



Operational Handbook

Chapter Management Committees Roles & Responsibilities

PMI MUMBAI CHAPTER

March 29, 2018

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1. PMI Mumbai Chapter

1.1 Vision

The Vision of PMI Mumbai Chapter is:

“To be recognized as the organization of choice by evangelizing Project Management”

1.2 Mission

PMI Mumbai Chapter’s Mission is to:

- Evangelize Project Management across industry, academia, community and government.
- Provide a forum for project management professionals to promote the principles and ethical standards of PMI.
- Promote networking among professionals, sharing project experiences and best practices, imparting training and enabling PMI certifications.
- Provide development of leadership skills among its volunteer leaders, members and society at large, and thereby enhancing quality of life.

1.3 Objectives

The objectives of PMI Mumbai Chapter are:

- To assist and facilitate the activities of PMI as its Mumbai Chapter.
- Advance the mission and objectives of PMI within defined area of our operation.
- Develop a growing and committed membership of local PM Professionals through an aggressive recruitment plan.
- Promote PM principles and techniques with local business, universities and professional associations.
- Support and enhance PM Professionalism by developing and providing quality programs based on local project needs.
- Create and deliver educational programs that strengthen local PM Professionals’ knowledge, skills and support the PMI Professional Certification Program.
- Provide a forum to meet and exchange ideas with fellow professionals.
- Bring forth chapter Publications to provide a source of constant information in PM and forum for members to share their experiences and case studies on PM.
- Share best practices with other PMI communities.

1.4 Strategies

The strategies of PMI Mumbai Chapter are:

- Content creation and delivery through chapter resources or approved partners depending on resource availability for Professional Development and Certification programs.
- Encourage use of VRMS, PMI learn and other resources to Recruit volunteers from membership, and Nurture them to develop their leadership skills.
- Collaborate and partner with Corporates, NGOs, Academia, Schools, Government bodies, Professionals bodies, REPs, PMI and PMI communities to impact society at large.
- Host an Annual Conference ‘PM Conclave’ to enrich knowledge and networking opportunities for the Project Management community.
- Focus on quality of events rather than quantity, and strengthen the feedback processes.
- Board as a whole to focus on “CXO club” (working name) initiative to improve visibility for chapter across corporates.
- Use Research & Analysis to provide value to corporates and improve outreach.
- Improve documentation on chapter policies and operations.
- Innovate and Implement initiatives to recruit and retain members.
- Identify professional development needs.
- Revamp the chapter website, with presence on mobile applications.
- Establishing a framework for portfolio performance parameters.
- Evaluate alternatives and implement safeguards to cover potential liability due to copyright infringements.

2. Operational Handbook

2.1 Scope

- The PMI Mumbai Chapter Operational Handbook is the authoritative guidebook of how things could be done in the chapter operations.
- It gives an effective way of communicating policy and procedures, and gives all the chapter's office bearers, volunteers, and staffs the independence and security they need to operate in their daily jobs for maximum results.

2.2 Purpose

The purpose of the PMI Mumbai Chapter Operational Handbook is:

- Act as a documented guideline to the chapter's office bearers, volunteers and staff about their roles and responsibilities towards the chapter.
- Help PMI Mumbai Chapter to develop a coherent and consistent approach amongst their office bearers, volunteers and staff, individually and within their respective teams.
- PMI Mumbai Chapter can more effectively provide relevant and timely development opportunities to our members and volunteers on a global level.
- Enable the Chapter's volunteers to serve their membership by providing all the required support
- Smoothen the transition of duties when new members take over chapter responsibilities.

2.3 Audience

- Any chapter member with strategic, operational or governing responsibility towards PMI Mumbai Chapter

2.4 Change Control

- Responsibility of the creation & on-going maintenance of the content of each section of this document rests with the VP Governance & Policies / Lead Governance & Policies Committee / Secretary whoever is defined as the owner of this document.

3. Functional Organization

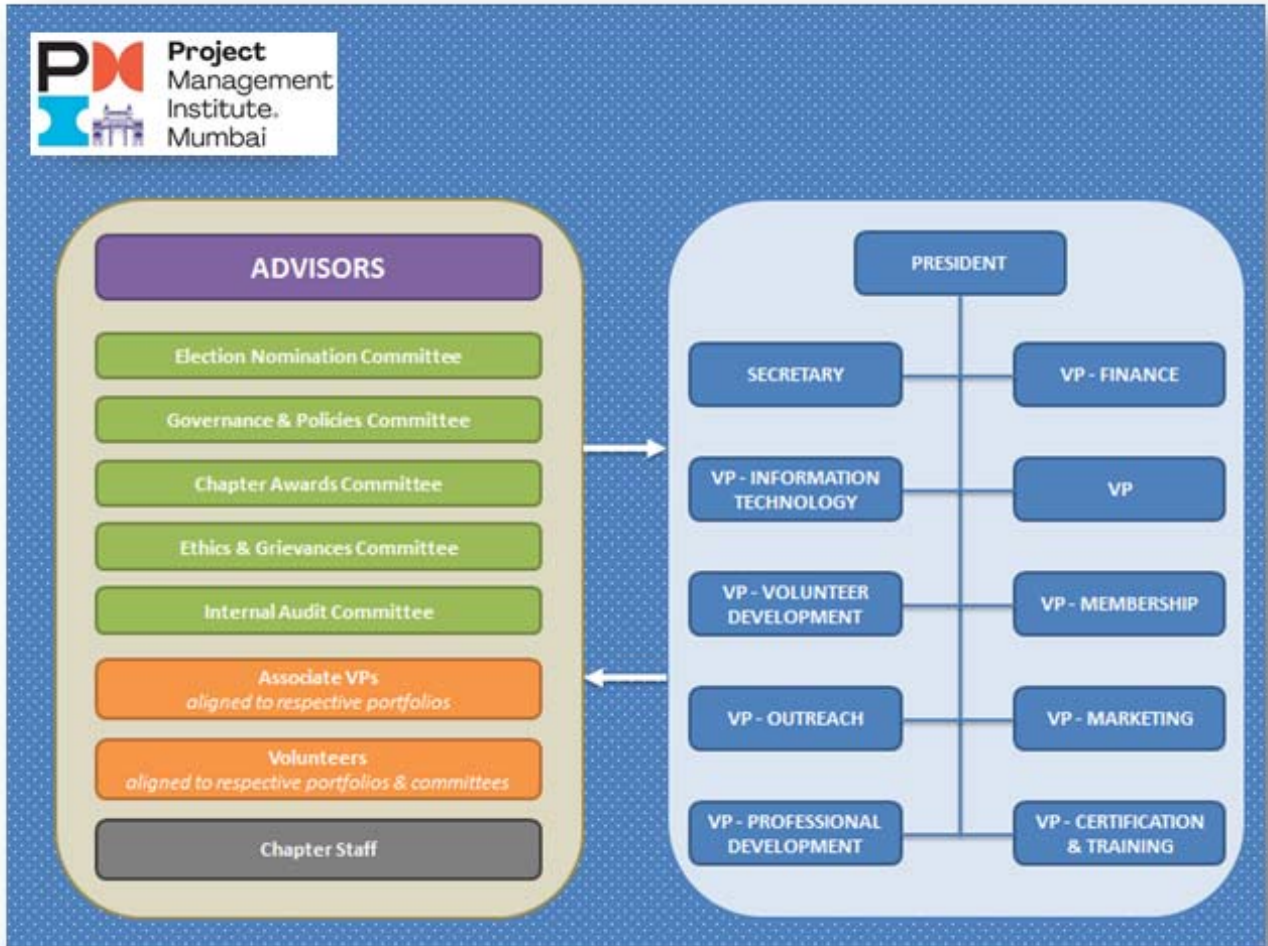
3.1 Chapter Officers

- The Chapter shall be governed by a Board of Directors (Board). The Board shall be responsible for carrying out the purposes and objectives of the non-profit organization. The Board shall have not less than seven and not more than thirteen officers (Elected Volunteers) to serve in the following positions:
 1. President
 2. Secretary
 3. Vice President
 4. Vice President - Finance
 5. Vice President - Marketing
 6. Vice President - Membership
 7. Vice President - Information Technology
 8. Vice President - Outreach
 9. Vice President - Certification & Training
 10. Vice President - Professional Development
 11. Vice President - Volunteer Development

- Chapter Volunteers would also include:
 - Advisors
 - Associate Vice Presidents
 - Committee Members
 - a. Election Nomination Committee
 - b. Governance & Policies Committee
 - c. Ethics & Grievances Committee
 - d. Chapter Awards Committee
 - e. Internal Audit Committee
 - Other Non-office bearer Volunteers supporting the above Portfolios/Committees

- The Chapter workforce would also include its full-time staff members

3.2 Chapter Organizational Chart



4. Chapter Management Committee Members – Moral Duties

PMI Mumbai Chapter Leaders have unique responsibilities individually and collectively to foster effective governance, set expectations, assign accountability and minimize the chapter's liability exposure.

To maintain integrity and comply with legal standards, all Chapter Management Committee Members should adopt the following standards:

Component leaders must uphold four key duties:

- Duty of care: Exercise the same level of care over the organization's business as any reasonable person would over his / her personal business;
- Duty of loyalty: Act in an independent manner and avoid conflicts of interest;
- Duty of good faith: Comply with and uphold any and all requirements, policies, procedures, rules and orders approved by the organization's governing body; and,
- Duty of integrity: Act in an ethical manner and conduct business in accordance with accepted business practices.

Leaders who fail to fulfil their duties or who act in ways that directly conflict with their duties may be held responsible for their actions through civil and / or criminal legal action. To protect themselves, leaders should fulfil their fiduciary responsibilities in an appropriate manner.

As practitioners of project management, PMI Mumbai Chapter Members are committed to doing what is right and honorable.

PMI members have determined that **honesty, responsibility, respect and fairness** are the values that drive ethical conduct for the project management profession. All PMI Mumbai Chapter members, volunteers, certification holders and certification applicants must comply with the Code.

5. Leadership Skills for PMI Mumbai Chapter Board

5.1 Essential Skills

The Leadership Skills identified as Essential to all roles are:

- Communication Skills
- Relationship Building/Networking Skills
- Organizational Skills
- Strategic Thinking

5.2 Desired Skills

The Leadership Skills identified as Desired to all roles are:

- Facilitation Skills
- Listening Skills
- Writing Skills
- Negotiation Skills
- Conflict Resolution and Persuasion Skills
- Time Management Skills
- Adaptability/Flexibility (e.g., WebEx, Live Meeting, Registration and Event Software)
- Effective Delegation Skills

6. Roles and Responsibilities – Advisors

Purpose:

- Form a group veterans and senior professional to advise the Chapter board on various topics
- Utilize the knowledge of the past-board members and very distinguished industry leaders to contribute to the Chapter's, mission and objectives.

Eligibility:

- Experience of one term of two-years as Past President
- Past PMI Mumbai Chapter Board Member with exceptional proven commitment and dedication to PMI Mumbai Chapter
- Person with an average of 15 years of Project Management Experience
- Person with 10 years of proven PMI Volunteering track record

Formation of the Advisors Committee:

- Board to invite persons meeting above eligibility criteria to contribute as Advisor, as and when required or desired on ad-hoc basis.
- The maximum number of Advisors is limited to 5. Board may increase or reduce this number once in a year and make it effective from April 01 of every year.
- Chair of the Committee will be elected by the Advisors annually.
- Advisors Committee will be working very close with the President.

Terms of the Committee:

- The term of Advisors to be for maximum of one year period from the date of appointment or up to March 31 whichever is earlier.
- The term of the Chair to be a maximum for one year, ending on March 31 every year.

Roles & 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
- Provide ethics enforcement and guidance at the Board of Directors level
- Support conflict resolution
- Outreach with past presidents

The Chapter Advisors also need to provide advice, views, guidance, counsel etc. on various aspects relating to Chapter as described below:

- Foresee and identify emerging opportunities or risks for the PMI Mumbai Chapter.
- Ideas for continuity and building up of activities and strengths in PMIMC over the years.
- Inculcation of team thinking and spirit, strategic thinking, long term planning, innovation, entrepreneurial and venturesome spirit.
- Active participation in development of Business & Strategic Plan.
- Provide inputs for Awards, Conclave, AGM and any activity of special significance to PMIMC.
- Make themselves available, individually or together, for guidance /views /opinion/counsel /help /innovative ideas to:
 - President, VP, AVP, Volunteers, Sub-Committee Members
 - For furthering their individual activity/resolving problems etc.

- Advisors should be impartial, never be biased or hidden personal agenda.
- Individual Advisors are free to render advice without consulting others although consultation, whenever possible is desirable.

RACI Matrix for Advisors

Sr. No.	Action Items	Portfolio	R - Responsible	A - Accountable	C - Consult	I - Informed
1	Foresee and identify emerging opportunities or risks for the Chapter	PMI	Advisors	Advisor/s - Originator	Other Advisors /President	Other Advisors/ President
2	Provide ideas for continuity/sustainability and building up of activities (strengths) over the years.	President, BOD	Advisors	Advisors	Other Advisors /President/ BOD	Other Advisors/ President
3	Actively participate in development of Business & Strategic Plan	President, BOD	Advisors	Advisors /President	Other Advisors /President/ BOD	Other Advisors /President/BOD
4	Inculcate strategic thinking , long term planning, innovation, entrepreneurial and venturesome spirit	President, BOD	Advisors	Advisors /President	Other Advisors /President/ BOD	Other Advisors /President/BOD

Sr. No.	Action Items	Portfolio	R - Responsible	A - Accountable	C - Consult	I - Informed
5	Make themselves available for guidance /views /opinion /counsel /help /innovative ideas to:	President, BOD	Advisors	Advisors /President /BOD	Other Advisors /President/ BOD	Other Advisors /President/BOD
6	Provide inputs for Awards, Conclave, AGM	Assigned Team / Persons	Advisors	Advisors /Activity Chair	Other Advisors /President/ BOD	Other Advisors /President/BOD

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: 15

Average Years of PMI Volunteer Experience: 10

7. Roles and Responsibilities – Chapter Board

7.1 President

Role Description:

Elected volunteer is responsible for overall oversight of the chapter and the Board. The president shall direct the activities of the Board members in accordance with the chapter Bylaws, shall ensure adherence to PMI Strategic Plan and implement Chapter Strategic Plan.

Roles and Responsibilities:

- Direct the chapter’s strategic goals
- Responsible for achieving the chapter vision, mission and objectives as detailed by the chapter board, PMI and chapter strategic 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 finance officer)
- Ensure statutory and regulatory compliance in consultation with the vice president 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

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
President		
<ul style="list-style-type: none"> • Organizing and attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings 	<ul style="list-style-type: none"> • Identifying key areas for improvement and developing action plan and its continuity • Strategic initiatives for the Chapter and portfolio members 	<ul style="list-style-type: none"> • 80% attendance in all the meetings • Members retained • Membership growth • Expenses per Member • Expenses per PDU
<ul style="list-style-type: none"> • Transition and Succession Planning Meetings as and 	<ul style="list-style-type: none"> • Overall performance of other portfolios - 	<ul style="list-style-type: none"> • PDU’s clocked by members to continue their credentials

<p>when necessary</p> <ul style="list-style-type: none"> • Mentoring board members, volunteers and potential volunteers 	<ul style="list-style-type: none"> ○ Finance ○ Membership ○ Certification and Training ○ Branches ○ Program Development ○ Publications ○ Corporate Relations ○ Outreach ○ Volunteers Development 	<p>(Indicates Professional Development) by chapter as a whole and individual portfolios</p> <ul style="list-style-type: none"> • Volunteers added
<ul style="list-style-type: none"> • Member engagement 	<ul style="list-style-type: none"> • Identifying need for professional development 	<ul style="list-style-type: none"> • Introduction of useful and interesting topics / knowledge areas for members
<ul style="list-style-type: none"> • Legal / Regulatory 	<ul style="list-style-type: none"> • Chapter Compliance • Statutory Compliance 	<ul style="list-style-type: none"> • No enquiry pending with any of the government agencies

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: 50-60

Average Years of Project Management Experience: 12

Average Years of PMI Volunteer Experience: 8

7.2 Secretary

Role Description:

Elected volunteer is responsible for preparing, maintaining, recording, circulating all records, correspondence, minutes of meetings, and related affairs of the chapter.

Roles and Responsibilities:

- Responsible for safekeeping of all governing documents (approved bylaws, articles of incorporation, charter agreement, board policies, committee charters, and all other non-financial records for the chapter)
- Coordinate and distribute meeting agendas, keep the records of all business meetings of the chapter and meetings of the board.
- Maintain all meeting minutes — must document in accordance with parliamentary procedures as determined by the Board
- Notice of all annual meetings shall be sent to all members at least 30 - 45 days in advance of the meeting. Action at such meetings shall be limited to those agenda items contained in the notice of the meeting
- Provide records to members and outside organizations that request information
- Provide all notifications to the membership, directors, auditors and members of committees
- Coordinate distribution of all general correspondence
- Provide support for membership communication
- Coordination of Printed Materials (Logo items, Business Cards, etc.)
- Develop and oversee leadership succession planning and ensure a smooth transition

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
Secretary		
<ul style="list-style-type: none"> • Scheduling and participating in Chapter Committee Meetings (CCM), Strategic Plan meetings, AGM, Conclave and other Chapter meetings. • Preparing and circulating annual Activity Calendar covering all Chapter Activities 	<ul style="list-style-type: none"> • Preparing and circulating Agenda, Minutes of meetings MOM) to all participants of the meetings • ☑ Developing and proposing changes to the processes to enhance the performance of the Chapter • Updating of Operational Handbook, Bye-Laws and Chapter Policies and Procedures • Assist President in preparing Charter renewal, SAS submission and Election Notification process • Ensure Bye-Laws are updated 	<ul style="list-style-type: none"> • 80% attendance in all the meetings. • Availability of all MOM

Strategic and Business Management Skills:

- Ability to Record Minutes
- Knowledge of Chapter Bylaws and Policies
- Knowledge of Meeting Procedures
- Knowledge of PMI Bylaws and Policies
- Knowledge of Records Retention Requirements
- Meeting Coordination

Leadership Skills:

- Active Listening Skills
- Decision Making
- Excellent Writing Skills
- Time Management Skills

Estimated Volunteer Hours per Month: 35-45

Average Years of Project Management Experience: 7

Average Years of PMI Volunteer Experience: 5

7.3 Vice President

Role Description:

Elected volunteer who will assist the president with his or her duties of managing the chapter and branches, 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 if the president is unable to perform duties for any reason
- Assist the president in his or her duties
- Serve as member ex-officio with the right to vote on all committees except the nominating committee
- Direct the chapter's strategic goals
- Responsible for achieving the chapter vision, mission and objectives as detailed by the chapter board, PMI and chapter strategic 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 finance officer)
- Ensure statutory and regulatory compliance in consultation with the vice president 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:

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

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
Vice President - Branches		
<ul style="list-style-type: none"> • Attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings 	<ul style="list-style-type: none"> • Developing and proposing changes to the processes & initiatives related to Membership 	<ul style="list-style-type: none"> • 80% attendance in all the meetings
<ul style="list-style-type: none"> • Organizing 'Free' / 'Paid' program for the branches 	<ul style="list-style-type: none"> • Attendance of the events 	<ul style="list-style-type: none"> • PDU's clocked by PMP's by attending CCR's • Compliance to event closure reports
<ul style="list-style-type: none"> • Member engagement 	<ul style="list-style-type: none"> • Identifying need for professional development 	<ul style="list-style-type: none"> • Introduction of useful and interesting topics / knowledge areas for members

Leadership Skills:

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

Estimated Volunteer Hours per Month: 35-45

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

7.4 Vice President – Finance

Role Description:

Elected volunteer is 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 monthly financial reporting regarding the state of finances and chapter activity to chapter membership, board and executive level volunteer leaders (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
- 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 Operating Center 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 Operating Center to appropriate officers in a timely manner
- Confirm and check bank accounts monthly
- Develop and implement succession and transition plan

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
Vice President - Finance		
<ul style="list-style-type: none"> • Attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings • Preparation of Budget vs Actuals 	<ul style="list-style-type: none"> • Presentation of financial statements, periodically • Compliance to BSC parameters • Compliance to event closure reports 	<ul style="list-style-type: none"> • 80% attendance in all the meetings • Quarterly & Annual Financial statements • Less or No Gap in Budget Vs Actual Expenses • Expenses per Member • Expenses per PDU
<ul style="list-style-type: none"> • Suggest sources or methods for Chapter's Financial Sustenance and Growth 	<ul style="list-style-type: none"> • Chapter Financial Growth • Chapter Financial Sustainability 	<ul style="list-style-type: none"> • Activities leading to alternative and continuous source of income
<ul style="list-style-type: none"> • Legal /Regulatory • Financial audit & compliance 	<ul style="list-style-type: none"> • Chapter Compliance • Statutory Compliance • Compliance with Charity Commissioner Office • Alerts to Chapter Committee members on legal issues 	<ul style="list-style-type: none"> • No enquiry pending with any of the government agencies

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: 35-45

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

7.5 Vice President – Marketing

Role Description:

Elected or appointed volunteer is responsible for chapter-based marketing and public relations to increase awareness of both the chapter and the PMI brand within the territory. Is also responsible for developing and executing an integrated marketing and public relations program to support membership, 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
- Monitor and coordinate branded presentations to external stakeholders and other organizations interested in the activities of PMI
- Maintain relationships with existing sponsors for continued revenue generation to fund the chapter's activities
- Coordinate and organize presentations to potential chapter, event and other sponsors
- Define and regularly update chapter communication strategy, policies, goals and objectives
- Maintain a communications schedule that details all chapter communications across all channels
- Lead the development, production and release of the chapter newsletter - Prakalp
- Collaborate with Technology to provide website content and input into website design
- Consult and collaborate with all members of the board to coordinate the communication needs of the Chapter
- 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

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
Vice President - Marketing		
<ul style="list-style-type: none"> Attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings 	<ul style="list-style-type: none"> Developing and proposing changes to the processes & initiatives related to Membership 	<ul style="list-style-type: none"> 80% attendance in all the meetings
<ul style="list-style-type: none"> Print & Social Media used 	<ul style="list-style-type: none"> Releasing PMIMC content for advertising 	<ul style="list-style-type: none"> No. of press releases, web content, advertising instances No. of social media posts, podcasts No of emails, flyers
<ul style="list-style-type: none"> Broadcast Mediums used 	<ul style="list-style-type: none"> Releasing PMIMC content for advertising 	<ul style="list-style-type: none"> No. of media types used like TV, Radio, Newspapers, Business Magazines
<ul style="list-style-type: none"> Website Management 	<ul style="list-style-type: none"> Updating PMIMC website 	<ul style="list-style-type: none"> Website Updates Website Content
<ul style="list-style-type: none"> Publication of articles both paper media & electronic media 	<ul style="list-style-type: none"> Ensuring useful content for project management fraternity Timely release 	<ul style="list-style-type: none"> No. of article published PDU's clocked by Chapter members thru 'Publication' portfolio
<ul style="list-style-type: none"> Member engagement 	<ul style="list-style-type: none"> Identifying need for professional development 	<ul style="list-style-type: none"> Introduction of useful and interesting topics / knowledge areas for members

Strategic and Business Management Skills:

- Experience in Developing Marketing & Communications Strategy and Supporting Communication Plans
- Understanding of Marketing Strategy, Tactics, Planning and Delivery
- Proficiency with, or Desire to Learn, Digital Marketing Tools, Including Email Marketing Platforms, Social Media Platforms, Web Content
- Management Systems, Research/Surveys
- Working Knowledge of Best Practices in Marketing
- Effective Editorial Skills
- 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:

- Public Speaking/Presentation Skills

- Persuasion/Motivation Skills
- Skilled in Strategic Planning & Process Execution
- Ability to Delegate Effectively
- Excellent Writing Skills
- Team Building Skills

Estimated Volunteer Hours per Month: 35-45

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

7.6 Vice President – Membership

Role Description:

Elected or appointed volunteer is 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 that ensures 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 including commercial, not-for-profit and other professional associations about membership
- 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 Membership Data in the Chapter Reporting System (CRS) for Data Analysis and Reporting
 - 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 oversee leadership succession planning and ensure a smooth transition.

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
Vice President - Membership		
• Attending Chapter Committee Meetings (CCM), Strategic	• Developing and proposing changes to the processes &	• 80% attendance in all the meetings

meetings, Board meetings	initiatives related to Membership	
• Review of Membership data	• Liaison with PMI, USA	• Quarterly update of member database
• Initiatives for member retention • Member feedback	• Membership engagement • Member satisfaction survey results	• No. of members retained
• Member engagement	• Identifying need for professional development	• Introduction of useful and interesting topics / knowledge areas for members

Strategic and Business Management Skills:

- Data Analysis & Reporting
- Marketing Skills
- Proficient use of 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: 30-40

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

7.7 Vice President – Information Technology

Role Description:

Elected or appointed volunteer is responsible for

- Managing applications including mass mailing tool, chapter website, mobile application, WebEx, online publications' site
- Managing technology infrastructure including email servers, printers, desktops, laptops, projectors, data backup, phone lines, conference audio bridges
- Implementing, optimizing, moderating and maintaining social media for the chapter in line with the marketing plan and PMI's Social Media Guidelines and brand standards for chapters.

Roles and Responsibilities:

- Support all communication vehicles using technology - emails, web portals, social media posts, chapter website advertising, etc.
- Support all portfolios to disseminate any online information both to and from the chapter
- Use PMI-provided marketing resources for all forms of online presence
- Support marketing in monitoring , optimizing and analyzing public relations activities
- Work with Marketing to ensure that chapter's brand is leveraged in all forms of online communications
- Manage website content in collaboration with Marketing, and provide input to website design
- Ensure compliance with PMI's Social Media Guidelines and brand standards for chapters
- Provide leadership to other committees on the most effective methods of using the chapter social media presence for their needs
- Advise the chapter regarding opportunities and threats in the online environment
- Stay abreast of social media trends and technology and advise the chapter if and how to leverage them
- Learn about tools and applications that can enhance and/or automate social media activities
- Work closely with volunteers responsible for the chapter's online presence to present a cohesive digital identity in alignment with PMI's global brand standards
- Content creation as necessary, including posts, tweets, pins, pictures, infographics, videos, multimedia
- Curate content, finding and sharing information of interest to the chapter's audience while respecting copyright laws
- Respond to social media comments, concerns and complaints in a professional manner
- Advise on the best way to integrate social media in the chapter's website, marketing campaigns and content publishing.
- Create and manage social media campaigns tailored to the specific needs of the chapter
- Monitor and post on behalf of the chapter to other people's blogs, social sites and so forth to develop new relationships. Reach out to online communities to build chapter brand awareness
- Develop or update a succession plan and training materials for this role

Deliverables:

Activity	Key Performance Areas (KPAs)	Key Performance Indicator (KPI)
Vice President - Information Technology		
<ul style="list-style-type: none"> Attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings 	<ul style="list-style-type: none"> Developing and proposing changes to the processes & initiatives related to Membership 	<ul style="list-style-type: none"> 80% attendance in all the meetings
<ul style="list-style-type: none"> Latest Tools & Applications Knowledge 	<ul style="list-style-type: none"> Explore newer tools to optimize chapter functioning 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Integrate socialmedia 	<ul style="list-style-type: none"> Use Twitter, Facebook, LinkedIn, WhatsApp, etc. 	<ul style="list-style-type: none"> Use it in the chapter's website, marketing campaigns and content publishing.
<ul style="list-style-type: none"> Managing application 	<ul style="list-style-type: none"> Mass Mailing tool, chapter website, mobile application, WebEx, online publications' site 	<ul style="list-style-type: none"> Monitor applications for their performance and advantages
<ul style="list-style-type: none"> Managing technology infrastructure 	<ul style="list-style-type: none"> Manage in-office and out-of-office infrastructure required by chapter 	<ul style="list-style-type: none"> Monitor performance of email servers, printers, desktops, laptops, projectors, data backup, phone lines, conference audio bridges
<ul style="list-style-type: none"> Using PMI Marketing resource for online content 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Strategic and Business Management Skills:

- Good Understanding of Software Applications
- Good Understanding of IT Infrastructure
- Basic Understanding of Current trends in Social Media Technology and Applications
- Basic Understanding or Desire to Learning/Utilize Social Media Management Tools (for example: Hootsuite, Spradfast, Sprinkl, etc.)
- General Understanding of Social Media Apps Such as Facebook, Twitter and LinkedIn
- Online Community Moderation Ability

Leadership Skills:

- Project Execution Skills
- Excellent Writing Skills
- Technical Tools Skills

Estimated Volunteer Hours per Month: 30-40

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

7.8 Vice President – Outreach

Role Description:

Elected or appointed Volunteer is responsible for increasing the exposure and awareness of PMI Mumbai Chapter to Corporates, Government, Academia & NGOs. Is also responsible for developing strategies and implementing programs that form sustainable partnerships and yield mutual benefits for the mentioned type of organizations.

Roles and Responsibilities:

- Work with the BOD as a Partner to develop an overall strategy and objectives for Corporates, Government, NGOs, and Academic Outreach that support the chapter objectives
- Maintain a corporate advisory council for corporate relationship and outreach.
- Promote PMI within the local community to those corporations who embrace the practice of project management. Seek out target organizations; engage the organization and present interest and benefits of the partnership
- NGOs Outreach in propagating impact of Project Management practices.
- Government Outreach in relation to policies and practices for the government projects.
- Academic outreach for training and educations curriculum, and build PM Knowledge.
- Outreach effort to culminate into signing of MOUs and handing over to Branches or Marketing for further servicing and growth
- Implement innovative programs to support Outreach strategy, and measure success.
- Maintain a record of contacts and manage and Outreach budget
- Provide input to PMI’s Academic Outreach staff that will contribute to the development of academic outreach resources and services for chapter use (found on the marketing portal)
- Responsible for identifying and developing programs to involve, develop, engage and manage stakeholders
- 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
- Enhance executive-level awareness of Outreach programs that should be considered for the chapter and its members

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
Vice President - Outreach		
<ul style="list-style-type: none"> • Attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings 	<ul style="list-style-type: none"> • Developing and proposing changes to the processes & initiatives related to Membership 	<ul style="list-style-type: none"> • 80% attendance in all the meetings
<ul style="list-style-type: none"> • Meeting with corporates for evangelizing PMP 	<ul style="list-style-type: none"> • No. of organizations interacted with 	<ul style="list-style-type: none"> • No. of organizations following PM practices

		<ul style="list-style-type: none"> • No. of employees enrolled for PM courses
<ul style="list-style-type: none"> • Academia & Educational Institutions 	<ul style="list-style-type: none"> • No. of organizations interacted with 	<ul style="list-style-type: none"> • No. of institutes open to learn PM practices • No. of student enrolled for PM courses
<ul style="list-style-type: none"> • Government Outreach 	<ul style="list-style-type: none"> • No. of organizations interacted with 	<ul style="list-style-type: none"> • No. of organizations following PM practices • No. of employees enrolled for PM courses
<ul style="list-style-type: none"> • Outreach with NGOs 	<ul style="list-style-type: none"> • No. of organizations interacted with 	<ul style="list-style-type: none"> • No. of organizations following PM practices/ to be trained • No. of employees enrolled for PM courses

Strategic and Business Management Skills:

- Management Skills
- Knowledge of Academic Environment and Structure
- Knowledge of Government & NGO organizations

Leadership Skills:

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

Estimated Volunteer Hours per Month: 30-40

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

7.9 Vice President – Certification and Training

Role Description:

Elected or appointed volunteer is responsible for education, certification and training in accordance with chapter policies and bylaws. Responsible for the development of chapter education activities to include: Preparation and maintenance of PMI’s certifications, maintain relationships with Registered Education Providers (R.E.P.s)

Roles and Responsibilities:

- Define strategies for improvement in training programs
- Develop and implement a chapter certification & training development plan, including a program roadmap for certification development content programs
- Manage chapter-created credential examination review courses and other such courses
- Provide information to members and nonmembers on career development
- Provide information and guidance to members and nonmembers 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 certification 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
- Oversee events, presentations and training programs
- Develop and implement a succession and transition plan

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
Vice President – Certification & Training		
<ul style="list-style-type: none"> • Attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings 	<ul style="list-style-type: none"> • Developing and proposing changes to the processes & initiatives related to Membership 	<ul style="list-style-type: none"> • 80% attendance in all the meetings
<ul style="list-style-type: none"> • Developing & managing 'Training Calendar' 	<ul style="list-style-type: none"> • Organizing Training courses such as PMP prep, Agile (ACP) prep courses, and other Courses to meet Continuing Certification Requirements' (CCR's) 	<ul style="list-style-type: none"> • No. of training sessions • No. of PMP aspirants • No. of CCR's for PMP's • PDU's clocked by PMP's by attending CCR's • Compliance to event closure reports
<ul style="list-style-type: none"> • Content Reviews conducted • Faculty Management 	<ul style="list-style-type: none"> • Updated content / Course materials • Faculty training • Faculty rating & feedback 	<ul style="list-style-type: none"> • Feedback from PMP aspirants • No. of new PMP certified professionals • No. of faculty members

		retained
<ul style="list-style-type: none"> • Member engagement 	<ul style="list-style-type: none"> • Identifying need for professional development 	<ul style="list-style-type: none"> • No. of faculty members added • Introduction of useful and interesting topics / knowledge areas for members

Strategic and Business Management Skills:

- Ability to Develop and Manage Training Program 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: 30-40

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

7.10 Vice President – Professional Development

Role Description:

Elected or appointed volunteer is responsible for professional development and chapter events in accordance with chapter policies and bylaws. Responsible for establishing and managing chapter professional development programs, live and on-line

Roles and Responsibilities:

- Define strategies for improvement in professional development 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
- 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 professional development opportunities offered by the chapter
- Recommend, develop and deliver professional development 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

Deliverables:

Activity	Key Performance Areas (KPIs)	Key Performance Indicator (KPI)
Vice President – Professional Development		
<ul style="list-style-type: none"> • Attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings 	<ul style="list-style-type: none"> • Developing and proposing changes to the processes & initiatives related to Membership 	<ul style="list-style-type: none"> • 80% attendance in all the meetings
<ul style="list-style-type: none"> • Organizing programs- both Free & Paid 	<ul style="list-style-type: none"> • Attendance of the events 	<ul style="list-style-type: none"> • PDU’s clocked by PMP’s by attending CCR’s

		<ul style="list-style-type: none"> • Compliance to event closure reports
<ul style="list-style-type: none"> • PMP Club meetings / Webinars 	<ul style="list-style-type: none"> • Attendance of the events 	<ul style="list-style-type: none"> • PDU's clocked by PMP's by attending CCR's • Compliance to event closure reports
<ul style="list-style-type: none"> • Events such as PM Conclave 	<ul style="list-style-type: none"> • Planning and organizing the events 	<ul style="list-style-type: none"> • Status / milestone review • PDU's clocked by PMP's by attending CCR's • Compliance to event closure reports

Strategic and Business Management Skills:

- Ability to Develop and Manage Program and Event Schedules
- Content Development
- 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: 30-40

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

7.11 Vice President – Volunteer Development

Role Description:

Elected or appointed volunteer is 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:

- Responsible for volunteer recruitment and/or retention
- Conducts 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
- Responsible for identifying and developing programs to involve, develop, and engage and volunteer members
- Responsible for oversight, administration and building awareness of the chapter (and PMI’s) volunteer policies, procedures and guidelines
- Responsible for the development of volunteers to serve in their volunteer roles
- Responsible for developing and administering volunteer recognition programs
- Responsible for the general oversight and management of the chapter’s volunteer programs and services.
- Responsible for providing PMI volunteer awareness at the local and global levels

Deliverables:

Activity	Key Performance Areas (KPA's)	Key Performance Indicator (KPI)
Vice President – Volunteer Development		
• Attending Chapter Committee Meetings (CCM), Strategic meetings, Board meetings	• Developing and proposing changes to the processes & initiatives related to Membership	• 80% attendance in all the meetings
• Volunteer Development	• Organizing volunteer meeting • Mentoring	• Volunteers Retained • Volunteers Added • Volunteer satisfaction
• New initiatives	• Benefit for associating NGO	• PM practices adapted by NGO

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: 30-40

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

8. Roles and Responsibilities – PMIEF Liaison, AVPs and Other Chapter Committees

8.1 PMI Education Foundation (PMIEF)Liaison

Role Description:

The PMI Educational Foundation Liaison provides a vital communications and activities link between the PMI Educational Foundation and the PMI chapter for the purpose of promoting awareness of PMIEF and providing increased value for PMI chapter members.

Roles and Responsibilities:

- Remain in communication with the PMIEF Liaison Program Administrator (PMIEF staff contact) and update the PMIEF staff contact if anything changes regarding your status as PMIEF Liaison or your contact information
- Attend PMIEF virtual trainings, webinars and monthly teleconferences
- Become knowledgeable about PMIEF programs, products and resources
- Use the online ‘PMIEF Activity Form for PMI chapters’ to report back to PMIEF about any chapter programs for social good
- Subscribe to and remain up-to-date with two PMIEF monthly e-newsletters: ‘PM For Social Good’ and the ‘PMIEF Liaison Newsletter’
- Communicate to your PMI chapter board the wealth of PMIEF resources the board can utilize and the opportunities for partnering with PMIEF
- Provide ongoing education to your PMI chapter board and members about PMIEF
- Communicate to your PMI chapter members about the PMIEF resources they can utilize (PMIEF newsletter, scholarships, awards, learning resources, etc.)
- Advocate for the coordination and use of PMIEF resources by your PMI chapter and/or its members (only when deemed appropriate)
- Represent the interests of PMIEF to your PMI chapter, its board, and members
- Promote PMIEF academic scholarships, awards, and training scholarships among your PMI chapter members and local community, as appropriate
- Facilitate the sharing of ideas specific to the creation of new programs from your PMI chapter to PMIEF
- Suggest new charitable programs and products for PMIEF consideration
- English proficiency, written and verbal

Strategic and Business Management Skills:

- Passion for Using Project Management for the Good of Others in Society – Youth, Teachers, Under-Privileged Individuals, Non-Profits, etc.
- PMI Knowledge and Experience

Leadership Skills:

- Public Speaking/Presentation Skills
- Stakeholder Management
- Persuasion/Motivation Skills
- Adaptability/Flexibility

Estimated Volunteer Hours per Month: 10-20

Average Years of Project Management Experience: 7

Average Years of PMI Volunteer Experience: 5

8.2 Associate Vice Presidents

Role Description:

Elected or appointed volunteer is responsible for supporting respective Vice Presidents in carrying out Portfolio activities.

AVPs will be nominated by the respective Portfolio VPs. A volunteer can be nominated as an AVP after completion of a minimum of 6 months of active contribution in the respective portfolio.

AVP shall play role and responsibility as a backup of the VP to assume immediate responsibilities if the related portfolio VP cannot fulfill responsibilities for any reason.

Roles and Responsibilities:

- Fully inform and familiarize with chapter governance documents, policies, and procedures while actively participating in decision making and planning.
- Should adhere to PMI Ethics, PMIMC objectives, PMIMC Policies, PMIMC Procedures etc.
- Put the interests of the chapter ahead of any other organization or business when acting as a volunteer.
- Disclose any potential conflicts of interest which could affect decision making.
- Inform others about the PMIMC organization and the benefits of membership.
- Understand limits of authority while following the policies and procedures established by the Board.
- Assist & Support the Board in carrying out its fiduciary and due care and diligence responsibilities by reviewing programs, policies, financial statements and other material as called on.
- Every member should contribute to preparing operating plan and business plan for chapter activities relating to his/her activities.
- He/she shall be responsible to establish and implement the operational processes related to area concerned.
- Establish and oversee a volunteer group charged with the task of developing and delivering functions meeting goal of the PMI MC.
- Participate in meetings and/or conferences with Chapter and industry associations on need bases.
- Development of volunteer, and train them.
- Effectively delegate to maximize positive outcome of volunteer efforts.
- Facilitate communication and decision-making to achieve desirable results.

Strategic and Business Management Skills:

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

Leadership Skills:

- Excellent Communication Skills

- Public Speaking/Presentation Skills
- Team Building Skills
- Coaching and Mentoring

Estimated Volunteer Hours per Month: 10-20

Average Years of Project Management Experience: 5

Average Years of PMI Volunteer Experience: 3

8.3 Election Nomination Committee

Role Description:

Committee of Elected or appointed volunteers is responsible for playing an independent role to conduct Chapter Elections.

The President shall appoint the Election Nomination Committee, in accordance with the Bye-Laws. The Committee shall comprise odd number of members.

Roles and Responsibilities:

- The Election Nomination committee shall work independently, maintain the integrity and would not divulge any information/details with other candidates and membership before, during and after the election process.
- Applying the suitable changes in the Candidate Nomination form, Election Process and Election Notification followed for election of previous financial year.
- Issue of Election Notification for inviting the candidate Nomination.
- Submitting the periodic status to the Chapter President.
- Validating and scrutinizing the Nomination forms in coordination with the Ethic and Governance committee.
- Nominating Committee shall prepare a slate containing nominees for each Board position and shall determine the eligibility and willingness of each nominee to stand for election.
- Finalization of candidate's nomination.
- Preparation of candidate's bibliography for the information of chapter's membership.
- Acceptance of Nomination and announcing the potential candidates along with their bibliography.
- Ensuring that a potential candidate is applying for a max. of 1 portfolio position at a time
- Conducting the elections in the third or fourth quarter of each financial year
- Announcing the election result
- Handing over the final set of Election documents to Chapter Office.

Strategic and Business Management Skills:

- Knowledge on Chapter Bye-Laws & Operational Processes
- PMI Knowledge & Experience

Leadership Skills:

- Co-ordination & Communication Skills
- Excellent Analytical & Writing Skills

Estimated Volunteer Hours per Month: 10-15

Average Years of Project Management Experience: 7

Average Years of PMI Volunteer Experience: 5

8.4 Governance & Policies Committee

Role Description:

Elected or appointed volunteer is responsible for addressing governance and policy issues, including ensuring the maintenance and enforcement of chapter policies and bylaws.

Roles and Responsibilities:

- Ensure the policies are consistent and compliant with all applicable governmental jurisdiction and regulations (e.g., IRS, Government Compliance, PMI Policy, Sarbanes Oxley – local laws and regulations)
- Review and update bylaws and ensure they are in alignment with PMI Chapter Charter
- Ensure the chapter and/or bylaws are upheld and enforced
- Develop and maintain policy manual
- Identify gaps between PMI Global Operations Center (GOC) and chapter policy
- 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
- Be aware of the Ethics Review Process
- Develop and oversee leadership succession planning and ensure smooth transition.

Strategic and Business Management Skills:

- Experience with Developing Roles & Responsibilities
- Experience with Local Regulations & Laws
- Knowledge of PMI Ethical Code & Guidelines
- PMI Knowledge & Experience
- Policy Development Experience

Leadership Skills:

- Conflict Resolution Skills
- Decision Making
- Excellent Writing Skills
- Facilitation Skills
- Skilled in Strategic Planning Process and Execution

Estimated Volunteer Hours per Month: 30-40

Average Years of Project Management Experience: 10

Average Years of PMI Volunteer Experience: 6

8.5 Chapter Awards Committee

Role Description:

Committee of Elected or appointed volunteers is responsible for playing an independent role to apply for the Global PMI Chapter Awards annually.

The President shall appoint the Chapter Awards Committee, in accordance with the Bye-Laws. The Committee shall comprise three to five members.

Roles and Responsibilities:

- The Chapter Awards Committee shall work closely with the President, and Vice Presidents of all the portfolios, and collate data of all the achievements during the current year.
- The Chapter Awards Committee is responsible for coordinating with the Chapter Officers, Chapter Staff and other volunteers.
- Conduct brainstorming sessions with the Board to ensure all accomplishments are captured.
- The Committee needs to gather data relevant to all the portfolios, in terms of parameters and the milestones achieved for those parameters.
- The Committee is responsible to duly fill the award application form and share it with the President and Advisors for their comments, inputs and feedback to include the same.
- Advise the Chapter Office Staff on maintaining the repository and making regular updates.
- Review and finalization of the award application
- Upload & Submit the PMI Awards Application to PMI
- Needs to review previous years' applications and make 'lessons learned discussion' to be a regular practice.
- Handing over the final set of Awards Application related documents to the Chapter Office.

Strategic and Business Management Skills:

- Knowledge on Chapter Bye-Laws & Operational Processes
- Knowledge on Chapter Events and Activities
- PMI Knowledge & Experience

Leadership Skills:

- Co-ordination & Communication Skills
- Good Analytical Skills
- Excellent Content Writing Skills

Estimated Volunteer Hours per Month: 10-15

Average Years of Project Management Experience: 7

Average Years of PMI Volunteer Experience: 5

8.6 Ethics & Grievances Committee

Role Description:

Committee of Elected or appointed volunteers is responsible for playing an independent role to resolve the grievances reported by the member(s) or Chapter Officers.

The President shall appoint the Ethics and Grievances Committee, in accordance with the Bye-Laws. The Committee shall comprise odd number of members.

Roles and Responsibilities:

- The Ethics & Grievance Committee shall work within the framework of the Chapter's Bylaws and Operational processes.
- Members of Ethics & Grievance Committee shall have capability to understand local and regional cultural sensitivities
- Members of Ethics & Grievance Committee shall not have any conflict of interest or personal biases that may prejudice their review of the dispute.
- The Ethics & Grievance Committee shall be responsible to hear grievances/disputes between members that the parties have not been able to previously resolve, after availing themselves of all other processes, and personnel for mediation
- This Ethics & Grievance Committee shall be responsible to convene the meeting within the stipulated period of the approval of the submission for a hearing
- Ethics & Grievance Committee members must be impartial and not benefit personally from any outcome of a dispute.
- Ethics & Grievance Committee members are also required to honor the confidentiality of everything discussed during the mediation process.
- The Ethics & Grievance Committee members will not reveal any information or else the parties may not want to engage in the open and honest dialogue that leads to truly permanent and satisfying settlements
- The Ethics & Grievance Committee shall be responsible for preparing the closure report of grievance/dispute resolution case and submit before the Board. History of dispute should be part of input document submitted to BOD. Once BOD had a review of the same, BOD should update details they have collected during the discussion. Simply put, at every stage of review, history should be captured and documented before handing over to next process step.
- The Ethics & Grievance Committee shall be responsible for recommending the improvement in the Chapter's Operational Processes and controls based on findings during the resolution of disputes.
- The Ethics & Grievance Committee shall be responsible for scrutinizing the nomination received of candidate for the post of Chapter Officer.
- The Ethics & Grievance committee will not disclose any information shared with them during the mediation process with anyone, including PMIMC BOD, unless it is part of the solution proposed and accepted by all the parties involved.
- Solution proposed and accepted by all the parties involved will be acceptable to PMIMC BOD and will support it, except financial aspects of the solution. Ethics & Grievance

committee will be responsible to ensure that all financial aspects of the solution are discussed with respective BOD members and gain proper understanding of the same.

Strategic and Business Management Skills:

- Knowledge of PMI Code of Ethics & Professional Conduct
- PMI Knowledge & Experience

Leadership Skills:

- Conflict Resolution Skills
- Decision Making
- Excellent Listening Skills
- Facilitation & Mediation Skills
- Fair & Unbiased Problem Solving Skills
- Understanding Personality Styles
- Emotional intelligence & Negotiation Skills

Estimated Volunteer Hours per Month: 10-15

Average Years of Project Management Experience: 7

Average Years of PMI Volunteer Experience: 5

Appendix 1. Abbreviations and Acronyms

Term	Definition	Description
AG	Advisory Group	Provides professional support and input to PMI
AP	Asia Pacific – a PMI region	
CAPM®	Certified Associate in Project Management Credential	A good entry-level PMI certification
CCRS	Continuing Certification Requirements System	Online PDU reporting resource
CRS	Chapter Reporting System	Online reporting of chapter data and survey results
CS	Component System	Online system where chapter information can be located
CWS	Chapter Web Services	Selected website vendors that interface with PMI services
EMEA	Europe, Middle East and Africa – a PMI region	
GAC	The Project Management Institute Global Accreditation Center for Project Management Education Programs.	The PMI-sponsored body responsible for accreditation of degree and approval of certificate programs in project management
GOC	Global Operations Center	PMI office located in Newtown Square, Pennsylvania
KPA	Key Performance Area	The key outcome areas within the portfolio, for which the portfolio owner is logically responsible
KPI	Key Performance Indicator	A measure value that would demonstrate how effectively a portfolio is achieving its key business objectives
LATAM	Latin America – a PMI region	
LIM	Leadership Institute Meeting	Global face-to-face meetings where chapter leaders collaborate in productive, curriculum-driven educational sessions
LIVPM	Leadership Institute Volunteer Planning Meeting	Annual planning and development meeting for our global Advisory Groups and Board Support Committees to interact, plan their programs for the year and provide valuable strategic input to the PMI Board of Directors.
MAG	Member Advisory Group	Provides membership and professional communications and expertise for PMI in the development and implementation of program operations to achieve the strategic objectives established by the PMI Board and the established operational program direction
SAS	Strategic Alignment Scorecard	Catalog shared by PMI elucidating list of services expected to be provided by the chapter along with their measurement criteria

Appendix 2. Revision History

Document Name	: PMIMC Operational Handbook
Document Version	: 2.4
Document Description	: Document details the roles and responsibilities of the PMI Mumbai Chapter Board, Advisors, Volunteers, Other Committees, and Staff
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Version No.	Revision Date	Author	Change Description
V2.0	2-Jan-2017	Mitra Wani	Draft
V 2.1	4-Feb-2017	Mitra Wani	Based on feedback from Mr R. V. Joshi & Mr D.Y. Pathak - Referred SAS, Revised KPAs, with other minor changes
V 2.2	7-Feb-2017	Mitra Wani	Updated Org Chart, Merged VP and Branches portfolios, Added G&P as a Committee,
V 2.3	7-Mar-2018	Mitra Wani	Updated Election Committee guidelines
V 2.4	29-Mar-2018	Mitra Wani	Updated Section 8, and Format changes