



**Project**  
Management  
Institute®  
Newfoundland  
& Labrador

## **ROLES AND RESPONSIBILITIES GUIDELINES**

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## Document Review and Approvals

### Review / Revision Log

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	V2A	Update to membership, technology profiles to prepare for upcoming election	Kelly Simms
2021/10/01	V2	Accept changes made throughout 2021	Sue

### Approval History

Doc Date	Title of Document	Date Approved	NOTES (e.g. board meeting yymmdd, electronic vote, etc.)
2020/09/09	PMI®NL Roles and Responsibilities Guidelines	2020/09/09	Approved during September monthly Board meeting

## Acronyms and Glossary

The following table includes definitions for any unique symbols or notations that are used in the document.

Term	Definition
DoP	Director of Programs
DaL	Director at Large, Professional Development
DoT	Director of Technology
DoO	Director of Outreach
DoS	Director of Sponsorship
DoM	Director of Membership
DoC	Director of Communications and Public Relations
DoS	Director of Sponsorship

## Definitions

Term	Definition
Board of Directors (BOD)	<p>Governing body of the PMI®NL that consists of elected officers and Directors.</p> <p>The executive consists of four officers: president, Vice-President / President-Elect, Treasurer and Secretary.</p> <p>The board may contain anywhere from 2 – 8 directors. The number of directors can change from year to year (as per the PMI®NL bylaws) based on the needs of the board at that time.</p>
PMI®NL Bylaws	Document required by PMI® that shall embody general policy provision relating to the management and operation of PMI®NL.
PMI®NL Charter	Documented agreement between PMI® (Global) and the PMI®NL that formally recognizes and charters the PMI®NL as an independent, affiliated organization and outlines the responsibilities of the Chapter and PMI® to one another.

# 1. INTRODUCTION

## 1.1 PURPOSE

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This **Role and Responsibilities Guidelines** was created to provide a single resource for anyone who requires an in-depth look at what is required to fill a seat on the Board of Directors of Project Management Institute Newfoundland and Labrador Chapter (PMI®NL).

The information contained within this document can be used when creating a posting for a vacant board position for the upcoming Annual General Election, when looking for candidates to fill a mid-term vacancy, or when receiving general inquiries from interested parties around the qualifications and/or responsibilities for various positions.

## 1.2 POSITION DETAILS

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The Board of Directors consists of four officer positions (President, Vice-President / President-Elect, Secretary and Treasurer) that make up the Executive of the Board of Directors. The Board also includes anywhere from two to eight director position. Each director position has a portfolio of tasks / duties which they are responsible for. There is also an advisory position on the Board of Past-President which is normally filled by the previous year's President.

***To fill any position on the Board, you must be a member in good standing with both PMI®NL and PMI® for the entire duration of your tenure.***

### 1.2.1 Executive Positions

**Article V of PMI®NL Bylaws** documents a high-level look at the role and responsibilities of the four officers (President, Vice-President / President-Elect, Secretary and Treasurer) that make up the Executive of the Board. Section 2 expands on the information outlined in bylaws by providing more details around the duties, qualifications, etc. to fill each role.

NOTE: when a person is elected as Vice-President / President-Elect, they are making a 3-year commitment. The current Vice-President / President-Elect will become the President in the year following their 1-year term as Vice-President. After their 1-year term as President, the President will become the Past-President (and Liaison).

### 1.2.2 Director Positions

As per **Article V Section 8 of PMI®NL Bylaws**, 2 - 8 director positions may be created for the PMI®NL Board in order to assist with execution of PMI®NL operations. Terms of service for director positions on the Board shall be two (2) years. These positions are staggered so that approximately one half of the Board is newly elected each year. Currently the PMI®NL board includes 7 director positions.

Section 3 of this document provides the details around the responsibilities, qualifications, necessary skills, and a list of the duties which fall under each director position.

### **1.2.3 Other Positions**

As defined in the PMI®NL Bylaws, the Past-President serves an important advisory role in the year following their term as President. This allows for a smooth transition from one administration to the next. Additional details for this role can be found below in section 4.

From time-to-time PMI®NL solicits for short-term volunteer roles. Descriptions of these positions are detailed in section 4 as well. These positions are not Board positions, and as such it is not mandatory to be a member of PMI®NL, but preference to fill these volunteer roles may be given to PMI®NL members.

Periodically, the Board may decide to form a temporary working group / sub-committee from within the Board in order to achieve a short-term goal or perform a specific function. This temporary committee will be formed by either (a) the President sends a general request for volunteers to the current Board, or (b) the President requests specific board members to make up the committee; this would normally occur when specific background knowledge and/or qualifications are required on the committee (e.g. Treasurer would be requested to be part of a Finance committee).

## **1.3 APPROVAL / REMOVAL OF A DIRECTOR POSITION**

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As per the PMI®NL bylaws, the Board of Directors can choose to add a director position, or remove a position (when vacant) at any time throughout the year.

When adding a new director position, section 4 of this document can be used by the President to define the new role. The completed template should then be submitted to the Board for review and discussion. Once the position template is accepted by the Board, the Secretary should update the meeting minutes with the decision, and then update these guidelines with the details for the new position.

When a director position becomes vacant, the Board may decide to review the role and responsibilities to decide if the position should be filled, deferred for general election, or dissolved. If the Board selected to dissolve the position, the Secretary should record the decision in the notes of the Board meeting where decision was made, and update these guidelines as appropriate.

## 1.4 PMI®NL GUIDING DOCUMENTS

ALL persons accepting a role on the PMI®NL Board of Directors are responsible to become familiar with the information contained within all three PMI®NL's Policy and Procedure manuals as well as the other guiding documents listed below. These can be found on the PMI®NL Google Drive.

Document Name	Description
PMI®NL Policies and Procedures – <b>General</b>	Contains general policies and procedures related to standard business operations of the PMI®NL chapter
PMI®NL Policies and Procedures – <b>Financial</b>	Contains Financial policies and procedures related to standard business operations of the PMI®NL chapter
PMI®NL Policies and Procedures – <b>Nominations and Elections</b>	Contains policies and procedures related to nominations and elections for officers and directors for the Board of Directors of the PMI®NL chapter
PMI®NL Bylaws	Contains all governing Bylaws of the NL chapter of PMI®.
PMI®NL Charter	
PMI® Leadership	
PMI® Ethics / Code of Conduct	



## 2. EXECUTIVE OFFICERS

### 2.1 PRESIDENT

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#### Role Description

The President of PMI®NL shall perform such duties as are customary for presiding officers, including making all required appointments with the approval of the Board. The President shall also serve as a member ex-officio with the right to participate and vote on all committees except the Nominating Committee. The President shall serve a one (1) year term and will normally have served as Vice-President/President Elect prior to serving as President. The President is ultimately accountable for all Board operations and Chapter activities.

#### Responsibilities

Responsibilities of the President of PMI®NL include but are not limited to:

- Preside over the Board, chapter and business meetings to ensure efficient and effective management of the Chapter
- Ensure the Chapter and the Board work together as a team
- Direct the Chapter's strategic goals and giving strategic direction to the Board consistent with the desire of the Membership and with the requirements of PMI® and PMI®NL Bylaws in order to move the Chapter toward its goals and objectives
- Appoint qualified members to fill vacant Officer positions, following and subject to the approval of the Chapter Board of Directors
- Serve as liaison between PMI®NL and PMI® Global and overseeing communication of information of importance to the PMI® Global and the Chapter membership
- Prepare and submit any required periodic reports to PMI® and ensuring that the charter renewal is updated and that the chapter is in compliance and good standing as specified by PMI®
- Actively participate in PMI®'s Chapter Presidents meetings
- Represent PMI®NL at public events
- Follow and Uphold the bylaws of PMI®NL
- Transition all records to a successor in a timely manner
- Serve as Past-President at the end of the President's term
- One of four board members with signing authority on PMI®NL cheques

#### Qualification to Fill the Role

##### **Management Skills**

- PMI® knowledge and experience
- Volunteer management skills
- Effective communication and organizational skills

##### **Leadership Skills**

- Delegation and Supervision
- Coaching and Mentoring

- Conflict Management and Resolution
- Strategic Planning and Process Execution
- Team Building

**Must-Have Skill Set Needed**

- Vision, sense of purpose
- Enthusiasm for PMI and the PMI®NL Chapter

**Nice-to-Have(S)**

- Previous experience with PMI®NL
- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position

## **2.2 VICE-PRESIDENT / PRESIDENT-ELECT**

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### **Role Description**

The Vice-President/President-Elect shall serve a one (1) year term with the Vice-President/President-Elect automatically becoming the successor of the President at the start of the following term. The Vice-President/President-Elect 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 their duties for any reason.

### **Responsibilities**

- Manage the day to day operations of the Chapter
- Ensure the projects assigned to other Board members or committee chairs are on track and with regular status updates presented to the Board
- Work with the President as mentee to understand the position of Chapter President
- Preside over meetings and other activities when the President is unavailable
- Participate on committees and/or other roles as required
- Oversight of all Finance procedures
- Assumes financial responsibilities when Treasurer is unavailable
- One of four board members with signing authority on PMI®NL cheques

### **Qualification to Fill the Role**

- Experience with budget management, financial planning
- PMI® knowledge
- Experience managing and working with a team
- Experience operating in a leadership role

### **Must-Have Skill Set Needed**

- Ability to delegate effectively
- Decision making
- Strategic planning
- Process execution
- Team building
- Effective communication skills

### **Nice-to-Haves**

- Previous experience with PMI®NL
- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position

## **2.3 TREASURER**

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### **Role Description**

The Treasurer is an executive officer of the Board elected to work the Vice-President and President to ensure the financial goals and objectives for the Chapter are met and that an annual financial plan is prepared. This is a 2-year term.

### **Responsibilities**

- Manage all Chapter financial transactions including
  - Collection of Chapter dues from PMI®, guest payments for events, contributions from Chapter sponsors
  - payment of all Chapter operational expenses
- Manage expense reporting and cheque preparation
- Develop and annual operating budget
- Forward budget to Board for inclusion in the annual application for Charter renewal
- Develop an annual financial statements of Chapter activities
- Prepare and present monthly financial statements to the Board
- Prepare status reports for presentation at Chapter Board meetings
- Provide input for the yearly Chapter reports to PMI®
- Interface to the bank for banking issues
- Interface to accounting service provider for annual statement preparation
- Maintain and deliver all permanent records to the position successor as required
- General contribution to other Chapter initiatives
- One of four board members with signing authority on PMI®NL cheques

### **Qualification**

- Experience managing an operational budget
- Knowledge of financial planning
- Knowledge of Generally Accepted Accounting Principles

### **Must-Have Skill Set Needed**

- Skilled in strategic planning and process execution
- Decision Making
- Technical Tools Skills
- Analytical Thinking
- Documentation skills / Financial record keeping

### **Nice-to-Have(S)**

- Previous experience with Accounting Software / Tools
- Previous experience on a Board of Directors
- Previous experience working with a non-profit corporation
- Previous experience working in a volunteer position
- Previous experience with PMI®NL

## **2.4 SECRETARY**

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### **Role Description**

As an Executive Officer of the Board, the Secretary is responsible to ensure all business executed by the Board is properly documented. As well, the Secretary is there to assist the President and Vice-President with additional tasks and participate in working groups as needed (e.g. policy and procedure review committee). The Secretary is elected for a 2-year term.

### **Responsibilities**

- Prepare agenda for all regular Board meetings
- Record minutes of all regular Board meetings, Annual General Meeting, other meetings
- Update PMI®NL Board information with Service NL
- Update Policy and Procedure manuals with approved changes
- Update Role and Responsibilities Guidelines with approved changes
- Sent letter of Congratulations to PMI®NL scholarship recipient
- Send miscellaneous correspondence as required
- Assist President, Vice-President/President-Elect with additional tasks as required
- Participate in special committees (working groups) as needed

### **Qualifications**

- Experience working as a member of a team
- Experience working in an office environment

### **Must-Have Skill Set Needed**

- Proficiency in office management tools (e.g. MS Word, Excel, etc.)

### **Nice-to-Have(S)**

- Previous experience on a Board of Directors
- Previous experience working with a non-profit corporation
- Previous experience working in a volunteer position

## 3. DIRECTORS

### 3.1 DIRECTOR OF TECHNOLOGY

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#### Role Description

The Director of Technology is elected for a 2-year term. The Director of Technology is responsible to ensure the PMI®NL website is current and up-to-date, maintain and manage the PMI®NL email and associated products . As well, the Director of Technology is there to assist the Board members will any technical issues.

#### Responsibilities

- Update PMI®NL website
  - Conduct monthly reviews of website to remove out of date content
  - Work with PMI®NL’s website provider for various reasons such as maintenance and enhancements
- Maintain the G Suite system
- Assist Board with technical issues

#### Qualifications

- Experience working as a member of a team
- Experience working in a technology environment
- Experience debugging issues in a technical environment

#### Must-Have Skill Set Needed

- Proficient in G Suite administration
- Proficient in Web Updates
- Proficient in office management tools (e.g. MS Word, Excel, etc.)
- Strong analytical, problem-solving skills

#### Nice-to-Have(S)

- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position

## **3.2 DIRECTOR OF MEMBERSHIP**

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### **Role Description**

The Director of Membership is elected for a 2-year term. This position is responsible for growing and retaining Chapter membership as well as managing and distributing general communications.

### **Responsibilities**

- Send monthly emails to PMI®NL Chapter members
- Respond to membership inquiries
- Provide membership updates for inclusion in the monthly PMI®NL newsletter
- Develop and execute a strategic plan for membership growth / retention programs
- Create membership queries as required when conducting membership analysis
- Collaborate and work with other board members and volunteers for anything related to membership (ie. Presentations, joint retention activities etc)

### **Qualifications**

- Enthusiasm for PMI and the PMI®NL Chapter

### **Must-Have Skill Set Needed**

- Strategic planning and process execution
- Effective written and verbal communication skills
- Attention to detail
- Proficiency in office management tools (ie. Google applications including Gmail)

### **Nice-to-Have(S)**

- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position
- Experience creating queries and conducting analysis

### **3.3 DIRECTOR OF OUTREACH**

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#### **Role Description**

Director of Outreach is elected for a 2-year term. This position is responsible for increasing the exposure and awareness of PMI®NL to relevant associations in Newfoundland & Labrador in accordance with the Chapter bylaws and policies.

#### **Responsibilities**

- Establish and maintain relationships with corporate entities, academic institutions, (local colleges and universities), and other professional associations in an effort to promote awareness of the Chapter in the community
- Plan and execute outreach program(s) to promote project management in the community
- Plan and execute programs in academic institutions to foster student interest in project management
- Liaise with other professional associations to develop and execute programs that promote the image of the Chapter and project management as a profession.

#### **Qualification to Fill the Role**

- Friendly, enthusiastic, with a positive attitude
- Detail-orientated with the ability to manage multiple projects at one time
- Experience in developing and implementing educational and/or outreach programs

#### **Must-Have Skill Set Needed**

- Training, education, certification, or experience demonstrating in depth knowledge of outreach strategies and tools
- Proven organizational and project management/coordination skills, including the ability to build and lead effective work teams and manage a diverse array of projects/tasks
- Excellent written and verbal communication skills, including the ability to communicate with diverse partners and audiences
- Superior interpersonal and leadership skills to collaborate tactfully and effectively with community organizations
- Proficient in office management tools (e.g. Microsoft Office suite, Google applications including Gmail).

#### **Nice-to-Haves**

- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position



### **3.4 DIRECTOR OF COMMUNICATIONS**

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#### **Role Description**

Director of Communications and Public Relations is elected for a 2-year term. This position is responsible for maintaining PMI®NL accounts across a variety of social media platforms. This position is also responsible for responding to all PMI®NL general inquiries, and creating the monthly PMI®NL newsletter.

#### **Responsibilities**

- 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
- 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 the Treasurer
- Coordinate and distribute chapter event information to membership in a timely manner
- Utilize volunteers as needed to execute the responsibilities of this role

#### **Qualifications**

- Friendly, enthusiastic, with a positive attitude
- Detail-orientated with the ability to manage multiple tasks at one time
- Experience in Developing Communications Strategy and Supporting Communication Plans

#### **Must-Have Skill Set Needed**

- Proven organizational skills
- Ability to work well under pressure (given short lead-time)
- Excellent written and verbal communication skills, including the ability to communicate with diverse partners and audiences
- Superior interpersonal and leadership skills
- Ability to collaborate tactfully and effectively with community organizations
- Proficient in communication platforms (e.g. Facebook, LinkedIn, Twitter, etc.).

- Strong Written Communication Skills
- Strong Knowledge of Common Communication Vehicles (i.e. Newsletters, Annual Plans, Email Communications, etc.)

**Nice-to-Have(S)**

- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position

## **3.5 DIRECTOR OF SPONSORSHIP**

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### **Role Description**

Director of Sponsorship is elected for a 2-year term. This position is responsible for creating and offering sponsorship opportunities that will mutually benefit both PMI®NL and relevant organizations and associations in Newfoundland & Labrador in accordance with the PMI®NL Chapter bylaws and policies.

### **Responsibilities**

- Develop sponsorship packages that will be appeal to new and existing sponsors
- Establish and maintain relationships with sponsors
- Key participant in large event planning committee
- Solicit public and private organizations for sponsorship engagement
- Manage and execute the terms of our sponsorship packages
- Work with the Board to ensure terms of sponsorship agreements are fulfilled
- Participate in other Board committees as required
- Utilize volunteers as needed to execute the responsibilities of this role

### **Qualifications**

- Experience with marketing and/or sponsorship activities
- Friendly, energetic, with outgoing attitude
- People person, who loves reaching out and connecting with others

### **Must-Have Skill Set Needed**

- Proven organizational and project management/coordination skills,
- Ability to build and lead effective work teams and manage a diverse array of projects/tasks
- Excellent written and verbal communication skills
- Ability to communicate with diverse partners and audiences
- Superior interpersonal and leadership skills to collaborate tactfully and effectively with organizations
- Proficient in office management tools (e.g. Microsoft Office suite, Google applications including Gmail)

### **Nice-to-Have(S)**

- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position

## **3.6 DIRECTOR OF PROGRAMS**

---

### **Role Description**

Director of Programs is elected for a 2-year term. This position is responsible for ensuring the Chapter has a well-established schedule of events for PMI-NL® members to avail of. These events should be varied in their type, occurrence, description, etc..

### **Responsibilities**

- Develop an annual PDU planning cycle that provides diverse and appealing events for PMI-NL® chapter members
- Lead the execution of planned events (engage with speakers, venues and others as required to successfully carry out an event)
- Be part of the PM Symposium planning committee (focus on speakers and sponsorship)
- Prepare a monthly report and annual report detailing the Chapter's scheduled events and distribute to Board members
- Collaboratively provide input as a Board member on matters and decision as appropriate

### **Qualifications**

- Experience in event planning for business events
- Experience working in a collaborative / team environment

### **Must-Have Skill Set Needed**

- Strong organizational skills
- Experience dealing with vendors
- Effective written and verbal communication skills

### **Nice-to-Have(S)**

- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position

## **3.7 DIRECTOR AT LARGE / PROFESSIONAL DEVELOPMENT**

---

### **Role Description**

The Director At Large (Professional Development) shall be responsible for promoting project management professionalism through the development of educational publications, seminars, and workshops designed to expand the skills and knowledge of the PMI®NL chapter members.

### **Responsibilities**

- Develop strategy to align with Chapter professional development strategies and in accordance with Chapter policies and bylaws
- Plan, schedule, arrange and manage professional development events designed to advance the project management skills and knowledge of chapter members and the community at large
- Develop and maintain relationships with local companies and educational institutions
- Work with Board to implement programs and initiatives in alignment with Chapter strategies
- Supports the ongoing professional enhancement of members through organized education and training initiatives
- Create opportunities for members to receive professional development units (PDU credits) via training and education programs

### **Qualification**

- Experience developing and managing business relationships
- Experience working in a collaborative / team environment

### **Must-Have Skill Set Needed**

- Strategic planning
- Process execution
- Effective written and verbal communication skills

### **Nice-to-Haves**

- Experience in leadership related to embracing/managing positive change
- Experience promoting a culture of inquiry and communication
- Previous experience on a Board of Directors
- Previous experience with a non-profit corporation
- Previous experience in a volunteer position

## 4. OTHER POSITIONS

### 4.1 PAST PRESIDENT

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#### Role Description

The Past President is an honorary *non-voting* board member who is responsible for providing guidance to the Chapter leadership. The Past-President will assist the board with knowledge of past practices and activities to bring continuity to the board.

This person may not be counted towards quorum for any Board meetings and does not participate in decision making.

Also as a non-voting member of the Board, the Past-President will act as the Liaison to the Nominating Committee for the Annual General Election.

#### Responsibilities

- Assist and give guidance to the President and the Board
- Maintain continuity in the Chapter to help to ensure a smooth transition to the incoming Board
- 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 as needed
- Assist the President in liaising with PMI if and when required
- Provide ethics enforcement and guidance at the Board level
- Support conflict resolution
- Act as Liaison to the Nominating Committee
- One of four board members with authority on PMI®NL cheques

#### Qualifications

- Must have served as President to the Board of Directors

#### Must-Have Skill Set Needed

- 

#### Nice-to-Have(S)

-

## **4.2 VOLUNTEER: NOMINATIONS COMMITTEE MEMBER**

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### **Role Description**

The Nominations Committee member will assist the Liaison to develop a slate of candidates for the upcoming election.

### **Responsibilities**

The committee members should expect to spend 1-2 hours each week completing tasks for this volunteer role (duration of September – November). Tasks to be executed include:

- Review PMI®NL Bylaws, policies & procedures, guidelines, and PMI®NL code of ethics
- Attending weekly web-ex meetings (approximately 30) minutes (to be facilitated by the Liaison)
- Review written material in preparation for weekly meetings
- Solicit for nominees (using various methods)
- Answer questions from potential nominees; direct them to the location of relevant information
- Review qualifications of nominee submissions
- Determine suitability of the nominee for the position being sought
- Other required administrative duties.

### **Qualifications**

- Must be members of PMI®NL in good standing
- Cannot be serving as a current Board Member
- Must not intend to run the upcoming election

### **Must-Have Skill Set Needed**

- 

### **Nice-to-Have(s)**

-

## 5. CREATING A NEW POSITION

When creating a new position, the template in section 5.1 below should be completed for each role. Replace text in <<BLUE>> with position information.

When selecting specific criteria required to fulfill a role, please refer to the guidelines in section 5.2 below.



## **5.1 POSITION TITLE**

---

### **Role Description**

<<insert brief description of the role, >>

### **Responsibilities**

<<insert bulleted list of responsibilities >>

- 1
- 2
- 3

### **Qualifications**

<<insert bulleted list of qualifications, experience >>

- 1
- 2
- 3

### **Must-Have Skill Set Needed**

<<insert bulleted list of skills, >>

- 1
- 2
- 3

### **Nice-to-Have(s)**

<<insert bulleted list of qualifications, experiences, skills >>

- 1
- 2
- 3

## 5.2 CRITERIA FOR NEW POSITION

---

When documenting eligibility criteria for new positions, or when choosing to adjust the criteria for an existing position, the following items should be considered:

### Things to DO:

- Create eligibility criteria that are clearly defined and described
  - Create eligibility criteria that are meaningful to the role
  - Specify experience and skills that are essential to success in the role
  - Consider criteria that may be transferable from other volunteer organizations
  - Consider how criteria will be validated by a candidate
  - Specify between what is required and what is preferred
  - Focus on defining experience and skills, rather than roles and credentials held, where the latter are not essential to the role
  - Keep criteria and guidelines ready for transition and succession
- Example: For the role of treasurer, eligibility criteria can be around previous experience with a not-for-profit organization surrounding accounting practices, financial auditing and reporting annual budget planning and approval.*

### Things NOT to DO:

- Create eligibility criteria that requires interpretation
  - Create eligibility criteria in reaction to a specific circumstance
  - Create eligibility criteria that cannot be validated
  - Create eligibility criteria that are not meaningful to the role
  - Require experiences, credentials or skills not essential to success in the role
  - Create eligibility criteria that are designed to eliminate a specific individual from candidacy.
- Example: Requirement to hold a PMI credential(s) cannot be considered criteria for eligibility.*