

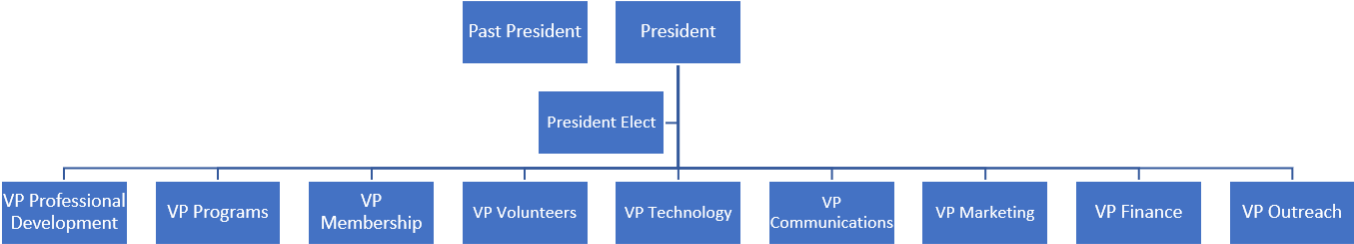


Chapter Structure Definition (R-16 - July 2019)

Version	Description	Author	Status	Date
1	Bi-Law Committee Updates	Robert Mills, Advisor	Board Approved	March 2011
2	Finance VP Update	Sharon Greiff, VP Finance	Board Approved	May 2011
3	Marketing VP Update	Karen Duncan, VP Marketing	Board Approved	June 2011
4	Combined approved changes, fixed footer, removed VP Communications duties regarding elections, added Director of Compliance duty, added VP Finance serve on Executive committee (SLT), added executive committee (SLT) note, corrections made to standing committees - removed blue color, comment about SLT formally being LRPC, named Executive Committee as SLT and added version history table	Kathy Ridley, Past President	Board Approved	Oct, 2011
5	Outreach VP, Director Corporate, Community, and Academic Outreach Added Standing and Temporary Committees -Edited executive committee to read Senior Leadership Team. Revised structure of Nominating Committee	Robert Mills, Advisor RJ Masch, SVPEO	In Work	Aug, 2012
6	Updated all positions with details of responsibilities. Added conference chair and conference responsibilities to each board position.	Andy Stuart Past-President	Board Approved	April 2013
7	Updated VP of Outreach to includes roles and responsibilities of administering scholarships sponsored by the Houston Chapter, and interfacing with PMIEF Liaison. Consolidated standing and temp committees, and added PMI communities committee	Robert Mills, Advisor Chair of Governance Documents Review and Revision Committee	In Work	October 2013
8	Combined VP of Ebusiness and VP of Communications	Sharon Greiff = SVP Internal	In Work	June 2014

9	Complete refresh to reflect May 2019 bylaws and PMI standard Role Delineation Guide	Bob Frasier – President	In Work	July 2019
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Board of Directors



PRESIDENT

ROLE DESCRIPTION: Elected volunteer responsible for oversight of the chapter and the board. The president shall direct the activities of the other board members in accordance with the chapter bylaws.

ROLES AND RESPONSIBILITIES:

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

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

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

LEADERSHIP SKILLS:

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

Estimated Volunteer Hours per Month: 30-40

Average Years of Project Management Experience: 18

Average Years of PMI Volunteer Experience: 7.5

PRESIDENT ELECT

ROLE DESCRIPTION: 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.

ROLES AND RESPONSIBILITIES:

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

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

- Budget Management
- Financial Planning
- PMI Knowledge and Experience
- Resource Management

LEADERSHIP SKILLS:

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

Estimated Volunteer Hours per Month: 20–30

Average Years of Project Management Experience: 17

Average Years of PMI Volunteer Experience: 7

PAST PRESIDENT

ROLE DESCRIPTION: Immediate former elected volunteer responsible for oversight of the chapter and the board in accordance with chapter policies and bylaws.

ROLES AND RESPONSIBILITIES:

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

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

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

LEADERSHIP SKILLS:

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

Estimated Volunteer Hours per Month: 15–20

Average Years of Project Management Experience: 23

Average Years of PMI Volunteer Experience: 11

VP OF FINANCE

ROLE DESCRIPTION: Elected volunteer responsible for finance. Responsible for maintaining and presenting all financial records required for chapter operations in accordance with chapter and bylaws.

ROLES AND RESPONSIBILITIES:

- 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 and the payment of all chapter bills in accordance with chapter committee 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 meeting)
- Report on the state of finances at board meetings and chapter meetings
- Develop an annual operating budget and financial statement to be included in the annual application for charter renewal
- Ensure the chapter has reviewed and reported required tax filings
- Recommend improvements in the financial processes to the board
- Establish, maintain and ensure compliance with all financial operational processes to ensure continuity of chapter operations and define, document and maintain chapter policies including financial reserve policies, investment policies, and record retention and destruction policies established by the board of directors
- Maintain the annual budget
- Contribute to financial planning/goal setting, investing, forecasting and budgeting for the chapter
- Distribute/communicate financial section of the annual report to chapter membership
- Assist in the preparation of the annual financial statements and reports
- Provide timely information to independent auditors as required
- Keep an up to date inventory of all the goods of the chapter
- Handle all PMI and government required payments
- Ensure maintenance and storage of all historic financial documents in accordance with chapter board policies regarding Record Retention and Destruction policies
- Establish financial metrics; ensure chapter is maintaining requirements
- Serve as liaison with PMI Global on financial matters
- Prepare financial guidelines and procedures for the chapter along with board
- Analyze cost impact and income benefit of all activities proposed by the board of directors
- Review any chapter contract, agreement and insurance
- Distribute information, materials and/or fees received from the PMI Global to appropriate officers in a timely manner
- Confirm and check bank accounts monthly
- Develop and implement succession and transition plan

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

- Accounting Software/Tools (e.g. Quick Books, Excel) Knowledge of Financial Planning
- Analytical Thinking Knowledge of Generally Accepted Accounting Principles (GAAP)
- Documentation Skills/Financial Record Keeping

LEADERSHIP SKILLS:

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

Estimated Volunteer Hours per Month: 25–35

Average Years of Project Management Experience: 17

Average Years of PMI Volunteer Experience: 5

VP OF VOLUNTEERS

ROLE DESCRIPTION: Elected or appointed 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.

ROLES AND RESPONSIBILITIES:

- Recruitment and retention of volunteers
- Conduct general volunteer orientation for all new volunteers including an overview of the volunteer structure, volunteer roles, responsibilities and deliverables
- Understand and leverage experience of volunteers and direct them to various initiatives in the chapter
- Identify and develop programs to involve, develop and engage volunteer members
- Oversee, administer and build awareness of the chapter (and PMI's) volunteer policies, procedures and guidelines
- Develop volunteers to serve in their volunteer roles
- Develop and administer volunteer recognition programs
- Oversee and manage the chapter's volunteer programs and services
- Provide PMI volunteer awareness at the local and global levels
- Develop and implement succession and transition plan

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

- Ability to use volunteer management software tools to match volunteers skills with interests
- Proficient in email communications (e.g. MS Outlook, Google Mail)
- Understanding of volunteer recruitment methods and tools (PMI's Volunteer Relationship Management System)
- Understanding of volunteer resource management
- Understanding of volunteer recognition and appreciation programs

LEADERSHIP SKILLS:

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

Estimated Volunteer Hours per Month: 20–30

Average Years of Project Management Experience: 17

Average Years of PMI Volunteer Experience: 6

VP OF MEMBERSHIP

ROLE DESCRIPTION: Elected or appointed volunteer responsible for addressing the needs of chapter membership, including membership recruitment, retention, and associated value delivery in accordance with chapter policies and bylaws.

ROLES AND RESPONSIBILITIES:

- Develop and implement a Chapter Membership Plan
 - Ensure continued growth through proactive recruiting, retention and member engagement, including the establishment of measurable goals and the monitoring of success metrics for appropriate action
 - Develop and implement a Community Outreach Plan with the VP of Outreach including commercial, not-for-profit and other professional associations
- Customer Service
 - Answer general member/non-member information inquiries and other requests for assistance with membership and its benefits
 - Support and attend annual general meeting and all chapter meetings as appropriate
 - Primary user of the Chapter Reporting System (CRS) for analysis and reporting of membership data
 - Maintain the membership records of the chapter
 - Provide communication list/member updates to officers as requested
 - Coordinate the production and distribution of timely membership reports, such as monthly membership reports by demographics (city, state, age, industry, etc.)
- Market Research
 - Review and analyze member satisfaction survey data and enhance membership benefits
 - Develop and administer lapsed (non-renewal) member survey
 - Analyze and integrate survey feedback for inclusion in the strategic/operational planning
- Marketing and Member Engagement:
 - Develop and implement membership welcome and support plan including the promotion of PMI and chapter membership value
 - Communicate member value through various delivery methods in alignment with the Membership Benefits Package
 - Utilize membership marketing materials available through the PMI Marketing Portal
 - Develop and implement a rewards and recognition program plan to recognize member milestones (such as anniversaries or awards)
- Develop and implement succession and transition plan

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

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

LEADERSHIP SKILLS:

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

Estimated Volunteer Hours per Month: 25–35

Average Years of Project Management Experience: 15

Average Years of PMI Volunteer Experience: 6

VP OF MARKETING

ROLE DESCRIPTION: Elected or appointed volunteer responsible for chapter-based marketing and public relations to increase awareness of both the chapter and the PMI brand within the territory. The VP of Marketing will develop and execute an integrated marketing and public relations program to support member acquisition, member retention, event promotion, outreach activities, sponsorships and other related activities in alignment with the chapter's strategic objectives. These activities shall be performed in accordance with chapter bylaws and PMI policies, brand guidelines and global marketing strategy.

ROLES AND RESPONSIBILITIES:

- Develop and implement an integrated marketing and public relations program aligned with the chapter's strategic objectives
- Create and execute annual marketing and public relations plan with detailed activity calendar including email, social media, advertising, events, press releases, web updates, etc.
- Use best practices in marketing and public relations to promote the chapter and its activities to members and the community at large
- Develop all communication vehicles including, but not limited to emails, web content, press releases, social media posts, promotional materials, advertising, etc.
- Gain access to PMI's Marketing Portal and use PMI-provided marketing/PR resources
- Work with local vendors to develop marketing materials in accordance with PMI brand guidelines if suitable materials are not available in the Marketing Portal
- Plan and purchase print and digital advertising
- Monitor, optimize and analyze all marketing and public relations activities
- Create and distribute public relations communications to local media outlets (e.g. local newspapers, radio stations and television) and manage local media inquiries
- Collaborate with local businesses and academic institutions, where appropriate, to publicize the chapter and PMI
- Monitor and coordinate branded presentations to external stakeholders and other organizations interested in the activities of PMI
- Coordinate and organize presentations to potential chapter, event and other sponsors
- Develop and implement succession and transition plan

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

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

LEADERSHIP SKILLS:

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

Estimated Volunteer Hours per Month: 25–35

Average Years of Project Management Experience: 15

Average Years of PMI Volunteer Experience: 5

VP OF COMMUNICATIONS

ROLE DESCRIPTION: Elected or appointed volunteer responsible for managing and coordinating communication channels in accordance with chapter policies and bylaws.

ROLES AND RESPONSIBILITIES:

- Disseminate information both to and from the chapter in a timely manner
- Define and regularly update chapter communication strategy, policies, goals and objectives
- Maintain a communications schedule that details all chapter communications across all channels
- Supervise and support all communication channel activities of the chapter
- Perform and uphold duties, as specified by the chapter bylaws, board policies and procedures
- Work with Marketing VP to ensure that chapters' brand is understood and leveraged in communication plans
- Lead the development, production and release of all chapter newsletters and communications
- Collaborate with website/technology officer to provide website content and provide input into website design
- Consult and collaborate with all members of the board to coordinate the communication needs of the chapter
- Balance the need for timely communication with the goal to keep communication concise, timely and appropriate. Manage the chapter's approved communications budget, in cooperation with finance officer
- Coordinate and distribute chapter event information to membership in a timely manner
- Submit information to PMI's communications department regarding chapter activities for possible publication in PMI Today (PMI's monthly membership newsletter) when deemed appropriate
- Develop and maintain the chapter's social media strategy and social media policy
- Develop and implement succession and transition plan

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

- Experience in Developing Communications Strategy and Supporting Communication Plans
- Knowledge of PMI Global and Chapter Brand Guidelines
- Strong Written Communication Skills
- Strong Knowledge of Common Communication Vehicles (i.e. Newsletters, Annual Plans, Email Communications, etc.)

LEADERSHIP SKILLS:

- Ability to Delegate Effectively
- Excellent Writing Skills
- Public Speaking/Presentation Skills
- Skilled in Strategic Planning and Process Execution
- Technical Tools Skills
- Team Building Skills

Estimated Volunteer Hours per Month: 25–35

Average Years of Project Management Experience: 17

Average Years of PMI Volunteer Experience: 6

VP OF TECHNOLOGY

ROLE DESCRIPTION: Elected or appointed volunteer responsible for all aspects of chapter technology including acquisition of technology, support/maintenance of technology, data analytics, technology governance and long-range and annual planning of technology in accordance with any current or future PMI procedures and guidelines.

ROLES AND RESPONSIBILITIES:

- Acquisition of Technology
 - Participate in request for proposal (RFP) and contract negotiations (not sole negotiator)
 - Research new technologies and/or features to improve the chapter efficiencies and membership experience and report on feasibility of proposed technology initiatives
 - Collaborate with chapter leadership to propose initiatives
 - Gather business requirements
 - Oversee any initiatives for current or proposed technologies
 - Lead implementation planning
 - Oversee training
- Support/Maintenance of Technology
 - Manage all chapter technology initiatives
 - Provide administrative support for chapter technologies
 - Provide vendor management of technology
 - Be familiar with all aspects of operational technologies in place and be able to provide backup administrative support
 - Ensure the chapter's owned, rented or leased equipment is in good working order and tracked
 - Provide regular status updates to chapter leaders
 - Communicate service level agreements (SLAs) for issue/request intake process
 - Manage, recruit and onboard internal and external technology team members and ensure technology team is providing timely responses to support requests
 - Coordinate and collaborate with other chapter board members and volunteers where needed
- Data Analytics
 - Per PMI current and future membership and data protection policies:
 - Provide general data support including, but not limited to, gathering and providing data
 - Create awareness of available data and the value of it
 - Provide various analytic reports to chapter leaders including:
 - Referral source
 - Email conversion and A/B testing
 - Web analytics
 - System reports: operational defects in IT systems
- Governance
 - Maintain data and transaction services and processes
 - Maintain inventory of technologies in place, including administrative access information
 - Ensure compliance with all software/subscription licenses that are acquired
 - Ensure backups and ensure proper archiving occurs within the infrastructure
 - Manage internet site security/system monitoring
 - Maintain the process and methods for access rights for chapter systems
 - Assess risk in IT systems
 - Maintain IT security policies
- Long Range and Annual Planning
 - Successfully plan, track and deliver all IT-related services employed to benefit the chapter
 - Work with other technology team members, chapter board members and volunteers to identify opportunities to improve chapter technology and infrastructure
 - Provide submission requests for budget and schedule estimates
 - Provide recommendations for system upgrades
 - Assist in defining business capabilities
 - Identify upcoming technology needs based on chapter plans/activities
 - Identify road maps focused on sequencing and dependencies
 - Keep current on technologies being adapted by PMI or other PMI chapters

STRATEGIC AND BUSINESS MANAGEMENT SKILLS

- Contract & Vendor Management
- Data Analysis & Reporting
- Organizational Change Management
- Management Skills
- Skilled in Strategic Planning Process

LEADERSHIP SKILLS

- Technical Tool Skills
- Decision Making
- Stakeholder Management

Estimated Volunteer Hours per Month: 15-25

Average Years of Project Management Experience: 16

Average Years of PMI Volunteer Experience: 7

VP OF PROFESSIONAL DEVELOPMENT

ROLE DESCRIPTION: Elected or appointed volunteer responsible for professional development, education and chapter events in accordance with chapter policies and bylaws.

- Responsible for the development of chapter education activities to include:
 - Preparation and maintenance of PMI's certifications
 - Develop and maintain relationships with local colleges and universities
- Responsible for establishing and managing chapter professional development programs, live and online
- Maintain relationships with Registered Education Providers (R.E.P.s)

ROLES AND RESPONSIBILITIES:

- Define strategies for improvement in professional development/training programs
- Develop and implement a chapter professional development plan, including a program roadmap for professional development
- content programs
- 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
- Manage chapter-created credential examination review courses and other such courses
- Provide information to members and non-members on career development
- Provide information and guidance to members and non-members on certification/re-certification in the context of PMI
- Incorporate feedback, suggestions and recommendations as necessary to enhance effectiveness and value delivered to the audience and
- chapter regarding the contents of programs
- Work with marketing to promote the education, certification, as well as training opportunities offered by the chapter
- Recommend, develop and deliver project management education materials, courses, presentations and sessions including leadership
- development training programs
- Seek new project management professional development programs and services through networking with other educational
- organizations and PMI chapters
- Promote 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
- 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
- Oversee events, presentations and training programs
- Invite key influencers from industry to participate in chapter events
- Advance the project management profession through the planning and coordination of special events, as identified by the chapter's board
- Develop and implement a succession and transition plan

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

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

LEADERSHIP SKILLS:

- Ability to Delegate Effectively
- Coaching and Mentoring

- Public Speaking/Presentation Skills
- Team Building Skills

Estimated Volunteer Hours per Month: 25–35

Average Years of Project Management Experience: 18

Average Years of PMI Volunteer Experience: 7

VP OF OUTREACH

ROLE DESCRIPTION: Elected or appointed volunteer responsible for Academic, Corporate, Government and Military Outreach. The VP of Outreach is responsible for developing a strategy and implementing programs that form sustainable partnerships and yield mutual benefits.

ROLES AND RESPONSIBILITIES:

- Work with the chapter's board of directors and chapter partner to develop an overall strategy and objectives for outreach that support the objectives of the chapter and PMI Global
- Develop and implement innovative programs to support outreach strategy
- Develop metrics to measure success of outreach programs
- Develop strategies and programs to support the establishment of "partnerships" for mutual benefit with institutions that help promote the chapter and the project management profession
- Evaluate and maintain outreach partnerships
- Monitor activities of outreach volunteers assigned to manage the program
- Maintain a record of local contacts
- Manage and maintain outreach budget
- Utilize PMI outreach resources to support designated outreach activities (found on the Marketing Portal)
- Provide input to PMI's outreach staff that will contribute to the development of outreach resources and services for chapter use (found on the Marketing Portal)
- Report monthly progress to the chapter's board of directors and for the annual chapter business planning with chapter partner
- Incorporate feedback, suggestions and recommendations as necessary to enhance effectiveness and value delivered to the audience and chapter as they relate to outreach resources and services
- Act as primary lead for developing outreach activities which may include oversight of outreach committee volunteers
- Responsible for making local academic institutions aware of PMI and the benefits of chapter support, and PMI products/programs/initiatives relevant to an academic audience
- Responsible for identifying and developing programs to involve, develop, engage and manage stakeholders
- Assure synergy between outreach projects/activities
- Gather lessons learned and develop procedures to ensure consistent messaging across outreach activities
- Attend regularly scheduled outreach team meetings/conference calls and selected meetings
- Create outreach articles for chapter newsletter that provide communications on outreach activities
- Responsible for helping to develop the role and responsibilities of the position and provide onboarding support for new volunteers
- Enhance executive-level awareness of outreach programs that should be considered for the chapter and its members
- Maintain relationships with existing sponsors for continued revenue generation to fund the chapter's activities

STRATEGIC AND BUSINESS MANAGEMENT SKILLS:

- Knowledge of Academic, Corporate, Government and Military Environment and Structure
- Understanding PMI Approach for Universities (including Accreditation Process)

LEADERSHIP SKILLS:

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

Estimated Volunteer Hours per Month: 15–25

Average Years of Project Management Experience: 16

Average Years of PMI Volunteer Experience: 6