PMI Karachi Pakistan Chapter

Chapter Handbook
Guidelines, Policies, and Procedures

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1 INTRODUCTION

1.1 Document Objectives

The objective of this Handbook is to provide "PMI Karachi Pakistan Chapter" (hereafter called "The Chapter") Board of Directors (hereafter called "the Board") and sub-committee members:

- With a clear understanding of their roles and responsibilities.
- A standard set of policies and procedures with which to achieve individual Board member's goals.
- Details of the structure and further development of the "Chapter Management System".

This document provides detailed information not contained in the Chapter's Bylaws. In the event of inconsistency, the Chapter's Bylaws will take precedence over this document. All Officers are required to read and familiarize themselves with the Chapter's Bylaws as a pre or co-requisite to reading this document. The Bylaws and this Handbook cover the governance and operational aspects of the Chapter. The Chapter's Strategic Plan provides the strategic direction for the Chapter.

1.2 Updates

This document is owned by the Chapter President. However, the Chapter Board members are jointly responsible for maintaining and updating the document. Any changes to the Handbook do not require the Chapter membership to vote on it. Only the Board members need to approve amendments / revisions to the Handbook.

The Handbook structure has been designed so that updates to this document may be undertaken either by:

- Individual Office Bearers, usually with updates pertinent to their portfolio
- As a Board initiative with the action item assigned to specific Office Bearer(s) as documented in the Board Minutes

Board members are to provide suggested enhancements to the Vice President-Governance & Policy (VP-Governance & Policy) in the form of text changes to the current version of the Handbook. The VP-Governance & Policy is to examine and report on these suggestions to the Board. Updates to the Handbook will be formally communicated to the Board with at least 7 days for review. The amendments are to be an agenda item for discussion and approval at the next Board meeting. Approval of the revised document shall be documented in the Board Minutes and in the Document Control section of the Handbook. The VP-Governance & Policy is responsible for custody of the Handbook and for distribution to the Board as part of the Handbook update and approval processes.

1.3 Guiding Principles

The Chapter operates on the basis of each Officer assuming responsibility for his/her Portfolio as defined in the Bylaws and this Handbook. Governance of the Chapter is the responsibility of the Board with members acting as the Sponsor for specific Events or Programs of the Chapter as required.

As could be expected of a project management professional body, the Chapter "Manages by Projects" using the PMBOK as the project management framework and using an emerging project management methodology based on it.

The overriding guiding principal is that the Chapter will always act in the best interests of its members adding value to their membership entitlement whenever and wherever possible. It will also work in the interests of furthering the advancement of the project and program management profession by co-operating and partnering with academic, corporate, government, non-governmental, social sector and complementary professional associations and organizations.

2   CHAPTER MANAGEMENT SYSTEM

2.1   Introduction

The purpose of this section is to create the skeleton of a formal Chapter Management System which can be further developed over time.

2.2   Chapter Management System Structure

The Chapter Management System has a three-tiered structure:

1. PMI Charter Agreement
2. Chapter Bylaws
3. Chapter Handbook
4. The forms and templates which have been developed over time at both Board and individual Portfolio level to facilitate the execution of Board and portfolio business.

This document builds upon the PMI's "*Policy Manual for PMI Chapters*", for which the latest edition can be found on the *PMI Website* (http://www.pmi.org). This Handbook is subordinate to the global document. Additional process and procedural guidance is also to be sourced from the material contained on the *PMI Website* and the *PMI Component Leadership Website* (http://leadership.vc.pmi.org/).

2.3   Chapter Document Register

An electronic copy of a *Chapter Document Register* will be developed to record the:

1. Forms and templates in use by the Chapter
2. The Chapter's controlled documents

The intent is to allow updates to the Chapter's forms and templates to occur over time (with the history of these changes recorded in the form and template) without a corresponding need to update the Handbook. The document register will have separate sections for:

1. Board level forms, templates and controlled documents
2. Individual Portfolio forms, templates and controlled documents.

2.4   Further Development

Further development of the Chapter Management System will be determined over time after the important first step of achieving a *Document Register* of Chapter controlled documents, forms and templates has been achieved. Future possibilities include the development of a common electronic repository of all chapter documents. Where required, a hard copy of documents will also be maintained.

3   ELECTION OF THE BOARD OF DIRECTORS

The nomination and election of Officers shall be conducted annually in accordance with the terms of office specified in Article IV, Section 1 of Chapter bylaws. Discrimination in election and nomination procedures on the basis of race, color, creed, gender, age, marital status, national origin, religion, physical or mental disability, or unlawful purpose is prohibited. The elections should be completed by October 30th to provide enough time to ensure smooth transition to the new Board.

3.1   Board Composition

The composition of the PMI KPC Board shall be as prescribed in the currently approved version of the Chapter bylaws.

3.2   Nominating Committee

1. The President, with the approval of the Board, appoints members and chairperson of the Nominating Committee (NC).

2. The NC shall comprise of at least three members (including the chairperson of the NC), all of whom must be members of the PMI KPC in good standing.

3. The NC is created and approved by the Board at a time to be determined by the Board, normally in the 3rd quarter of each year.

4. Current Board members are not eligible to become members of the Nominating Committee.

5. An Officer of the Board, properly removed from the PMI KPC Board in accordance with the process outlined in section 3.2.1 (Removal of Officers) of this Handbook, shall be ineligible to stand for election as an Officer of the Chapter until the second Board election after the removal has taken effect.

6. Members of the NC are not eligible to run for office in the same election for which they are serving as a member of the NC.

7. The NC has full authority over the election process. The NC is free from the Board influence in the way that it conducts its work in so far as that work is in compliance with the rules set out in the Handbook and Bylaws. The NC may, however, consult with the Board, if needed.

8. The NC prepares a *Project Charter* and *Project Plan* for the Elections and gets it approved by the Board.

9. The NC remains in office until the election process is complete. This shall include the preparation and submission of a written *Post Implementation Review (PIR)* on the elections to identify lessons learnt and opportunities for potential enhancement. As the PIR is a Board Document, it is confidential to the NC and the Board and, like all Board documents, its further distribution is at the discretion of the Board. This PIR is to be received by the Board and any areas for clarification addressed as necessary. Thereafter, the NC is to request that the Board dissolve the NC, and the Board is to pass a motion to that effect.

3.3   Nominations Procedure

1. The NC shall, in order of precedence, ensure that its work is carried out in compliance with the Chapter Constitution and Bylaws and procedures set out in the Chapter Handbook. Sections of the current Versions of the "PMI Rules of the Board" and the "Bylaws of PMI Inc", as published on the PMI website, are to be used as guidelines by the NC as they deem relevant.

2. The NC shall prepare a *Call for Nomination* and *Nomination Form* for circulation to all Chapter Members. This will occur at a time to be determined by the Board and will usually be in the final quarter of each year.

3.3.1   Canvassing for Candidates

1. The NC collects names of persons interested in chapter leadership. Candidates are actively solicited through various means such as Chapter website, Chapter publications, Chapter meetings, etc. Candidates for Board positions may also be nominated by petition process established by the NC or the Board.

2. Each candidate must submit a signed set of *Nomination Form* and *Nominee Process Compliance Agreement Form*, as well as any other prescribed document(s), to the NC no later than the published closing date for the receipt of Nominations.

3. The NC determines the eligibility and willingness of each nominee to stand for election. The NC closely examines the content of the documents submitted by each candidate to validate the veracity of the statements made and to confirm that they comply with all aspects of the *PMI Code of Ethics and Professional Conduct*. The NC is to also ensure that the candidate meets the pre-requisites for candidacy of the respective position, as indicated in the Roles & Responsibilities for the position for which s/he is a candidate.

4. ***Canvassing by Candidates:***
   a. Consistent with PMI policy and practice, all candidates are precluded from canvassing for votes in any form, including, but not limited to, announcements at meetings, chapter magazine, or web articles, email broadcasts, social media, etc.
   b. Only the NC is authorized to use chapter resources for communications related to the election.
   c. The NC is the sole authority for investigating and the making of determinations as to whether or not activities undertaken by candidates constitute canvassing.
   d. The NC is to closely follow the current "Rules of the Board" for the PMI Board of Directors. Candidates found by the NC to have canvassed for votes are to be immediately removed from the election slate.

5. Current Board members who wish to re-nominate are subject to the same requirements as new candidates.

3.3.2   Board Communications with Nominating Committee
1. The NC is to provide progress information to the Board on a timely and regular basis.
2. The NC is to be free from Board influence, either real or perceived.
3. ***Single Point of Contact (SPOC):***

a. To ensure that the NC can operate free of any influence from the Board, as provided for in the Bylaws, the Board must appoint a Board Single Point of Contact (SPOC) responsible for all Board interactions with the NC during the election process.

b. The SPOC will be selected by the Board, and can be either:
   i. VP Governance & Policy, if not seeking re-election;
   ii. Another Chapter officer, who is not seeking re-election; or
   iii. Another Chapter member nominated by the Board and not seeking election

c. Any communications received by the NC from a current Board member (and not cc'd to the SPOC), other than the Board appointed SPOC, relating either directly or indirectly to the upcoming Board election is to be immediately communicated to the SPOC, who is then to communicate it to the entire Board, for appropriate action thereafter by the Board.

4. Details provided to the Board, by the NC, are to be only those details that are pertinent for the Board such as the *number of candidates nominated for each position*. Prior to the presentation of the election slate to the Board, all other details (such as names and details of candidates) are to be communicated to the Board in the same manner, and time, as they are communicated to the Chapter members.

5. The NC is a special committee formed by the President and Board per the Bylaws. The authority of the NC is also derived from the Bylaws. As such, the NC is not a subcommittee of the Board, as (once formed) it operates under the direct authority of the Bylaws.

3.3.3   Selection of Candidates

1. The NC is to review and select the candidates for the election slate.
2. Selection will be based on a **strict** review of the candidates to the criteria defined in the currently approved Bylaws and Chapter Handbook.
3. All nominations will be scrutinized by the NC according to the criteria set in order to ensure the highest level of integrity. Nominees will be notified of their acceptance, or otherwise, as eligible candidates, prior to the presentation of the Election Materials (including the names of candidates) to the Chapter members.
4. The determinations of the NC are made at their sole discretion and are final. In the submission of Nominations, prospective candidates accept the full and final authority of the NC as a precondition of nomination.
5. That the actual "effectiveness" of the performance of current Elected Officers (who are re-nominating), for the past and previous years in their roles, is to be evaluated in accordance with the process detailed in section 5.2.10 (Performance Evaluation of Officers) of the Handbook. Any Officer assessed, in accordance with Section 5.2.10 (Performance Evaluation of Officers), as "ineffective" or with low ratings is not to be selected for a period of 2 election cycles and additionally needs to demonstrate, via tangible objective evidence of engagement in non-Board PMI Volunteer roles, that the areas of low rated performance have been rectified.
6. Any Elected Officer that resigns mid-term, for other than unforeseeable and exceptional personal circumstances, is not to be eligible for selection for a period of two election cycles.

3.3.4   Election Slate

1. The final list of nominees, the election balloting schedule and the voting process is announced to the membership through various means (such as at the Chapter monthly meeting, Chapter website, Chapter publications, etc) at a reasonable time prior to the conduct of elections – normally in Q4 each year.

2. If, as provided for in the Bylaws, electronic voting is being used for the Board elections, nominations will close after the final election slate is presented to the Board.
3. Once the nominations process has been closed, it shall not be reopened.

3.4 Election Procedure

1. All PMI KPC members in good standing will have voting right.
2. **Single Candidate for an Office:** In the event of there being only one candidate for an office, that person can be declared the winner of that position unopposed.

3. In the event of several people wanting to fill an office, a ballot vote must be held.
4. Voting shall be held (a) during the meeting of the membership, or (b) by electronic vote.
5. *Membership Meeting Elections*
   a. Election materials consisting of the final list of candidates for each position, together with the candidate details, and a proxy form are sent to all members via email a minimum of two weeks prior to the membership meeting, requesting them to attend and vote at the membership meeting.
   b. The election material, requesting members to attend and vote at the membership meeting, may also be published on the Chapter web site and in the chapter magazine.
   c. *Proxy Form & Votes:*
      I. The proxy form is available to a PMI KPC member in good standing who will not be able to attend the membership meeting, to allow another PMI KPC member in good standing to vote on their behalf.
      II. Chapter members record their proxy by returning their completed proxy form to reach the VP Governance & Policy in time for the membership meeting by email, mail, fax, courier or by hand.
      III. The VP Governance & Policy passes all proxies received to the NC Chairperson for voting as directed on each proxy form. The voting member is solely responsible for ensuring the correctness and completeness of all details provided.
      IV. The NC is to validate that proxies are correct and that the person listed is a voting member of the PMI KPC. Any Proxy determined by the NC, at its sole discretion, to be either incorrect or have incomplete details is to be deemed invalid and destroyed.
      V. Names of candidates on voting materials are to be listed in random order and not alphabetical order.
   d. *Voting:*
      I. Chapter members in good standing with PMI may vote in the elections held at the membership meeting.
      II. Proxy forms are to be checked against the register of members attending the membership to ensure that members do not vote twice.
      III. In case there is a single candidate for a position, a vote by the members will not be required for that position. However, the candidates' details (the election slate) are still required to be sent to members via email and posted on the web site.
      IV. The election will be held via a secret ballot. Voters are required to select "only one" candidate for each open position. Ballots with "more than one" candidates selected for a position are declared invalid. Ballots with "no" candidate selected for a position are also declared "invalid".
      V. The election results will comprise a simple accumulation of the votes. Valid proxy forms must be produced for members seeking to vote on behalf of their proxy. The NC will count the votes overseen by a scrutineer who is a PMI KPC member in good standing

present in the audience of the membership meeting (seconded by another PMI KPC member in good standing present in the audience of the membership meeting).

6. ***Electronic Voting Election:***
   a. The NC is responsible for overseeing the electronic voting process and ensuring the integrity of the voting process.
   b. The NC is also responsible for determining the time period in which an electronic vote may be cast (minimum of 2 and a maximum of 3 weeks), remembering that the incoming Board members formally assume their responsibilities commencing from the first Board meeting after the election result is announced.
   c. After the NC presents the election slate to the Board, election materials consisting of the final list of candidates for each position, together with the candidate details, are to be posted on the electronic voting website. Names of candidates on voting materials are to be listed in random and not alphabetical order.
   d. Communications using the Chapter communications processes containing the details of the electronic voting process include:
      I. the URL to be used for accessing the electronic voting website,
      II. timeframe in which an electronic vote may be cast by Chapter members and
      III. Other information deemed appropriate by the Nominating Committee for inclusion.
   e. During the voting period the NC is to pass to the Board, on a weekly basis, the progressive percentage of votes cast by Members. The NC is to use this information to determine if there is a need for the Board to engage with Members to increase the participation rate.
   f. After the electronic voting process has been closed, the results of the electronic voting process will be reviewed and "signed off" by the NC in preparation for the formal presentation of the election results to the Chapter membership.

7. In case of a ballot vote (electronically or at a membership meeting), the candidate who receives a majority of votes cast for an office shall be elected. In case of *tie vote* for a position, the President of the Board will take a decision on the winner for that position.

8. The election results will be presented to the Chapter membership, either by the Chair or a member of the NC as determined by the NC at their sole discretion.

9. The election results are presented to the membership through various means (such as chapter publications, Chapter meeting, Chapter website, etc).

3.5   New Board Establishment
10. The newly elected officers take office on the first day of January following their election, or within a week after the announcement of Election results. The elected officers hold office for the duration of their terms or until their successors have been elected and qualified.

11. Within one week after the announcement of Election results, the Board holds a kickoff meeting where the elected officers go through the transfer of information and responsibilities. Each officer receives Chapter Bylaws, Chapter Handbook and other critical information about PMI and the chapter. The kickoff meeting agenda should include:
    a. Team-building Exercise
    b. Information on chapter strategic plan, processes, policies and procedures
    c. Review of the duties of each officer

d. Commencement of portfolio handover process (to be completed prior to the start of new Board's tenure)
e. Recording of new signatures for Bank Accounts and other requirements (as needed)
f. Review of the Status of the Chapter and the current Events Calendar
g. Review of the current strategic plan and determination of the Board goals for coming year
h. Documentation of portfolio goals
i. Preparation / Review of Budget

12. The VP Governance & Policy is to coordinate the cut over of email accounts, logons and associated activities to ensure a seamless change.

13. At a subsequent Board meeting, the incoming Board should review and endorse a new/updated Strategic Plan for the coming year with the outcomes communicated to the membership using the Chapters' communications.

14. Directors are to receive an *Information Package* containing critical information about PMI and the Chapter including the Bylaws and the Chapter Handbook.

3.6   Resignation of Office Bearers

1. Resignation of the President: In the event that the President is unable or unwilling to complete her/his term, the President will submit a written resignation to the Board. The Executive Vice President will assume the position upon receipt of the letter of resignation.

2. In the event that circumstances require an Officer to resign from the Board during their term of office, they should submit a "letter of resignation" to the President, with a copy to the VP Governance & Policy, as soon as practicable. The letter should include a "with effect" date of the resignation and may provide a brief outline of the circumstances which have led to the resignation.

3. The resigning Officer should prepare for a handover to an incoming Officer as described in section 5.2.8 (Hand-over to Incoming Officers) of this Handbook.

4. In the event that, due to a change of circumstances, an Officer finds themselves unable to perform the minimum requirements of their Board role on either an ongoing basis or for a protracted period, it is appropriate for the resignation to be submitted to the Board as soon as practicable.

5. However, as this is the PMI, it is expected that prior to nomination, prospective Board Members will conduct scope and time management of their professional and private commitments to ensure that they are positioned to meet the requirements for the period they are elected for. As such, instances of resignation should only be for exceptional and unforeseen circumstances.

3.7   Filling Casual Board Vacancies

1. In the event of a vacancy occurring during the term of a Board, the President, with the unanimous approval of the Board, may nominate a suitably qualified member of the Chapter to fill the casual vacancy for the remainder of the current term of the Board.

2. A "Casual Vacancy" is a vacancy which occurs in the membership of the Chapter Board of Directors or in the office or portfolio held by a member of the Chapter Board of Directors other than by

reason of expiry of the Director's Term. This will occur if an Officer dies, becomes of unsound mind, resigns or is removed from Office under the Chapter's Bylaws.

3. Nominees for casual vacancies must meet the requirements and qualifications for the position as prescribed in the currently approved Bylaws and this Handbook.

4 BOARD ACTIVITIES & RESPONSIBILITIES

4.1 PMI Headquarter Correspondence

1. PMI Global Operations Centre (GOC) periodically distributes material to Chapter President and other component leaders. The President will distribute the recurring correspondence to the Board member in a timely manner.
2. Additionally, the President is responsible to ensure that all GOC information is reviewed and distributed to the appropriate Board members.

4.2 Chapter Representation and External Liaison

1. The President represents the Chapter at PMI events and is expected to make any presentations and/or speeches on behalf of the Chapter.
2. Similarly, the President is ultimately responsible for determining if the Chapter is to be represented at other appropriate external events. If representation is determined to be appropriate, the President is responsible for organizing appropriate attendance and preparation.
3. It is also expected that, subject to sponsorship and funds availability, the new members of the Board and other key members will attend the Leadership Institute Meeting held during the PMI Global Congress – Asia Pacific.
4. Communications with the PMI CEO, members of the PMI Board of Directors and the senior members of the PMI GOC will, in other than exceptional circumstances, occur via the President.
5. Only in specifically defined circumstances should a member of the Board communicate directly with these senior PMI members and even then, with the specific prior approval of the President or the Board. Similarly, in the event of the Chapter being in a situation of non-compliance or potential non-compliance, all external communication is to be authorized by the President beforehand.

4.3 Chapter Strategic Planning

1. The Board is responsible for developing and maintaining the strategic plan for the chapter. The Strategic Plan will be delivered via ongoing operational activities and specific projects required to bring the Plan to fruition.
2. The President and Board are responsible to ensure that the Strategic Plan remains current, relevant and consistent with the Chapter Vision, Mission and Objectives.

4.4 Chapter Charter Renewal & Awards

1. The Chapter President, using information compiled by the VP-Governance & Policy, will complete and submit the annual Charter Renewal and Awards in the required format to PMI GOC by the PMI GOC published date.
2. Besides the Chapter President's input, the Charter renewal requires input mainly from the VP Finance and the VP Membership. However, Chapter officers are to be consulted to ensure the following sections are agreed and included:
    a. Accomplishments in the last 12 Months
    b. Component Challenges
    c. Comments or Suggestions for PMI GOC

d. Component Objectives for the forthcoming year – this requires Board input in the areas of Finance, Professional Development/Education, Membership Services, Communications and Collaboration.

3. The Charter Renewal document is to be distributed to the Board for review and then ratified at a Board Meeting prior to submission to PMI GOC.

4. The Chapter is to submit an updated Component Award application each year in the required format and by the required date (usually the end of April). Chapter officers are to progressively gather and populate the submission through the year culminating with handover to the new Board.

4.5   Board Meetings

1. The Board shall meet at the call of the President, or at the written request of three (3) members of the Board directed to the VP Governance & Policy. At its discretion, the Board may conduct its business by teleconference, facsimile or other legally acceptable means.

2. A quorum shall consist of no less than one-half of the voting membership of the Board at any given time. Each member shall be entitled to one (1) vote.

3. Monthly Board meetings will be scheduled by the VP Governance & Policy. In-person Board meetings are usually held during the 3rd week of each calendar month. At least one-half of the membership of the Board at any given time must be present to constitute a quorum, which is required for the transaction of all official Chapter business requiring a vote.

4. No later than one calendar week before each Board meeting, each Board member will submit an electronic *Portfolio Report* to the entire Board. Apologies, Agenda Items and Board reports should be submitted to the VP Governance & Policy (cc: President) at least five working days before the meeting.

5. The VP Governance & Policy shall confer with the President and finalize the Agenda for Board Meetings, then prepare and distribute the Agenda to Board members at least 3 calendar days prior to the scheduled Board meeting date. Any presentations or documents required for review at the Meeting are to be distributed 3 calendar days prior to the scheduled date in order to allow time of consideration by Officers.

6. Meetings shall be conducted in accordance with parliamentary procedures determined by the Board. The President/Executive Vice President will chair each meeting and conduct it in accordance with the published Agenda. In the event the President cannot attend a meeting, s/he must ensure that this is delegated to the Executive Vice President or (in his/her absence) the VP Governance & Policy, if that position is filled, or another VP willing to assume this responsibility.

7. The Board is authorized to pass any motion to carry out any action that is not specifically precluded by the Chapter Bylaws, Charter or PMI Policies. All motions for approval by the board shall be duly recorded in the meeting minutes by the VP Governance & Policy or designated note-taker. Motions shall be recorded in sufficient detail such that the full extent of the motion, any qualifying criteria, who seconded the motion and the final vote on the motion, is recorded.

4.5.1 Electronic Voting for Board Motions

1. In the normal course, Board Motions are to be tabled, debated and voted on at a scheduled Board Meeting. Recourse to an electronic vote may occur, as an exception, in the instances of:

    a. A Board Meeting running out of time to vote on a Motion on the Agenda, at a Board Meeting. The Board may agree to vote on the motion by electronic means.
    b. An urgent, simple and clear cut item arising, which needs to be determined before the next scheduled Board Meeting. Such a motion requires a Proposer, acceptance by the President (or Executive Vice President in the President's unavailability) and a Seconder. The need for an electronic vote on the motion is then to be communicated to the Board by email with pros and cons. Where an item is not simple and clear cut, a Board teleconference is to be convened to allow discussion and either a vote at the end of the conference on the motion, or a vote passed to conduct an electronic vote on the motion.
    c. Should an Officer wish to propose an Amendment to the Motion, this is to be dialogued with the President/Executive Vice President by telephone as soon as possible as this probably indicates that the matter is not simple and clear cut. In the normal course, this would probably lead to a Board teleconference being convened.

2. In all cases, electronic votes are:
    a. To be voted on by all available voting Officers,
    b. To be closed off within 72 hours of promulgation,
    c. To be conducted by a simple reply email to the VP Governance & Policy and President/Executive Vice President with a For, Against or Abstain Vote. As for an in-person vote, voting Officers are to individually decide on the merits of the case themselves, and vote individually. As such, the rest of the Board is not to be cc'd on Vote reply emails,
    d. The VP Governance & Policy is to tally the Votes and email the totals of the Votes For/Against/Abstain to the President/ Executive Vice President who will then declare the result to the Board by email.

4.6   Chapter and Other Meetings

1. Chapter monthly meetings (called Monthly Seminars) and all other social meetings will be scheduled by the VP Professional Development/Education for the year and published in the Board Minutes, website and Chapter Magazine before the start of each year. The current intent is to schedule Chapter seminars once a month. Chapter monthly seminars are usually held on the 1st Tuesday of every calendar month.

2. The VP Professional Development/Education is responsible for planning and managing all the physical arrangements for each event and may be responsible for chairing the meeting.

3. The President and Board, in consultation with the VP Professional Development/Education, shall determine the Chapter business portion of the Chapter Events program.

4. At Chapter Meetings and Events, the President may attend prior to the event to assist with receiving guests and make any last-minute adjustments to the meeting program. Other Board members may also, in consultation with the VP Professional Development/Education, assume this responsibility.

4.6.1   Petitions for Extraordinary Meetings

1. The written Petition of members for an Extraordinary Meeting:

a. Must state the purpose or purposes of the meeting,
b. Must be signed by the members making the requisition, and
c. May consist of several documents in a similar form, each signed by one or more of the members making the requisition.

4.7   Quorum & Procedure for Meetings

1. The *quorum* for Board Meetings, Chapter, Annual General, Extraordinary General and any other Special Meetings will be in accordance with the currently approved version of the Chapter bylaws.

2. The *meetings procedures* to be adopted for the conduct of Board Meetings, Chapter, Annual General, Extraordinary General and any other Special Meetings are as detailed in the document titled "Chairing a Meeting" published by the Resource Centre UK. Any queries regarding meeting etiquette are to be addressed by the President. S/he is to seek guidance from the VP Governance & Policy and Executive Vice President as needed.

4.8   Chapter Events

1. The Chapter undertakes a number of events in any given year. The President may conduct opening and closing presentations/speeches on behalf of the Chapter. The form, content and timing of such speeches shall be determined in consultation with the Board Sponsor and Project Manager of the Event.

2. The President should liaise at the appropriate level with the business partners of the Chapter on an as required basis determined in consultation with the Board Sponsor and Project Manager responsible for the Event.

4.9   Annual General Meeting (AGM)

1. To comply with local regulations, the Chapter must hold an AGM at least once in each calendar year. The AGM of the membership shall be held at a date and location to be determined by the Board.

2. The AGM is to be attended by all PMI KPC members in good standing.

3. The VP Governance & Policy, in consultation with the Board, prepares and circulates the Agenda for the AGM.

4. At the AGM the President will present a Summary of the Chapter's Accomplishments, Challenges and Objectives during the year and outline any strategic initiatives to which the Board has committed on behalf of the Chapter. Similarly, the VP Finance will present the financial situation of the Chapter. Final drafts of these Reports are to be distributed to the Board at least 7 days prior to the AGM for coordination and confirmation of content.

4.10 Contracts

As a rule, legal commitments of the chapter should be formalized by a contract or purchase order.

1. All contracts are to be signed by the President or the VP Finance when specifically designated by the President.

2. Each program area VP is authorized to execute purchases for their normal program activities as long as the board has approved these general program area expenditures under the annual budget; e.g. purchase of books or printing / copying costs in support of educational programs,

3. For contracts or purchases that are outside the normal budgeted expenditures of the chapter, a special board vote is required before entering into the contract or purchase. In these cases, the President or VP Finance should be the one signing the contract or purchase agreement.

4. In ALL cases, a copy of the signed contract or purchase agreement must be sent to the VP Finance and placed with the Chapter's financial records. The VP Finance is responsible for maintaining copies of all signed contracts or purchase agreements.

5   ROLES & RESPONSIBILITIES OF CHAPTER OFFICERS

The positions of the Board members are detailed within the currently approved version of the Chapter Bylaws. This document provides more specific detail on each Officer's Roles & Responsibilities. In the event of any conflict between the Chapter Bylaws and the Chapter Handbook, the bylaw takes precedence.

5.1   Protocols for the Proper Conduct of Chapter Officers

1. Chapter officers agree to adopt and be bound by the letter and intent of the following protocols as well as PMI's *Code of Ethics and Professional Conduct* and *Inurement and Conflict of Interest Policy* (as outlined in the currently approved version of PMI's *Policy Manual for PMI Chapters*), for the proper conduct of Chapter officers.

2. Chapter officers agree:
   a. To act honestly and in good faith in the best interests of PMI and the PMI KPC.

   b. To not act in any way likely to bring discredit to PMI, PMI KPC and the PMI KPC's Board.

   c. To exercise and discharge their responsibilities as Chapter officers with due care and diligence.

   d. To ensure that the powers of the Board are exercised by the Board as a whole. Decisions of the Board must be made collectively. It follows that Board members must agree to be bound by Board decisions and to actively provide comprehensive & accurate information to the Board.

   e. To be frank and open in Board or Sub Committee meetings and to question, request information, and raise issues in a professional, collegial and informed manner.

   f. In order to serve the best interests of PMI and PMI KPC, they will conduct themselves with good will and in a harmonious manner. Where disagreements occur, every effort should be made to resolve the issue, to provide comprehensive & accurate information and to avoid dissension.

   g. Not employ manipulative tactics such as threatening to resign or engage in public disclosure.

3. Chapter officers must:
   a. Recognize their duty of loyalty to PMI, PMI KPC and the PMI KPC Board. The officers agree that, outside the Board room, they will support the letter and spirit of Board determinations and

decisions irrespective of their personal opinions on the Board determinations or decisions reached. "Loyalty" is defined in accordance with the PMI *Conflict of Interest Policy*.

b. In exceptional circumstances, should a Board Member have a major objection to a Board determination or decision, they are to advise the Board in writing (via the President) of their concerns. The Board member shall also advise the Board (via the President) of their intention to engage in communication beyond the Board on their concerns as soon as practicable and not less than seven calendars days prior to engaging in any communication, either direct or indirect, beyond the Board on the matter of concern (Should a Chapter Meeting be due within seven days or less of a Board determination, the period of prior notice to communicate beyond the Board is to be reduced to not less than "one third of the elapsed intervening time").

c. Maintain the complete confidentiality of Board deliberations and of sensitive Chapter information. Information obtained as a result of Board or Sub Committee membership shall not be released except as decided by the Board or Sub Committee as a whole.

d. Complete assigned Action Items in a comprehensive manner by the due date *without follow up being required*.

e. Actively prepare for Board deliberations in an informed and timely manner by reviewing and analyzing Board Papers and providing informed and quality feedback by due dates.

f. Actively seek to ensure the professional conduct and management of the activities of the Chapter and Board. This is to include actively assisting other Board members in the conduct of activities and the avoidance of any lapses in the conduct of Chapter or Board activities due to any lack of expertise, familiarity or availability of Board members. A "Team" approach is to be implemented.

g. Submit articles and/or write-ups (related to their program area) for Chapter magazine according to published schedule.

h. Keep the VP Communications informed of any additions/changes to content on the website, relevant to their program area.

4. Board members have:
   a. A right and a duty to raise matters and serious concerns at Board meetings. So that such items can be considered and discussed in an informed and proper manner, the issues or concerns should be raised with the:
      ▪ President and VP Governance & Policy in time for the matter to be added to the agenda
      ▪ Board collectively, with sufficient time prior to the Board meeting so that all Board members are able to properly consider them.

5. All Board members have an obligation to declare any material conflict of interest as soon as they become aware of it and to withdraw from the discussion and decision of any matter related to the material conflict.

5.2   General Responsibilities of Chapter Officers

Board members are expected to have general responsibilities, over and above their portfolio responsibilities, as part of their Board role and to support other members of the Board.

The general responsibilities of all Chapter officers are to:

a.   Represent the PMI KPC as required
b.   Regularly attend Chapter and Event Meetings
c.   Regularly attend the scheduled Board Meetings (Phone-in / online attendance satisfies this responsibility. If a Board member must attend via teleconference, they must notify the Chapter President in advance).

5.2.1   Board Meetings

1.   The Events Calendar for the year will contain a list of all scheduled Board meeting dates up to and including the handover meeting to the following year's Board of Directors.

2.   Board Directors should note the schedule of dates and avoid making other commitments which may prevent Board meeting attendance.

3.   As a general rule, Board meetings are held during the third week of each calendar month.

4.   Board Members are expected to attend in person at least 75% of Board meetings throughout the year.

5.   The VP Governance & Policy will maintain a register of attendance on a year-to-date basis in the Minutes of each Board meeting.

6.   Apologies by Board members unable to attend a Board meeting should be received by the VP Governance & Policy at least two working days prior to the Board meeting.

5.2.2   Attendance at Board Meetings

1.   Unless there are extenuating circumstances, Board members who miss three consecutive Board meetings, or whose attendance is less than 75% of meetings and without satisfactory explanation, are, subject to a resolution carried by a simple majority of the Board at a properly convened Board meeting, to have their position declared vacant (per the Bylaws).

2.   In the event of refusal to resign from the Board, a Board member's removal from the Board may be initiated in accordance with the Bylaws.

3.   Acceptable apology criteria for non-attendance will be assessed on a case-by-case basis. However, nonattendance at two consecutive Board meetings will usually be viewed as a serious matter that may lead to further action.

4.   Acceptable criteria for an apology may include: illness of the board member or their family, loss of immediate family, scheduled holidays, family emergencies, business travel (scheduled or unscheduled) or compulsory employment duties scheduled for the meeting time.

5.   General criteria, such as pressure from work or tiredness would generally not be considered a valid reason for non-attendance.

6. While attendance in-person is encouraged, attendance by a tele-conference is acceptable for a maximum of 4 Board Meetings in a year.

5.2.3   Board Communications
1. Board members are expected to maintain communication with the Board by;
    a. Responding promptly to communications from the Board and Chapter members via email, phone, etc. The board members shall endeavor to respond to any Member specific communications within 72 hours unless S/he is not able to access communications media.
    b. Notifying VP Governance & Policy of any change of address, phone, email, etc. so they can update contact list(s)
    c. Notifying the President and the Board well in advance of any expected extended absence and arrange a delegate to perform any ongoing administrative duties
    d. Using their Portfolio email addresses for all internal and external email communications (the exception being whilst travelling and unable to access the Chapters email, then private email addresses may be used as a one off)
    e. All external written communication is to use the Chapter's Letterhead and have the Chapter's official address listed as the return address. External emails are to similarly list the Chapter's official address for written responses.

5.2.4   Board Email Accounts
1. Board members are required to manage the portfolio's email account so that it is always functional (i.e. is redirected during absences and does not exceed space requirements).
2. E-mail accounts are specific to each portfolio (i.e. role-based) and not for personal use.
3. E-mail accounts are to be maintained and preserved at handover.
4. W-mail accounts to be regularly accessed (i.e. at least once every 2 days during the working week).
5. Email Subject Prefixes of "For Action/Information/Review" are to be used to aid processing.
6. Specific email lists must be used per the specific policies associated with each individual email list.

5.2.5   Portfolio Metrics
1. Each Elected Officer is required to determine and complete metrics for their portfolio and distribute these to the VP Governance & Policy each month in their portfolio reports for review at the Board meeting and publication as appropriate.

5.2.6   Chapter Website
1. Each Chapter Officer is required to keep the Director Website informed of any additions/changes/deletions to content on the web site, relevant to their portfolio.
2. Chapter Officers are responsible for maintaining the content of the Chapter website, pertinent to their portfolio, in an up to date condition.

5.2.7   Succession Planning
1. Chapter Officers are responsible for maintaining the documents and records of their portfolio and delivering all permanent and pertinent records to the position successor as required.

5.2.8   Hand-over to Incoming Officers
1. At the end of the term or in the event that a replacement Officer assumes responsibility for the role, the outgoing Officer will be required to review this section of the Handbook with incoming Officer as part of the formal hand over. All files, documentation and pertinent information, will be passed to the incoming Officer.

2. The outgoing Officer will also brief the incoming Officer on all current and outstanding matters in progress under their portfolio.

5.2.9   Expenses

1. Expenditures shall be handled by the VP Finance except as otherwise provided in the constitution or documented herein.

2. Individual Board members have authority to expend up to PKR _____ on one item or event. Amounts above PKR ____ will require the approval of either the Executive Vice President, or, if unavailable, either the VP Finance, or President. In all such cases, expenditures shall be made within the confines of the approved budget.

3. Where expenditure on budgeted items within a portfolio is to exceed the approved budget amount by more than ten (10) percent, or an item of expenditure has not been previously budgeted, board approval is required.

4. Officers are to submit Expense claims in a timely manner in order to ensure that the level of monthly accruals is minimized i.e. preferably before the end of month in which they are incurred.

5. Retiring/resigning Officers are to ensure that all expense claims are submitted within one month of the completion of their term of office.

5.2.10   Performance Evaluation of Officers

As required by the PMI's *Policy Manual for PMI Chapters*, the effectiveness of the performance of Chapter Officers is to be evaluated as follows:

1. An *Evaluation Spreadsheet* is to be distributed to Officers (Elected and Appointed) at the commencement of their tenure. This will usually occur at the Kickoff Workshop. The Spreadsheet is to contain performance criteria as determined by the Board, and in line with the Selection Criteria as defined by the Bylaws.

2. Elected Officers:
    a. All Elected Officers are to conduct a midterm *self evaluation* (usually in May/June) and forward the completed spreadsheet to the President and the Executive Vice President.

    b. The Executive Vice President is to conduct his/her own separate evaluation and send the spreadsheets to the President. The President is to then aggregate the results and conduct a performance feedback session with each individual Elected Officer.

    c. The President will also conduct a midterm self evaluation (usually in May/June). S/he will be evaluated by the Executive Vice President and the VP Governance & Policy.

3. Appointed Officers:
    a. All Appointed Officers are to conduct a midterm *self evaluation* (usually in May/June) and forward the completed spreadsheet to their respective portfolio heads (Vice Presidents).

    b. The Vice Presidents are to conduct their own separate evaluation and send the spreadsheets to the Executive Vice President. The Executive Vice President is to then

aggregate the results and conduct a performance feedback session with each individual Appointed Officer.

    c. All the directors belonging to the Directors-at-large category are to forward their completed sheets to the Executive Vice President. The Executive Vice President is to conduct his/her own separate evaluation and send the spreadsheets to the President. The President is to then aggregate the results and conduct a performance feedback session with each director-at-large.

4. The process is to be repeated ahead of the closure of calls for nominations for the Board elections and at the end of the term of office. The consolidated feedback on the performance of each member of the current Board of Directors is to be provided formally by the President, on behalf of the Board, to the Chair of the NC for NC consideration as part of the evaluation of current Elected Officers re-nominating for election as provided by the Bylaws. The President is also to provide the *Performance Assessments* to the NC for officers who have served in previous terms. The NC is to access and use this specific information only if previous Officers nominate for election.

5.2.11 Removal of Officers

In the event it becomes necessary to remove a duly elected / appointed Board member, the following process will be followed:

1. *Removal Process - Initiated by Member of Chapter:*
    a. Removal recommendation is confidentially submitted by a Board member in writing to the President.
    b. The President shall interview both the member submitting the recommendation and the Board member in question, to determine the facts and merit associated with the recommendation. The President shall decide if the matter warrants further review by the Board.
    c. Subsequent to this review, if the Board member is to be considered for removal, the President shall notify said Board member, and present the facts to the entire Board.
    d. The Board Member under consideration for removal will have 14 days to present a written response to the recommendation for removal.
    e. After discussion, the Board shall vote on the standing.

2. *Removal Process - Just Cause:*
    a. An officer (elected / appointed) may be removed from office for just cause in connection with the affairs of the organization by a two-thirds (2/3) vote of the members present and in person at an official meeting of the membership, or by a two-thirds (2/3) vote of the Board.

    b. Additionally, a Board member may be removed from office if a) he/she fails to attend three (3) consecutive Board meetings during any twelve (12) consecutive month period or whose attendance is less than 75% of meetings without satisfactory explanation, b) he/she consistently fails to meet the obligations of his/her office or c) there is any other just cause in connection with the affairs of the organization. This removal may be accomplished by a two-thirds (2/3) vote of the members present at an official meeting of the membership, or by a majority vote of the Board.

    c. Results of the vote will be provided to the Board member in writing.

7. In the event of refusal to resign from the Board, a Board member's removal from the Board may be initiated in accordance with the Bylaws.

3. An Officer of the Board, properly removed from the PMI KPC Board in accordance with the above process, shall be ineligible to stand for election as an Officer of the Chapter until the second Board election after the removal has taken effect.

5.3 Elected Officers

5.3.1 President

A. Reports To	1.	Accountable to PMI, PMI Karachi Pakistan Chapter Board and Membership
B. Voting Rights	1.	Yes
C. Role Description	1.	Elected volunteer responsible for overall oversight of the chapter and the board. The president shall direct the activities of the other board members in accordance with the chapter bylaws.
D. Roles & Responsibilities	2.	Serve as the Chief Executive of the Chapter and the Chair of the Chapter Board
	3.	Direct the chapter's strategic goals
	4.	Strive to achieve the chapter vision, mission and objectives as detailed by the chapter board and PMI and chapter strategic plan
	5.	Direct the activities of other officers toward chapter goals and objectives
	6.	Ensure that the charter renewal is updated and in compliance as specified by PMI
	7.	Timely completion and submission of Chapter Scorecard to PMI to ensure good standing of Chapter with PMI
	8.	Ensure that the Chapter by-laws are strictly adhered to
	9.	Assure that the chapter board works together as a team
	10.	Ensure strategic alliance, planning and annual reporting
	11.	Ultimately accountable for all board operations and chapter activities
	12.	Represent the chapter at public events
	13.	Act as a liaison between the chapter and PMI
	14.	Preside over the board of directors meetings and the annual general membership (AGM) meetings
	15.	Ensure that all chapter business is being done legally and ethically
	16.	Assume responsibility for the overall functioning of the chapter
	17.	Legally represent the organization (co-dependent with the finance officer)
	18.	Ensure statutory and regulatory compliance in consultation with the VP Finance
	19.	With the board, ensure prudent disbursement of chapter funds
	20.	Forward any proposed changes in Chapter dues (indicated in U.S. funds) to PMI by the designated date
	21.	Drive implementation of revision and amendments of PMI policies and guidelines to chapter processes
	22.	Manage periodic policy audits
	23.	Promote leadership development opportunities for board development

		24. Ensure that the chapter elections are conducted annually in a timely manner
		25. Maintain and deliver all permanent records to the position successor as required
		26. Develop and implement a succession and transition plan
		27. Must abide by PMI's Code of Ethics and Professional Conduct
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. PMI Knowledge and Experience
		2. Organization Management
		3. Management Skills
		4. Volunteer Recognition and Appreciation
G.	Other Leadership Skills	1. Leadership Skills
		2. Ability to Delegate Effectively
		3. Public Speaking/Presentation Skills
		4. Conflict Resolution Skills
		5. Team Building Skills
		6. Communication Skills
H.	Tenure	1. Two Years
I.	Time Commitment	1. 20 to 30 hours per month
J.	Pre-Requisites	**Must-Have**
		1. Member in good standing with PMI and PMI Karachi Pakistan Chapter
		2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority
		3. Thorough understanding of PMI's vision and policies
		4. Understanding of the chapter Charter, Bylaws, Policies and Procedures
		5. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter
		6. Potential conflicts of interest are clearly expressed
		7. Ability to represent the Board & membership in a consistently professional manner
		8. Organizational and project management experience of minimum one year at middle management level or higher
		9. Minimum 6-month voluntary experience with PMI Karachi Pakistan Chapter
		Desired
		10. PMP or any other project management certification(s) in good standing is desired
		11. Experience of working with a non-profit organization and/or working with/managing volunteer teams is considered a plus for this position.
K.	Benefits	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership.
		2. Build strong networking relationships and result in documentable career-enhancing achievements.
		3. Earn PDUs, under Category E
L.	Note	1. The above statements are intended to describe the general nature and

		level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.3.2   Executive Vice President

A.	**Reports To**	1. Chapter President; Accountable to Chapter Membership
B.	**Voting Rights**	1. Yes
C.	**Role Description**	2. Successor to the president; elected volunteer who will assist the president with his or her duties of managing the chapter and assume the role of the chapter president if the president is unable to perform duties for any reason.
D.	**Roles & Responsibilities**	1. Represent the president in his or her absence 2. Assume the role of president the year following successful completion of his or her duties in this role (depending on chapter bylaws) 3. Assume the role of president if the president is unable to perform duties for any reason 4. Assist the president in his or her duties 5. Contribute to annual planning/goal setting and forecasting for the chapter with other VPs and President; Support the VP Finance in development of the operating budget 6. Serve as member ex-officio with the right to vote on all committees except the nominating committee 7. Attend chapter events and Board meetings regularly 8. Develop and implement a succession and transition plan 9. Maintain and deliver all permanent records to the position successor as required 10. Must abide by PMI's Code of Ethics and Professional Conduct
E.	**Deliverables**	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	**Role Specific Skills**	1. PMI Knowledge and Experience 2. Resource Management 3. Conflict Management 4. Budget Management 5. Financial Planning
G.	**Other Leadership Skills**	1. Team Building Skills 2. Active Listening Skills 3. Ability to Delegate Effectively _ 4. Public Speaking/Presentation Skills
H.	**Tenure**	1. Two years as the Executive Vice President, followed by two years as the President.
I.	**Time Commitment**	1. 12 to 15 hours per month
J.	**Pre-Requisites**	**Must-Have** 1. Member in good standing with PMI and PMI Karachi Pakistan Chapter 2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 3. Thorough understanding of PMI's vision and policies 4. Understanding of the chapter Charter, Bylaws, Policies and Procedures

		5. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter
		6. Potential conflicts of interest are clearly expressed
		7. Ability to represent the Board & membership in a consistently professional manner
		8. Organizational and project management experience of minimum one year at middle management level or higher
		9. Minimum 3-month voluntary experience with any PMI Chapter
		Desired
		10. PMP or any other project management certification(s) in good standing is desired
		11. Experience of working with a non-profit organization and/or working with/managing volunteer teams is considered a plus for this position.
K.	**Benefits**	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership.
		2. Build strong networking relationships and result in documentable career-enhancing achievements.
		3. Earn PDUs, under Category E
L.	**Note**	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.3.3   VP Governance & Policy

A.	**Reports To**	1. Chapter President; Accountable to Chapter Membership
B.	**Voting Rights**	1. Yes
C.	**Role Description**	2. Elected volunteer responsible for addressing governance and policy issues, including ensuring the maintenance and enforcement of chapter policies and bylaws. Also responsible for preparing, maintaining, recording, circulating all records, correspondence, minutes of meetings, and related affairs of the chapter.
D.	**Roles & Responsibilities**	▪ Contribute to annual planning/goal setting and forecasting for the chapter with other VPs and President; Support the VP Finance in development of the operating budget
		▪ Ensure the chapter policies are consistent and compliant with all applicable governmental jurisdiction and regulations (e.g. Government Compliance, PMI Policy)
		▪ Review and update bylaws (with the Board)
		▪ Ensure the chapter and/or bylaws are upheld and enforced
		▪ Develop and maintain chapter policy manual
		▪ Oversee PMI Global Operating Center and chapter policy and identify any gaps
		▪ Develop and maintain information security/personal information policy
		▪ Ensure and oversee roles/function definitions
		▪ Address any breeches that may be brought up against a member and/or the chapter

	▪ Assist in resolving chapter conflicts
	▪ Raise awareness of and provide training on code of conduct/regulations/processes
	▪ Oversee and ensure smooth transition and transition planning (for all Board positions)
	▪ Be aware of the Ethics Review Process
	▪ Perform as region liaison for the chapter
	▪ Review chapter contracts and agreements with respect to chapter policies
	▪ Maintain custody of the approved bylaws, articles of incorporation, charter agreement and of amendments thereto and board policies, committee charters, and all other non-financial records for the chapter
	▪ Coordinate and distribute board meeting agendas
	▪ Maintain all meeting minutes — must document in accordance to specific parliamentary procedures as mandated by local government (e.g. Roberts Rules)
	▪ Notify membership not less than the period stated in the chapter bylaws before annual general meetings
	▪ Circulate board agenda before the meeting to all the members
	▪ Provide records to members and outside organizations that request information
	▪ Provide all notifications to the membership, directors, auditors and members of committees
	▪ Receive and dispatch general correspondence
	▪ Provide support for membership communication
	▪ Prepare for, procure and distribute chapter stationary and printed materials
	▪ Attend Chapter events and Board meetings regularly
	▪ Develop and implement a succession and transition plan
	▪ Maintain and deliver all permanent records to the position successor as required
	▪ Must abide by PMI's Code of Ethics and Professional Conduct
E. Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F. Role Specific Skills	1. Policy Development
	2. Organizational Change Management
	3. Knowledge of PMI Ethical Code and Guidelines
	4. PMI Knowledge and Experience
	5. Experience with Developing Roles and Responsibilities
	6. Association/Not-for-Profit Knowledge
	7. Experience with Transition and Succession Planning
	8. Experience with Local Regulations and Laws
	9. Agenda and Meeting Coordination
	10. Ability to Scribe and Record Minutes
	11. Proficient use of word processing, spreadsheet, and presentation tools
	12. Knowledge of Meeting procedures (e.g. Roberts Rules)
	13. Knowledge of PMI Policies and PMI Karachi Pakistan Chapter Bylaws and Policies
	14. Knowledge of Records Retention requirements

		15. Proficient in Email Communications (e.g. MS Outlook, Google Mail)
		16. Proficiency in Editing/Proofreading
		17. Volunteer experience with PMI
G.	**Other Leadership Skills**	1. Conflict Resolution Skills
		2. Facilitation Skills
		3. Negotiation Skills
		4. Time Management Skills
		5. Excellent Writing Skills
		6. Team Building Skills
		7. Active Listening Skills
		8. Communication Skills
		9. English Proficiency
H.	**Tenure**	1. Two Years
I.	**Time Commitment**	1. 15 to 20 hours per month
J.	**Pre-Requisites**	**Must-Have**
		1. Member in good standing with PMI and PMI Karachi Pakistan Chapter
		2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority
		3. Understanding of the chapter Charter, Bylaws, Policies and Procedures
		4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter
		5. Potential conflicts of interest are clearly expressed
		6. Ability to represent the Board & membership in a consistently professional manner
		7. Relevant experience of minimum one year at middle management level or higher
		8. 3-month voluntary experience with any PMI Chapter
		Desired
		9. Experience with Local Regulations and Laws is highly desired.
		10. PMP or any other project management certification(s) in good standing is desired
		11. Experience of working with a non-profit organization and/or working with/managing volunteer teams is considered a plus for this position.
K.	**Benefits**	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership.
		2. Build strong networking relationships and result in documentable career-enhancing achievements.
		3. Earn PDUs, under Category E
L.	**Note**	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.3.4 VP Membership Services

A.	**Reports To**	1. Chapter President; Accountable to Chapter Membership

B. Voting Rights	1. Yes	
C. Role Description	1. Elected volunteer responsible for addressing the needs of chapter membership, including service delivery, recruiting and retaining members in accordance with chapter policies and bylaws.	
D. Roles & Responsibilities	1. Member recruitment, retention and management	
	2. Contribute to annual planning/goal setting and forecasting for the chapter with other VPs and President; Support the VP Finance in development of the operating budget	
	3. Develop, maintain and implement a chapter membership plan that assures continued growth and retention through proactive recruiting and partnering with major area employers	
	4. Promote the value of PMI and chapter membership	
	5. Liaison with potential PMI members and encourage them to be members of the chapter	
	6. Develop and implement a plan to recognize "member milestones" (such as awards, credentials earned)	
	7. Revise membership benefits and value on a regular basis	
	8. Develop and implement membership welcome and support plan	
	9. On monthly basis, communicate with non-renewing members, new chapter members, new credential holders, and prospective members	
	10. Answer general membership inquiries; respond to member/non-member information inquiries and other requests for assistance	
	11. Track member attendance at each monthly meeting or Professional Development session	
	12. Act as the primary recipient for the PMI Data Exchange Program (DEP)	
	13. Maintain the membership records of the chapter (DEP)	
	14. Provide communication list/member updates to officers	
	15. Coordinate the production and distribution of timely membership reports, such as monthly membership reports by demographics (city, age, industry, etc.)	
	16. Develop and administer membership satisfaction survey/exit survey	
	17. Ensure that members are aware of available services	
	18. Work with marketing to develop a plan to implement outreach to the community, including commercial, academic, not-for-profit and other professional associations, about membership	
	19. Attend chapter events and Board meetings regularly	
	20. Provide direction to the Director Membership Services	
	21. Develop and implement succession and transition plan	
	22. Maintain and deliver all permanent records to the position successor as required	
	23. Must abide by PMI's Code of Ethics and Professional Conduct	
E. Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning	
F. Role Specific Skills	1. Proficiency in using PMI Data Exchange Program (DEP)	
	2. Data Analysis and Reporting	
	3. Proficient in Email Communications	
	4. Knowledge of PMI Credentials	

		5. Proficient use of Survey Tools/Market Research/ Demographic Research
		6. Marketing Skills
		7. Proficient use of word processing, spreadsheet and presentation tools (e.g. Microsoft Office)
G.	**Other Leadership Skills**	1. Public Speaking/Presentation Skills
		2. Active Listening Skills
		3. Team Building Skills
H.	**Tenure**	1. Two Years
I.	**Time Commitment**	1. 15 to 20 hours per month
J.	**Pre-Requisites**	**Must-Have**
		1. Member in good standing with PMI and PMI Karachi Pakistan Chapter
		2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority
		3. Understanding of the chapter Charter, Bylaws, Policies and Procedures
		4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter
		5. Potential conflicts of interest are clearly expressed
		6. Ability to represent the Board & membership in a consistently professional manner
		7. Experience of minimum one year at middle management level or higher
		8. 3-month voluntary experience with any PMI Chapter
		Desired
		9. Membership management experience is highly desirable
		10. PMP or any other project management certification(s) in good standing is desired
		11. Experience of working with a non-profit organization and/or working with/managing volunteer teams is considered a plus for this position.
K.	**Benefits**	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership.
		2. Build strong networking relationships and result in documentable career-enhancing achievements.
		3. Earn PDUs, under Category E
L.	**Note**	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.3.5   VP Finance

A.	**Reports To**	**1.** Chapter President; Accountable to Chapter Membership
B.	**Voting Rights**	1. Yes
C.	**Role Description**	2. Elected volunteer responsible for finance. Responsible for maintaining and presenting all financial records required for chapter operations in accordance with chapter bylaws.
D.	**Roles & Responsibilities**	▪ Contribute to financial planning/goal setting and forecasting for the chapter with other VPs and President; Develop and manage an annual

	operating budget and financial statement to be included in the annual application for charter renewal
	▪ With the Board, establish and maintain financial operational processes to ensure continuity of chapter operations and define, document and maintain chapter policies; Recommend improvements in the financial processes to the board
	▪ Maintain and manage accounts receivable and payable and all financial portfolios, including but not limited to the collection of chapter dues from PMI, guest payments for chapter meetings or special events, sponsorship receivables, and the payment of all chapter bills in accordance with chapter Board directives
	▪ Establish and maintain all required chapter bank accounts and/or similar financial transactions; arrange for officer signatures as required
	▪ Provide financial reporting regarding the state of finances and chapter activity to chapter membership, board and executive level volunteer leaders on a monthly basis (board meetings / AGM meetings)
	▪ Ensure the chapter has reviewed, reported and filed required taxes
	▪ Prepare the annual financial statements and reports
	▪ Provide timely information to independent auditors as required
	▪ Ensure adherence to all regulatory requirements by all Board members
	▪ Keep an up to date inventory of all the assets of the chapter
	▪ Handle all PMI and government required payments
	▪ Ensure maintenance and storage of all historic financial documents
	▪ Establish financial metrics; ensure chapter is maintaining requirements
	▪ Serve as liaison with PMI Global Operating Center on financial matters
	▪ Assist the chapter president with preparation of the financial reports required for submission to PMI
	▪ Analyze cost impact and income benefit of all activities proposed by the board of directors
	▪ Review chapter contracts and agreements
	▪ Distribute information, materials and/or fees received from the PMI Global Operating Center to appropriate officers in a timely manner
	▪ Ensure timely filing of all required documents to maintain chapter's non-profit status
	▪ Attend Chapter events and Board meetings regularly
	▪ Confirm and check bank accounts monthly
	▪ Provide direction to the Director Finance
	▪ Develop and implement a succession and transition plan
	▪ Maintain and deliver all permanent records to the position successor as required
	▪ Must abide by PMI's Code of Ethics and Professional Conduct
E. Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F. Role Specific Skills	1. Documentation Skills/Financial Record Keeping 2. Analytical Thinking 3. Knowledge of Financial Planning 4. Legal Awareness 5. Knowledge of Generally Accepted Accounting Principles (GAAP) 6. Basic Knowledge of Economics

		7. Accounting Software/Tools (e.g., Quick Books, Excel, MS Access)
		8. Financial Reporting
		9. Volunteer experience with PMI
G.	Other Leadership Skills	1. Communication Skills
		2. Negotiation Skills
		3. Conflict Resolution Skills
		4. Time Management Skills
		5. Adaptability/Flexibility
H.	Tenure	1. Two Years
I.	Time Commitment	1. 15 to 20 hours per month
J.	Pre-Requisites	**Must-Have**
		1. Member in good standing with PMI and PMI Karachi Pakistan Chapter
		2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority
		3. Understanding of the chapter Charter, Bylaws, Policies and Procedures
		4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter
		5. Potential conflicts of interest are clearly expressed
		6. Ability to represent the Board & membership in a consistently professional manner
		7. Relevant experience of minimum one year at middle management level or higher
		8. 3-month voluntary experience with any PMI Chapter
		Desired
		9. PMP or any other project management certification(s) in good standing is desired
		10. Experience of working with a non-profit organization and/or working with/managing volunteer teams is considered a plus for this position.
K.	Benefits	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership.
		2. Build strong networking relationships and result in documentable career-enhancing achievements.
		3. Earn PDUs, under Category E
L.	Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.3.6   VP Professional Development/Education

A.	Reports To	1. Chapter President; Accountable to Chapter Membership
B.	Voting Rights	1. Yes
C.	Role Description	2. Elected volunteer responsible for professional development, education and chapter events in accordance with chapter, policies and bylaws.
		3. Responsible for the development of chapter education activities including: Professional development programs for preparation and

	maintenance of PMI's certifications; develop and maintain relationships with local educational institutions; serve as liaison to the PMI Educational Foundation.
	4. Responsible for establishing and managing chapter professional development programs, live and online, maintain relationships with Registered Education Providers (R.E.P.s).
D. Roles & Responsibilities	1. Define strategies for improvement in professional development/training programs
	2. Develop and implement a chapter professional development plan, including a program roadmap for professional development content programs
	3. Develop and implement a program roadmap for all events
	4. Develop plans for and coordinate the chapter's external educational activities, such as study groups, seminars, workshops, courses, professional development days and other educational activities
	5. Oversee soft skills development and training programs
	6. Manage chapter-created credential examination courses and other such courses
	7. Provide information to members and non-members on career development
	8. Provide information and guidance to members and non-members on certification/re-certification in the context of PMI
	9. Incorporate feedback, suggestions and recommendations as necessary to enhance effectiveness and value delivered to the audience and chapter regarding the contents of programs
	10. Provide the information necessary to market the education, certification, as well as training opportunities offered by the chapter
	11. Recommend, develop and deliver project management education materials, courses, presentations and sessions
	12. Provide the information necessary to market the education, PMI certification, as well as training opportunities offered by the chapter
	13. Develop and implement a plan for educational outreach at various levels (e.g. universities, colleges, etc).
	14. Seek new project management professional development programs and services through networking with other educational organizations and PMI chapters
	15. Coordinate and publicize/organize chapter social networks
	16. Promote and advance the project management profession through the planning and coordination of special events, as identified by the chapter board, designed to enhance and expand the skills and knowledge of project managers
	17. Incorporate feedback, suggestions and recommendations as necessary to enhance effectiveness and value delivered to the audience and chapter as they relate to the logistics of events / programs
	18. Invite key influencers from industry to participate in community events
	19. Contribute to annual planning/goal setting and forecasting for the chapter with other VPs and President; Support the VP Finance in

		development of the operating budget
		20. Attend chapter events and Board meetings regularly
		21. Provide direction to the Director Professional Development / Education
		22. Develop and implement succession and transition plan
		23. Maintain and deliver all permanent records to the position successor as required
		24. Must abide by PMI's Code of Ethics and Professional Conduct
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. Program and Event Planning and Management Skills
		2. Ability to Develop and Manage Program and Event Schedules
		3. Knowledge of PMI Credentials and PDUs
		4. Content and Curriculum Development
		5. Contract and Vendor Management
		6. Ability to Create and Analyze Program Surveys and Evaluations
		7. Basic Budget Management Skills
G.	Other Leadership Skills	1. Ability to Delegate Effectively
		2. Public Speaking/Presentation Skills
		3. Team Building Skills
		4. Facilitation Skills
		5. Time Management Skills
		6. Adaptability / Flexibility
H.	Tenure	1. Two Years
I.	Time Commitment	1. 15 to 20 hours per month
J.	Pre-Requisites	**Must-Have**
		1. Member in good standing with PMI and PMI Karachi Pakistan Chapter
		2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority
		3. Understanding of the chapter Charter, Bylaws, Policies and Procedures
		4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter
		5. Potential conflicts of interest are clearly expressed
		6. Ability to represent the Board & membership in a consistently professional manner
		7. Relevant experience of minimum one year at middle management level or higher
		8. 3-month voluntary experience with any PMI Chapter
		Desired
		9. Professional development / training program development and implementation experience is highly desirable
		10. PMP or any other project management certification(s) in good standing is desired
K.	Benefits	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership.
		2. Build strong networking relationships and result in documentable career-enhancing achievements.

		3. Earn PDUs, under Category E
L. Note		1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.3.7 VP Communications

A. Reports To	1.	Chapter President; Accountable to Chapter Membership
B. Voting Rights	1.	Yes
C. Role Description	2.	Elected volunteer responsible for the strategy and direction of communications in all of its forms to meet the needs of the chapter. The VP of communications shall be responsible for developing communications plan and strategy in accordance with chapter bylaws and policies.
D. Roles & Responsibilities	1.	Deliver the highest value to members through effective and timely communications
	2.	Contribute to annual planning/goal setting and forecasting for the chapter with other VPs and President; Support the VP Finance in development of the operating budget
	3.	Develop and implement communications plan and strategy for the chapter; increase awareness of PMI and the chapter
	4.	Timely dissemination of information to and from the chapter membership and other stakeholders, using various channels and tools (e.g. website, publications, emails)
	5.	Maintain all external Chapter communications including contact with PMI, other PMI chapters and communities of practice, other stakeholders, as well as professional associations, as required
	6.	Create press releases (as needed) for dissemination by the marketing team
	7.	Coordinate the preparation and dissemination of advertisement for Chapter events (content to be provided by Programs team)
	8.	Coordinate notification to the membership of current chapter events, activities, news items of interest, professional development opportunities, educational classes, elections, special meetings and other communications
	9.	Work with other Board members on an as needed basis for getting new information and content
	10.	Manage chapter mail list(s), on-line registrations, and email accounts
	11.	Coordinate an annual review of the website with other Board members (and Chapter members as needed)
	12.	Coordinate the submission of information about chapter events / achievements to PMI for publication in PMI publications.
	13.	Provide direction to the Director Website: To schedule and deliver internal & external chapter communications; on content management and enhancements to chapter web site
	14.	Develop a mutually beneficial working relationship with website vendor and online event registration provider

		15. Manage the creation, publication and dissemination of chapter magazine and other publications
		16. Respond to website, mail list and online registration comments, queries & issues
		17. Receive communications from members and external entities and forwarding to the responsible chapter representative
		18. Attend chapter events and Board meetings regularly
		19. Develop and implement succession and transition plan
		20. Provide direction to the Director Website & Director Publications
		21. Maintain and deliver all permanent records to the position successor as required
		22. Must abide by PMI's Code of Ethics and Professional Conduct
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. Communications Strategy & Plan Development
		2. Communications Plan Execution and Delivery
		3. Knowledge of PMI's Publications
		4. Strong Written and Verbal Communication Skills
		5. Basic knowledge or awareness of latest communication mediums/tools
		6. Understanding of website and publication design and content management
		7. Creative thinking
G.	Other Leadership Skills	1. Public Speaking / Presentation Skills
		2. Ability to Delegate Effectively
H.	Term of Office	1. Two Years
I.	Time Commitment	1. 15 to 20 hours per month
J.	Pre-Requisites	**Must-Have**
		1. Member in good standing with PMI and PMI Karachi Pakistan Chapter
		2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority
		3. Understanding of the chapter Charter, Bylaws, Policies and Procedures
		4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter
		5. Potential conflicts of interest are clearly expressed
		6. Ability to represent the Board & membership in a consistently professional manner
		7. Relevant experience of minimum one year at middle management level or higher
		8. 3-month voluntary experience with a PMI Chapter
		Desired
		9. PMP or any other project management certification(s) in good standing is desired
		10. Experience of working with a non-profit organization and/or working with/managing volunteer teams is considered a plus for this position.

K. Benefits	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership. 2. Build strong networking relationships and result in documentable career-enhancing achievements. 3. Earn PDUs, under Category E
L. Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.3.8 VP Volunteer Coordination

A. Reports To	1. Chapter President; Accountable to Chapter Membership
B. Voting Rights	1. Yes
C. Role Description	2. Elected volunteer responsible for addressing the needs of the volunteers, including recruitment, retention, recognition and leadership development training and support in accordance with chapter policies and bylaws.
D. Roles & Responsibilities	1. Volunteer recruitment, retention and management 2. Participate in the annual planning cycle and develop detail plans for volunteer coordination. Support the VP Finance in development of the operating budget 3. Provide clear expectations to volunteers regarding their roles 4. Understand and leverage experience of volunteers and direct them to various initiatives in the chapter 5. Responsible for identifying and developing programs to involve, develop, engage and manage volunteer members 6. Responsible for the development and recognition of volunteers 7. Build quality into volunteering by introducing and refining different processes for managing the work from volunteers 8. Responsible for providing PMI volunteer awareness at the local and global levels 9. Attend chapter events and Board meetings regularly 10. Provide direction to the Director Volunteer Coordination 11. Develop and implement succession and transition plan 12. Maintain and deliver all permanent records to the position successor as required 13. Must abide by PMI's Code of Ethics and Professional Conduct
E. Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F. Role Specific Skills	1. Understanding of Volunteer Resource Management 2. Understanding of Volunteer Recognition and Appreciation Programs 3. Ability to use Volunteer Management Software Tools to match volunteer skills with interests 4. Proficient in Email Communications 5. Proficient Usage of Online Collaboration/Tools (e.g. Linkedin)
G. Other Leadership Skills	1. Active Listening Skills 2. Coaching and Mentoring 3. Team Building Skills 4. Ability to Delegate Effectively

		5. Conflict Resolution Skills
		6. Persuasion Skills
H.	**Tenure**	1. Two Years
I.	**Time Commitment**	1. 15 to 20 hours per month
J.	**Pre-Requisites**	**Must-Have** 1. Member in good standing with PMI and PMI Karachi Pakistan Chapter 2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Experience of minimum one year at middle management level or higher 8. 3-month voluntary experience with any PMI Chapter **Desired** 9. Volunteer management experience is highly desirable 10. PMP or any other project management certification(s) in good standing is desired 11. Experience of working with a non-profit organization and/or working with/managing volunteer teams is considered a plus for this position.
K.	**Benefits**	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership. 2. Build strong networking relationships and result in documentable career-enhancing achievements. 3. Earn PDUs, under Category E
L.	**Note**	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.3.9   VP Marketing

A.	**Reports To**	1. Chapter President; Accountable to Chapter Membership
B.	**Voting Rights**	1. Yes
C.	**Role Description**	2. Elected volunteer responsible for marketing and public relations. The VP of marketing shall be responsible for developing marketing and corporate relations programs in accordance with chapter bylaws and policies.
D.	**Roles & Responsibilities**	▪ Increase awareness of PMI and the chapter ▪ Contribute to annual planning/goal setting and forecasting for the chapter with other VPs and President; Support the VP Finance in development of the operating budget ▪ Develop and implement marketing campaigns to promote the chapter and its activities to members and the community at large ▪ Develop an awareness of PMI's marketing tools and resources

		▪ Develop and implement a periodic marketing plan with a detailed marketing strategy to ensure chapter brand management
		▪ Develop and distribute chapter marketing materials (marketing collateral).
		▪ Keep the coherence between the marketing plan and the chapter strategic objectives
		▪ Facilitate chapter communications to external sources (e.g. local newspapers, organizations, electronic media)
		▪ Drive the chapter's advertisement process and ensure results
		▪ Collaborate with local businesses to publicize the chapter and PMI
		▪ Publicize the chapter and PMI using internal and external publications developed by chapter's Communications team
		▪ Oversee the relationship with the press and the relation with the public authorities, government bodies and non-governmental organizations
		▪ Monitor and coordinate presentations to external stakeholders and other organizations interested in the activities of PMI
		▪ Maintain relationships with sponsors for revenue generation to fund the chapter's activities
		▪ Coordinate and organize presentations to potential chapter sponsors, event sponsors and other sponsors
		▪ Attend chapter events and Board meetings regularly
		▪ Provide direction to the Director Marketing
		▪ Develop and implement succession and transition plan
		▪ Maintain and deliver all permanent records to the position successor as required
		▪ Must abide by PMI's Code of Ethics and Professional Conduct
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. Marketing Strategy & Plan Development 2. Marketing Plan Execution and Delivery 3. Knowledge of PMI's Brand Strategy (Marketing Portal) 4. Market Research Skills/Proficient use of Survey Tools 5. Proficient Usage of Online Collaboration/Tools (e.g. LinkedIn) 6. Knowledge of Marketing Tools 7. Knowledge of Fundraising Techniques
G.	Other Leadership Skills	1. Public Speaking/Presentation Skills 2. Excellent Writing Skills 3. Ability to Delegate Effectively 4. Negotiation Skills
H.	Tenure	1. Two Years
I.	Time Commitment	1. 15 to 20 hours per month
J.	Pre-Requisites	**Must-Have** 1. Member in good standing with PMI and PMI Karachi Pakistan Chapter 2. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI

		Karachi Pakistan Chapter
		5. Potential conflicts of interest are clearly expressed
		6. Ability to represent the Board & membership in a consistently professional manner
		7. Relevant experience of minimum one year at middle management level or higher
		8. 3-month voluntary experience with any PMI Chapter
		Desired
		9. PMP or any other project management certification(s) in good standing is desired
		10. Experience of working with a non-profit organization and/or working with/managing volunteer teams is considered a plus for this position.
K.	**Benefits**	1. Develop, build and practice executive-level leadership and management skills while working with the Chapter leadership.
		2. Build strong networking relationships and result in documentable career-enhancing achievements.
		3. Earn PDUs, under Category E
L.	**Note**	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.4 Appointed Officers

5.4.1 Director Governance & Policy

A.	**Reports To**	1. VP Governance & Policy; accountable to the chapter membership and chapter president
B.	**Voting Rights**	1. No
C.	**Role Description**	2. Volunteer, appointed by the BOD, supporting the VP Governance & Policy on overseeing good governance of the chapter.
D.	**Roles & Responsibilities**	1. Represent the VP Governance & Policy in his or her absence
		2. Assume the role of VP Governance & Policy if the VP Governance & Policy is unable to perform duties for any reason
		3. Assist the VP Governance & Policy in his or her duties
		4. Support the VP Governance & Policy on annual planning/goal setting and forecasting for the chapter; also support the VP Governance & Policy in development of the operating budget for the portfolio
		5. Advise and assist the VP Governance & Policy on all tactical issues related to the Governance & Policy portfolio
		6. Develop and execute operational plan for the portfolio to ensure portfolio and chapter targets are achieved
		7. Lead, guide and mentor volunteers to implement operational plan
		8. Attend chapter events and Board meetings regularly

		9. Develop and implement a succession and transition plan
		10. Maintain and deliver all permanent records to the position successor as required
		11. Communicate with officers, directors, volunteers, members, and other stakeholders as needed
		12. Analyze and recommend process improvements
		13. Must abide by PMI's Code of Ethics and Professional Conduct
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. Policy implementation 2. Knowledge of PMI Ethical Code and Guidelines 3. Agenda and Meeting Coordination 4. Ability to Scribe and Record Minutes 5. Proficient use of word processing, spreadsheet, and presentation tools 6. Knowledge of Meeting procedures (e.g. Roberts Rules) 7. Knowledge of PMI Policies and PMI Karachi Pakistan Chapter Bylaws and Policies 8. Knowledge of Records Retention Requirements 9. Proficient in Email Communications (e.g. MS Outlook, Google Mail) 10. Proficiency in Editing/Proofreading 11. Volunteer team management
G.	Other Leadership Skills	1. Active Listening Skills 2. Team Building Skills 3. Ability to deliver results 4. Analytical skills 5. Process-oriented 6. Team player 7. Enthusiastic
H.	Tenure	1. Two Years
I.	Time Commitment	1. 10 to 15 hours per month
J.	Pre-Requisites	**Must-Have** 11. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 1. Member in good standing with PMI and PMI Karachi Pakistan Chapter 2. Understanding of the chapter Charter, Bylaws, Policies and Procedures 3. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 4. Potential conflicts of interest are clearly expressed 5. Ability to represent the Board & membership in a consistently professional manner 6. Experience of working at mid-level management or higher

	7. Management experience of minimum one year at middle management level or higher	
	Desired	
	8. Policy implementation experience	
	9. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired	
	10. Experience of working with and/or managing volunteer teams	
	11. Experience of working with a non-profit organization	
	12. PMP or any other project management certification(s) in good standing	
K. Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership.	
	2. Build strong networking relationships and result in documentable career-enhancing achievements.	
	3. Earn PDUs, under Category E	
L. Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.	

5.4.2   Director Membership Services

A. Reports To	**1.** VP Membership Services; accountable to the chapter membership and chapter president
B. Voting Rights	1. No
C. Role Description	2. Volunteer, appointed by the BOD, supporting the VP Membership Services on addressing the needs of chapter membership, including service delivery, recruiting and retaining members in accordance with chapter policies and bylaws.
D. Roles & Responsibilities	1. Represent the VP Membership Services in his or her absence
	2. Assume the role of VP Membership Services if the VP Membership Services is unable to perform duties for any reason
	3. Assist the VP Membership Services in his or her duties
	4. Support the VP Membership Services on annual planning/goal setting and forecasting for the chapter; also support the VP Membership Services in development of the operating budget for the portfolio
	5. Advise and assist the VP Membership Services on all tactical issues related to the Membership Services portfolio
	6. Develop and execute operational plan for the portfolio to ensure portfolio and chapter targets are achieved
	7. Lead, guide and mentor volunteers to implement operational plan
	8. Attend chapter events and Board meetings regularly
	9. Develop and implement a succession and transition plan

		10. Maintain and deliver all permanent records to the position successor as required
		11. Communicate with officers, directors, volunteers, members, and other stakeholders as needed
		12. Analyze and recommend process improvements
		13. Must abide by PMI's Code of Ethics and Professional Conduct
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. Data Analysis and Reporting Skills 2. Marketing Skills 3. Proficiency in using PMI Data Exchange Program (DEP) 4. Proficient use of Survey Tools/Market Research/ Demographic Research 5. Proficient use of word processing, spreadsheet, and presentation tools 6. Proficient in Email Communications 7. Knowledge of PMI Credentials 8. Volunteer team management
G.	Other Leadership Skills	1. Public Speaking/Presentation Skills 2. Active Listening Skills 3. Team Building Skills 4. Ability to deliver results 5. Analytical skills 6. Team player 7. Enthusiastic
H.	Tenure	1. Two Years
I.	Time Commitment	1. 10 to 15 hours per month
J.	Pre-Requisites	**Must-Have** 1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 2. Member in good standing with PMI and PMI Karachi Pakistan Chapter 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Experience of minimum one year at middle management level or higher **Desired** 8. Client management experience

	9. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired 10. Experience of working with and/or managing volunteer teams 11. Experience of working with a non-profit organization 12. PMP or any other project management certification(s) in good standing	
K. Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership. 2. Build strong networking relationships and result in documentable career-enhancing achievements. 3. Earn PDUs, under Category E	
L. Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.	

5.4.3 Director Finance

A. Reports To	**1.** VP Finance; accountable to the chapter membership and chapter president
B. Voting Rights	1. No
C. Role Description	2. Volunteer, appointed by the BOD, supporting the VP Finance on financial management of chapter operations in accordance with chapter bylaws.
D. Roles & Responsibilities	1. Represent the VP Finance in his or her absence 2. Assume the role of VP Finance if the VP Finance is unable to perform duties for any reason 3. Assist the VP Finance in his or her duties 4. Support the VP Finance on annual planning/goal setting and forecasting for the chapter; also support the VP Finance in development of the operating budget for the portfolio 5. Advise and assist the VP Finance on all tactical issues related to the Finance portfolio 6. Develop and execute operational plan for the portfolio to ensure portfolio and chapter targets are achieved 7. Lead, guide and mentor volunteers to implement operational plan 8. Attend chapter events and Board meetings regularly 9. Develop and implement a succession and transition plan 10. Maintain and deliver all permanent records to the position successor as required 11. Communicate with officers, directors, volunteers, members, and other stakeholders as needed 12. Analyze and recommend process improvements 13. Must abide by PMI's Code of Ethics and Professional Conduct

E. Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F. Role Specific Skills	1. Knowledge of Financial Planning , book-keeping and financial reporting; a desire to learn about financial management of a non-profit organization 2. Basic Budget Management Skills 3. Knowledge of Generally Accepted Accounting Principles (GAAP) 4. Accounting Software/Tools (e.g., Quick Books, Excel, MS Access) 5. Documentation Skills; proficient use of word processing, spreadsheet, and presentation tools 6. Communication Skills (Verbal & Written); proficient in Email Communications 7. Analytical Thinking 8. Negotiation Skills 9. Volunteer experience with PMI
G. Other Leadership Skills	1. Active Listening Skills 2. Team Building Skills 3. Volunteer team management 4. Ability to deliver results 5. Process-oriented 6. Team player 7. Enthusiastic
H. Tenure	1. Two Years
I. Time Commitment	1. 10 to 15 hours per month
J. Pre-Requisites	**Must-Have** 1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 2. Member in good standing with PMI and PMI Karachi Pakistan Chapter 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Relevant experience of minimum one year at middle management level or higher **Desired** 8. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired. 9. Experience of working with and/or managing volunteer teams

	10. Experience of working with a non-profit organization
	11. PMP or any other project management certification(s) in good standing
K. Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership.
	2. Build strong networking relationships and result in documentable career-enhancing achievements.
	3. Earn PDUs, under Category E
L. Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.4.4   Director Professional Development/Education

A. Reports To	1. VP Professional Development / Education; accountable to the chapter membership and chapter president
B. Voting Rights	1. No
C. Role Description	2. Volunteer, appointed by the BOD, supporting the VP Professional Development / Education on professional development, education and chapter events in accordance with chapter, policies and bylaws.
D. Roles & Responsibilities	1. Represent the VP Professional Development / Education in his or her absence
	2. Assume the role of VP Professional Development / Education if the VP Professional Development / Education is unable to perform duties for any reason
	3. Assist the VP Professional Development / Education in his or her duties
	4. Support the VP Professional Development / Education on annual planning/goal setting and forecasting for the chapter; also support the VP Professional Development / Education in development of the operating budget for the portfolio
	5. Advise and assist the VP Professional Development / Education on all tactical issues related to the Professional Development / Education portfolio
	6. Develop and execute operational plan for the portfolio to ensure portfolio and chapter targets are achieved
	7. Lead, guide and mentor volunteers to implement operational plan
	8. Attend chapter events and Board meetings regularly
	9. Develop and implement a succession and transition plan
	10. Maintain and deliver all permanent records to the position successor as required
	11. Communicate with officers, directors, volunteers, members, and other stakeholders as needed
	12. Analyze and recommend process improvements

		13. Must abide by PMI's Code of Ethics and Professional Conduct
E.	**Deliverables**	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	**Role Specific Skills**	1. Program and Event Planning and Management Skills 2. Ability to Develop and Manage Program and Event Schedules 3. Knowledge of PMI Credentials and PDUs 4. Content and Curriculum Development 5. Contract and Vendor Management 6. Ability to Create and Analyze Program Surveys and Evaluations 7. Basic Budget Management Skills 8. Proficient use of word processing, spreadsheet, and presentation tools 9. Proficient in Email Communications
G.	**Other Leadership Skills**	1. Facilitation & Coordination Skills 2. Public Speaking/Presentation Skills 3. Time Management Skills 4. Decision-making Skills 5. Analytical skills 6. Active Listening Skills 7. Team Building Skills 8. Volunteer team management 9. Ability to deliver results 10. Adaptability / Flexibility 11. Team player 12. Enthusiastic
H.	**Tenure**	1. Two Years
I.	**Time Commitment**	1. 10 to 15 hours per month
J.	**Pre-Requisites**	**Must-Have** 1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 2. Member in good standing with PMI and PMI Karachi Pakistan Chapter 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Experience of minimum one year at middle management level or higher **Desired** 8. Experience of developing and implementing professional

		development and training programs
		9. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired
		10. Experience of working with and/or managing volunteer teams
		11. Experience of working with a non-profit organization
		12. PMP or any other project management certification(s) in good standing
K.	Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership.
		2. Build strong networking relationships and result in documentable career-enhancing achievements.
		3. Earn PDUs, under Category E
L.	Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.4.5   Director Website

A.	Reports To	1. VP Communications; accountable to the chapter membership and chapter president
B.	Voting Rights	1. No
C.	Role Description	2. Volunteer, appointed by the BOD, supporting the VP Communications in maintaining an accurate and up-to-date website in accordance with chapter policies and bylaws.
D.	Roles & Responsibilities	1. Represent the VP Communications in his or her absence
		2. Assume the role of VP Communications if the VP Communications is unable to perform duties for any reason
		3. Assist the VP Communications in his or her duties
		4. Support the VP Communications on annual planning/goal setting and forecasting for the chapter; also support the VP Communications in development of the operating budget for the portfolio
		5. Advise and assist the VP Communications on tactical issues related to chapter website
		6. Develop and execute operational plan for the chapter website to ensure portfolio and chapter targets are achieved
		7. Lead chapter's web services initiatives; develop relationships with other PMI chapter systems, and all other online channels.
		8. Ensure website is up-to-date and provides information to website visitors in orderly manner.
		9. Lead, guide and mentor volunteers to implement website operational plan. As the technical lead, provide direction to other team members and give regular updates to the VP Communication.

		10. Manage website operations including software procurement, updates/changes, hosting, domain registration/renewal, security, privacy, etc.
		11. Provide periodic reports on chapter website (traffic, usage, etc).
		12. Recommend enhancements to website functionality; liaise with VP Communication to manage chapter website maintenance and implementation of approved enhancements.
		13. Develop and maintain a *Chapter Web Communications Plan* and *Web Publishing Strategies*. Develop and apply standards for site usage and rules for operating and guiding others in following these guidelines
		14. Attend chapter events and Board meetings regularly
		15. Develop and implement a succession and transition plan
		16. Maintain and deliver all permanent records to the position successor as required
		17. Communicate with officers, directors, volunteers, members, and other stakeholders as needed
		18. Analyze and recommend process improvements
		19. Must abide by PMI's Code of Ethics and Professional Conduct
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. Understanding of website design, content management, website development and technical management
		2. Knowledge of PMI's Brand Strategy
		3. Creative thinking
		4. Collaboration Skills
		5. Communication Skills (Verbal & Written); proficient in Email Communications
		6. Interpersonal Skills
		7. Negotiation Skills
		8. Conflict Resolution Skills
		9. Volunteer experience with PMI
		10. Experience of volunteer management
G.	Other Leadership Skills	1. Active Listening Skills
		2. Problem-solving
		3. Coaching and Mentoring
		4. Team Building Skills
		5. Ability to deliver results
		6. Flexibility / Adaptability
		7. Team player
		8. Enthusiastic
H.	Tenure	1. Two Years
I.	Time	1. 10 to 15 hours per month

	Commitment	
J.	Pre-Requisites	**Must-Have** 1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 2. Member in good standing with PMI and PMI Karachi Pakistan Chapter 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Relevant experience of minimum one year at middle management level or higher 8. Experience of working with and/or managing volunteer teams **Desired** 9. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired. 10. Experience of working with a non-profit organization 11. PMP or any other project management certification(s) in good standing
K.	Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership. 2. Build strong networking relationships and result in documentable career-enhancing achievements. 3. Earn PDUs, under Category E
L.	Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.4.6   Director Publications

A.	Reports To	1. VP Communications; accountable to the chapter membership and chapter president
B.	Voting Rights	1. No
C.	Role Description	2. Volunteer, appointed by the BOD, supporting the VP Communications in producing chapter publications in accordance with chapter policies and bylaws.
D.	Roles & Responsibilities	1. Support the VP Communications on annual planning/goal setting and forecasting for the chapter; also support the VP Communications in development of the operating budget for the portfolio

	2. Advise and assist the VP Communications on tactical issues related to chapter publications
	3. Develop and execute operational plan for the chapter publications to ensure portfolio and chapter targets are achieved
	4. Lead chapter's publications initiatives; develop relationships with other PMI chapter systems
	5. Lead, guide and mentor volunteers to produce chapter publication(s). As the team lead, provide direction to other team members and give regular updates to the VP Communication.
	6. Recommend improvements to chapter publications; liaise with VP Communication to manage implementation of approved improvements.
	7. Develop and maintain a *Chapter Publications Plan*. Develop and apply standards for chapter publications and rules for operating and guiding others in following these guidelines.
	8. Attend chapter events and Board meetings regularly
	9. Develop and implement a succession and transition plan
	10. Maintain and deliver all permanent records to the position successor as required
	11. Communicate with officers, directors, volunteers, members, and other stakeholders as needed
	12. Analyze and recommend process improvements
	13. Must abide by PMI's Code of Ethics and Professional Conduct
E. Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F. Role Specific Skills	1. Understanding of publication design, content management, publishing/printing 2. Knowledge of PMI's Brand Strategy 3. Creative thinking 4. Communication Skills (Verbal & Written); proficient in Email Communications 5. Collaboration & Interpersonal Skills 6. Negotiation Skills 7. Conflict Resolution Skills 8. Volunteer experience with PMI 9. Experience of volunteer management
G. Other Leadership Skills	1. Active Listening Skills 2. Coaching and Mentoring 3. Team Building Skills 4. Ability to deliver results 5. Flexibility / Adaptability 6. Team player 7. Enthusiastic
H. Tenure	1. Two Years

I.	Time Commitment	1. 10 to 15 hours per month
J.	Pre-Requisites	**Must-Have** 1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 2. Member in good standing with PMI and PMI Karachi Pakistan Chapter 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Relevant experience of minimum one year at middle management level or higher 8. Experience of working with and/or managing volunteer teams **Desired** 9. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired. 10. Experience of working with a non-profit organization 11. PMP or any other project management certification(s) in good standing
K.	Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership. 2. Build strong networking relationships and result in documentable career-enhancing achievements. 3. Earn PDUs, under Category E
L.	Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.4.7 Director Volunteer Coordination

A.	Reports To	1. VP Volunteer Coordination; accountable to the chapter membership and chapter president
B.	Voting Rights	1. No
C.	Role Description	2. Volunteer, appointed by the BOD, supporting the VP Volunteer Coordination on developing and maintaining a base of enthusiastic volunteers to fulfill the requests for assistance in the operation of the Chapter. This includes volunteer recruitment, retention, recognition, integration (into chapter operations) and leadership development training and support in accordance with chapter

		policies and bylaws.
D.	**Roles & Responsibilities**	1. Represent the VP Volunteer Coordination in his or her absence 2. Assume the role of VP Volunteer Coordination if the VP Finance is unable to perform duties for any reason 3. Assist the VP Volunteer Coordination in his or her duties 4. Support the VP Volunteer Coordination on annual planning/goal setting and forecasting for the chapter; also support the VP Volunteer Coordination in development of the operating budget for the portfolio 5. Advise and assist the VP Volunteer Coordination on all tactical issues related to the Volunteer Coordination portfolio 6. Develop and execute operational plan for the portfolio to ensure portfolio and chapter targets are achieved 7. Lead, guide and mentor volunteers to implement operational plan 8. Attend chapter events and Board meetings regularly 9. Develop and implement a succession and transition plan 10. Maintain and deliver all permanent records to the position successor as required 11. Communicate with officers, directors, volunteers, members, and other stakeholders as needed 12. Analyze and recommend process improvements 13. Must abide by PMI's Code of Ethics and Professional Conduct
E.	**Deliverables**	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	**Role Specific Skills**	1. Understanding and experience of Volunteer Management 2. Understanding of Volunteer Recognition and Appreciation Mechanisms 3. Ability to use Volunteer Management Tools to match volunteer skills and interests with available volunteer opportunities 4. Proficient Usage of Online Collaboration/Tools (e.g. Linkedin) 5. Communication Skills (Verbal & Written); proficient in Email Communications 6. Interpersonal, Influencing & Persuasion Skills 7. Negotiation Skills 8. Conflict Resolution Skills 9. Volunteer experience with PMI
G.	**Other Leadership Skills**	1. Active Listening Skills 2. Coaching and Mentoring 3. Coordination & Facilitation 4. Team Building Skills 5. Ability to deliver results 6. Team player 7. Enthusiastic
H.	**Tenure**	1. Two Years

I. **Time Commitment**	1. 10 to 15 hours per month	
J. **Pre-Requisites**	**Must-Have** 1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 2. Member in good standing with PMI and PMI Karachi Pakistan Chapter 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Experience of working with and/or managing volunteers 8. Experience of minimum one year at middle management level or higher **Desired** 9. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired. 10. Experience of working with a non-profit organization 11. PMP or any other project management certification(s) in good standing	
K. **Benefits**	1. Develop, build and practice leadership and management skills while working with the Chapter leadership. 2. Build strong networking relationships and result in documentable career-enhancing achievements. 3. Earn PDUs, under Category E	
L. **Note**	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.	

5.4.8   Director Marketing

A. **Reports To**	**1.** VP Marketing; accountable to the chapter membership and chapter president	
B. **Voting Rights**	1. No	
C. **Role Description**	2. Volunteer, appointed by the BOD, supporting the VP Marketing on marketing and public relations. Also supports the VP Marketing on development of marketing and corporate relations programs in accordance with chapter bylaws and policies.	
D. **Roles &**	1. Represent the VP Marketing in his or her absence	

Responsibilities	2.	Assume the role of VP Marketing if the VP Marketing is unable to perform duties for any reason
	3.	Assist the VP Marketing in his or her duties
	4.	Support the VP Marketing on annual planning/goal setting and forecasting for the chapter; also support the VP Marketing in development of the operating budget for the portfolio
	5.	Advise and assist the VP Marketing on all tactical issues related to the Marketing portfolio
	6.	Develop and execute operational plan for the portfolio to ensure portfolio and chapter targets are achieved
	7.	Lead, guide and mentor volunteers to implement operational plan
	8.	Attend chapter events and Board meetings regularly
	9.	Develop and implement a succession and transition plan
	10.	Maintain and deliver all permanent records to the position successor as required
	11.	Communicate with officers, directors, volunteers, members, and other stakeholders as needed
	12.	Analyze and recommend process improvements
	13.	Must abide by PMI's Code of Ethics and Professional Conduct
E. Deliverables	1.	Based on the Outcome of Chapter's Strategic and Operational Planning
F. Role Specific Skills	1.	Marketing Plan Execution and Delivery
	2.	Market Research Skills/Proficient use of Survey Tools
	3.	Proficient Usage of Online Collaboration/Tools (e.g. LinkedIn)
	4.	Knowledge of PMI's Brand Strategy
	5.	Knowledge of Marketing & Promotion Tools
	6.	Knowledge of Fundraising Techniques
	7.	Communication Skills (Verbal & Written)
	8.	Interpersonal & Influencing Skills
	9.	Knowledge of PMI Credentials and PDUs
	10.	Basic Budget Management Skills
	11.	Proficient use of word processing, spreadsheet, and presentation tools
	12.	Proficient in Email Communications
G. Other Leadership Skills	1.	Negotiation Skills
	2.	Public Speaking/Presentation Skills
	3.	Active Listening Skills
	4.	Team Building Skills
	5.	Volunteer team management
	6.	Ability to deliver results
	7.	Adaptability / Flexibility
	8.	Team player
	9.	Enthusiastic
H. Tenure	1.	Two Years
I. Time	1.	10 to 15 hours per month

	Commitment	
J.	Pre-Requisites	**Must-Have** 1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 2. Member in good standing with PMI and PMI Karachi Pakistan Chapter 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Relevant experience of minimum one year at middle management level or higher **Desired** 8. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired. 9. Experience of working with and/or managing volunteer teams 10. Experience of working with a non-profit organization 11. PMP or any other project management certification(s) in good standing
K.	Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership. 2. Build strong networking relationships and result in documentable career-enhancing achievements. 3. Earn PDUs, under Category E
L.	Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.4.9 Director Collaborations

A.	Reports To	1. Executive Vice President; accountable to the chapter membership and chapter president
B.	Voting Rights	1. No
C.	Role Description	1. Volunteer, appointed by the BOD, responsible for promoting the chapter to other chapters in the country and outside, local businesses, academic organizations, social sector organizations, professional associations, and the project management community at large. Also responsible for advancing the understanding and application of both project management and the project management profession to organizations, educational

		institutions, partners and sponsors in accordance with chapter policies and bylaws. The Director Collaborations falls under the "Directors without Portfolio / Directors at large".
D.	Roles & Responsibilities	1. Introduce and realize opportunities to develop organizational relationships based on Project management interests and applications. 2. Provide feedback (related to collaborations) to the Executive Vice President on annual planning/goal setting, development of the operating budget and forecasting for the chapter. 3. Utilize all or some of the chapter programs to build relationships with other chapters/organizations/associations (e.g. mentoring, PM day, monthly seminars and trainings, etc). 4. Develop and execute operational plan for Collaborations goals to ensure chapter targets are achieved 5. Advise and assist the Executive Vice President on issues related to Collaborations goals. 6. Lead, guide and mentor volunteers to implement operational plan. As the team lead, provide direction to other team members and give regular updates to the Executive Vice President. 7. Attend chapter events and Board meetings regularly. 8. Develop and implement a succession and transition plan. 9. Maintain and deliver all permanent records to the position successor as required. 10. Communicate with officers, directors, volunteers, members, and other stakeholders as needed. 11. Analyze and recommend process improvements. 12. Must abide by PMI's Code of Ethics and Professional Conduct.
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. Understanding and experience of Volunteer Management 2. Relationship building 3. Proficient Usage of Online Collaboration/Tools (e.g. Linkedin) 4. Communication Skills (Verbal & Written); proficient in Email Communications 5. Interpersonal, Influencing & Persuasion Skills 6. Collaborations & Negotiation Skills 7. Conflict Resolution Skills 8. Volunteer experience with PMI
G.	Other Leadership Skills	1. Active Listening Skills 2. Coordination & Facilitation 3. Team Building Skills 4. Ability to deliver results 5. Team player 6. Enthusiastic
H.	Tenure	1. Two Years

I. Time Commitment	1. 10 to 15 hours per month
J. Pre-Requisites	**Must-Have** 1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority 2. Member in good standing with PMI and PMI Karachi Pakistan Chapter 3. Understanding of the chapter Charter, Bylaws, Policies and Procedures 4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter 5. Potential conflicts of interest are clearly expressed 6. Ability to represent the Board & membership in a consistently professional manner 7. Relevant experience of minimum one year at middle management level or higher 8. Experience of working with and/or managing volunteer teams **Desired** 9. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired. 10. Experience of working with a non-profit organization 11. PMP or any other project management certification(s) in good standing
K. Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership. 2. Build strong networking relationships and result in documentable career-enhancing achievements. 3. Earn PDUs, under Category E
L. Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.4.10 Director Special Projects

A. Reports To	1. Executive Vice President; accountable to the chapter membership and chapter president
B. Voting Rights	1. No
C. Role Description	1. Volunteer, appointed by the BOD, responsible for assisting the BOD in carrying out activities which may be cross portfolio. Together with the Executive Vice President, the Director Special Projects manages special projects as agreed by the BOD and may also manage special events of the chapter. The Director Special Projects falls under the "Directors without Portfolio / Directors at

		large". There may be more than one Directors Special Projects.
D.	Roles & Responsibilities	The following represents some common responsibilities for Director Special Projects. The detailed responsibilities for each Director Special Projects should be defined in the Project Charter for the specific projects being managed by him or her. Such project charters must be approved by the BOD. 1. Provide feedback (related to special project/s) to the Executive Vice President on annual planning/goal setting, development of the operating budget and forecasting for the chapter. 2. Develop and execute operational plan for special projects to ensure chapter targets are achieved. 3. Advise and assist the Executive Vice President on issues related to special projects. 4. Lead, guide and mentor volunteers to implement operational plan. As the team lead, provide direction to other team members and give regular updates to the Executive Vice President. 5. Attend chapter events and Board meetings regularly. 6. Develop and implement a succession and transition plan. 7. Maintain and deliver all permanent records to the position successor as required. 8. Communicate with officers, directors, volunteers, members, and other stakeholders as needed. 9. Analyze and recommend process improvements. 10. Must abide by PMI's Code of Ethics and Professional Conduct.
E.	Deliverables	1. Based on the Outcome of Chapter's Strategic and Operational Planning
F.	Role Specific Skills	1. Understanding and experience of Volunteer Management 2. Communication Skills (Verbal & Written); proficient in Email Communications 3. Interpersonal, Influencing & Persuasion Skills 4. Collaborations & Negotiation Skills 5. Conflict Resolution Skills 6. Volunteer experience with PMI 7. Any other skills relevant to the specific project(s) being assigned to the Director Special Projects
G.	Other Leadership Skills	1. Active Listening Skills 2. Coordination & Facilitation 3. Team Building Skills 4. Ability to deliver results 5. Team player 6. Enthusiastic
H.	Tenure	1. Two Years
I.	Time Commitment	1. 10 to 15 hours per month

J. Pre-Requisites	**Must-Have**
	1. Minimum Bachelor's Degree or equivalent (preferably in a relevant field), as recognized by competent authority
	2. Member in good standing with PMI and PMI Karachi Pakistan Chapter
	3. Understanding of the chapter Charter, Bylaws, Policies and Procedures
	4. No legal action underway, pending or contemplated with PMI and/or PMI Karachi Pakistan Chapter
	5. Potential conflicts of interest are clearly expressed
	6. Ability to represent the Board & membership in a consistently professional manner
	7. Relevant experience of minimum one year at middle management level or higher
	8. Experience of working with and/or managing volunteer teams
	Desired
	9. Voluntary experience with PMI (e.g. chapter, community of practice, etc); voluntary experience with PMI Karachi Chapter is highly desired.
	10. Experience of working with a non-profit organization
	11. PMP or any other project management certification(s) in good standing
K. Benefits	1. Develop, build and practice leadership and management skills while working with the Chapter leadership.
	2. Build strong networking relationships and result in documentable career-enhancing achievements.
	3. Earn PDUs, under Category E
L. Note	1. The above statements are intended to describe the general nature and level of work required for the position. This job description is not intended to be all-inclusive. Other related duties may be required to meet the ongoing needs of the organization.

5.5 Past President Advisory Panel

Past Chapter Presidents may be invited to participate as an advisory panel to the Chapter. Though their role in this capacity does not carry the privilege of voting on Board decisions, their expertise and insight are viewed as important input into the decision making process. As Past Presidents, they may be called upon by the "current chapter President" to render advice on the issues related to the operation and growth of the Chapter.

Roles & Responsibilities
1. Serve as advisory panel to the current chapter President.
2. Advise the current Chapter President and the BOD during the strategic planning sessions.

APPENDIX

Please refer to the *Chapter Document Register* for the currently approved version of all the forms.

Nomination Form

Nominee Process Compliance Form