.

AVPs are not listed as Board Officers with PMI. They are included on the board distribution email list and on the Chapter Executive Leadership web page. Their service is eligible for PDUs, as per PMI's Continuing Certification Requirements.

VPs may invite one or more AVPs to attend the Region 5 Leadership Meetings and the PMI North American Leadership Meetings at the chapter's expense from their operational area, if the chapter's budget allows.

All AVPs are invited to attend the chapter's annual trip to the PMI GOC at the chapter's expense.

Time served as an AVP can count toward the board service time requirement specified by the bylaws for eligibility to run for voting board positions. The nominating committee will recommend the best candidate based on the individual's previous service to the board.

AVPs have access to all parts of the Board's SharePoint site.

Committee Chair or Event PM

These are appointed standing or ad hoc positions established by the Board Members to address specific Chapter activities within specific areas of responsibility. These are neither Board members nor voting positions, but they must be filled by Chapter members. They represent volunteer leadership positions within the Chapter to perform operational and strategic initiatives in support of the membership and/or the Chapter community.

Committee Chairs and Event PMs are not listed as Board Officers with PMI. They are not included on the board distribution email list nor are they on the Chapter Executive Leadership web page. Their service is eligible for PDUs, as per PMI's Continuing Certification Requirements.

Committee Chairs and Event PMs have access to their respective area of the Board's SharePoint site.

Branch Leader (future position)

This is an elected position on the Board responsible for leadership of designated activities. Branch Leaders guide operational activities within their specific organizations as sub-functions of the Chapter. They report to the President Elect / COO and maintain separate financial accounting for their activities as budgeted by the Chapter. Branch Leaders have their own operational structure but operate under Chapter governance, policies and procedures.

Branch Leaders are not listed as Board Officers with PMI. They are included on the board distribution email list and they on the Chapter Executive Leadership web page.

Branch Leaders have access to their respective area of the Board's SharePoint site.

ORGANIZATIONAL MEETINGS

Board

The Board meets quarterly at a face-to-face meeting (typically the second Tuesday of the month in March, June, September, and December at a location and time provided with agenda at least five business days in advance). Following elections each year, the Board will meet for the first time in November to begin planning for the following operational year. The Board will also meet in January to kick off the plans for a new fiscal year. Members of the Governance and Operations Boards are expected to attend the full Board meetings. AVPs are invited to attend. Additionally, if a VP cannot attend the meeting, he/she will designate an AVP to attend in their stead to report on their respective operational area activities and vote on any operational issues that may come before the board. The VP must send an email to the President or President-Elect designating the AVP that will attend and vote in their stead at least two hours before the start of a Board meeting.

Executive Staff

The Executive staff meets on an as-needed basis. All members of the Executive staff must be present for a quorum.

Governance Board

The Governance Board will meet on an as-needed basis, approximately four to six times a year to develop the strategic plans of the chapter. A quorum of the Governance Board requires no less than one-half of the Governance Board members (five).

Operations Board

The Operations Board meets every month via teleconference (typically the second Tuesday of the month at 5:30 PM). A quorum of the Operations Board requires no less than one-half of the Operations Board members (six). If a VP cannot attend the meeting, he/she will designate an AVP to attend in their stead to report on their respective operational area activities and vote on any operational issues that may come before the board. The VP must send an email to the President-Elect designating the AVP that will attend and vote in their stead at least two hours before the start of an Operations Board meeting. AVPs are expected to attend all Operations Board meetings.

Attachment 3

Chapter Organizational Chart

