

# Roles, Responsibilities, Accountabilities, and Authorities for the Columbia River Basin Chapter Board

TO: Columbia River Basin Chapter Membership  
FROM: Columbia River Basin Chapter Board  
CC: Board Files  
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**Our Vision: Be the leader to advance Project Management and enhance opportunities for success.**

**Mission: Promote Project Management excellence!**

The following provides board members roles, responsibilities, accountabilities, and authorities (often called R2A2s) associated with the Project Management Institute (PMI®) Columbia River Basin Chapter (CRBC, hereinafter referred to as the Chapter). Updates will occur as deemed necessary by the Board or as requested by membership.

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# 1. Definitions

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Accountability	To be held answerable to a specific position/individual for fulfilling a responsibility for which you have authority to act.  Note: You are answerable for the good that you do as well as for the not-so-good. Corporate culture today tends to only consider accountability in the negative sense, but it's very important to also consider the positive.
Authority	Decision-making powers and controls required to fulfill responsibilities without concurrence or approval of other
Board	Consist of the Chapter's elected/appointed officers
Officer	Officers, as identified in the Bylaws, include the following: <ul style="list-style-type: none"><li>• President</li><li>• Past President/ Board Member (Appointed Position)</li><li>• Executive Vice President</li><li>• Vice President Communications</li><li>• Vice President Finance</li><li>• Vice President Marketing</li><li>• Vice President Membership</li><li>• Vice President Operations</li><li>• Vice President Professional Development</li></ul>
Portfolio	The group of projects and tasks associated with implementing the Officer's roles and responsibilities
Responsibility	The obligation to ensure initiation, implementation, and completion of an activity. Each positions responsibility should be oriented towards action.
Role	The broad "umbrella" terms that define the functions which individuals perform in the organization.

## 2. Board

An overview of the Board, officers, and associated responsibilities are provided in Figure 1. The Board's roles, responsibilities, accountabilities, and authorities are provided below.

### 2.1 Role

Governs the Chapter by providing oversight and strategic direction; executes the Chapter policies.

### 2.2 Responsibilities

- Exercise all Chapter powers
- Implement the Chapter's objectives, as stated in the Bylaws
- Understand Chapter's legal and ethical responsibilities
- Follow Chapter Bylaws, policies, and procedures; PMI® Bylaws and policies; and the State of Washington laws
- Conduct transition and strategic planning with the goal of helping the organization do a better job in realizing the Chapter's Vision, Mission, and Objectives.
- Approve fiscal year budget ensuring that adequate funds are available
- Conduct Board meetings to best serve the Chapter, membership, and community
- Attend monthly program meetings and other Chapter events; actively engage in conversations with members and guests to become their "voice" on the Board
- Retain and recruit members by promoting Chapter membership in all possible venues
- Responsibilities common to each Officer
  - Understand Chapter Bylaws, policies, procedures; PMI® Bylaws and policies; and the relevant State of Washington laws
  - Prepare an annual budget that details planned income and expense
  - Support transition and strategic planning efforts
  - Develop plan for delivering portfolio, including a transition plan to ensure as much knowledge and records transfer as practicable
  - Provide input to the Board meeting agenda, attend and participate in Board meeting discussions and decisions, and work collegially to accomplish Chapter's Vision, Mission, and Objectives
  - Prepare officer specific report for the Chapter's Annual Business Meeting
  - Identify committees, Director, or Project Manager opportunities within portfolio
  - Coordinate with other Chapter officers to leverage resources to more effectively and efficiently accomplish the Chapter's Vision, Mission, and Objectives
  - Responsible for Chapter's website portfolio content
  - Respond to queries on all Chapter events
  - Make recommendations to the Board as a membership and community advocate
  - Identify other potential members for future consideration as officers
  - Provide feedback on how best to communicate information to the Chapter membership and guests

### **2.3 Accountabilities**

- To chapter members to provide opportunities to gain knowledge and promote excellence within the project management field
- To PMI® at all levels to uphold the standards of the profession and support PMI®'s mission
- To the Chapter President, Board, and members in executing the responsibilities of the office and objectives as stated in the Chapter Bylaws and in interfacing with inter-related functions of other Officers
- To the PMI® Global Operations Center for ensuring that the Chapter Bylaws are consistent with its applicable policies, procedures, rules and directives and to resolve any noted conflicts before their implementation
- To the State of Washington for meeting all legal requirements as stipulated in the current filings and to resolve any noted conflicts before their implementation

### **2.4 Authorities**

- Adopt and publish policies and procedures as necessary and consistent with Chapter and PMI® Bylaws and policies
- Exercise all Chapter business
- Vote on Board actions, unless specifically noted in the Bylaws
- Communicate with PMI® Global Operations Center staff, PMI® Component Mentor, other Chapters' Officers, and representatives of the PMI® community as necessary to execute the roles and responsibilities of the office
- Authorities common to each Officer
  - Sign Chapter and external documents consistent with roles and responsibilities
  - Execute specific expenditures consistent with the approved Chapter annual budget specific to the respective Board member position, ensuring that adequate funds are available
  - Represent the Board when communicating with members, guests, corporations, or other outside entities

See attached jpeg file for simplified chart.

### 3. President

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#### 3.1 Role

Serve as the chief executive officer for the Chapter and Board.

Perform duties as are customary for presiding officers, including making all required appointments with the approval of the Board.

Serve as a member ex-officio with the right to vote on all committees except the Nominating Committee.

#### 3.2 Responsibilities

- Communicate with area Corporate Executives to promote the Chapter's vision and mission and understand area company and community needs
- Oversee Chapter business, ensuring Chapter vision, mission and objectives are achieved
- Conduct strategic planning activities on a yearly basis and maintain Board's focus at this strategic level
- Lead Chapter meetings (business and Board) in a professional and legal manner in accordance with the bylaws; identifying Board meeting dates, approving agendas, and presiding over the meeting
- Create and present a report at the annual membership meeting
- Recommend appropriate quality checks (such as financial audits) are conducted
- Maintain communications and coordination with PMI® Region 1 Mentor and other regional chapter presidents.
- Maintain communications and coordination with PMI® Regional Administrator and Global Operations Center on Chapter business, including submitting an annual application for charter renewal, and other transactions as required
- **Event Idea Development:** Conduct periodic events (luncheons, roundtables) with community leaders with the goal to better understand community needs
- **Entrepreneur:** Identify growth opportunities within the community with the goal of maintaining a forward looking Chapter

#### 3.3 Accountabilities

- To the Chapter Board and members that the Chapter pursues its objectives as stated in the Chapter Bylaws and other governing documents
- To the Chapter membership to ensure the Chapter is fulfilling its primary membership services such as providing activities for obtaining PDUs, offering local educational and training opportunities, and communicating with the public and the membership regarding chapter activities

#### 3.4 Authorities

- To lead the Board in its fiduciary duties and responsibilities of PMI® Component Boards as specified in the *Policies Manual for Chartered PMI Chapter* (located within Community Leadership under Share | Documents | Policies; at time of publishing this memo, the Policy date is 10/1/2010 with an addendum dated 4/7/2011)

## 4. Executive Vice President

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### 4.1 Role

Serve in an entrepreneurial role responsible for new event idea development, community demographics and trends, and strategic planning.

Act for the President during their absence.

### 4.2 Responsibilities

- **Sponsorship: Oversee, coordinate and** Keep up-to-date a chapter sponsorship program; actively engage companies to sponsor corporate tables, events, or overall Chapter activities
- **Nominating Committee:** Identify the annual Nominating Committee Chairperson for Board position appointments and elections
- **Monthly Programs:** Design, deliver, and follow-up on Chapter's monthly programs that are of interest and benefit to the Membership; identify merits of monthly meeting program events including areas for improvements and change based on community feedback; maximize opportunity for members to gain PDUs during program. Also, includes developing and finding speakers and managing venue negotiations
- **Quality Improvement:** Conduct chapter surveys and reports results; Coordinate with GOC on methods, tools, and information that can expand both individual and corporate membership for the Chapter.  
**Chapter Equipment Storage:** Maintain an appropriate storage location for all chapter procured/owned equipment and materials. Manage access and control of the storage location and complete an annual inventory of existing and/or new equipment.

### 4.3 Accountabilities

- To the Chapter Board and members to develop forward looking concepts and ideas supporting Chapter growth and viability

### 4.4 Authorities

- Make Board recommendations regarding new professional development programs, updated operations, revised communications and public relations strategies, concepts to better support community demographics, and other means and methods to support and grow the Chapter

## 5. Vice President Communications

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### 5.1 Role

Oversees all internal and external communications by or on behalf of the Chapter, in whatever form, including written, electronic, and audio/visual media.

### 5.2 Responsibilities

- **Website:**
  - Manage and maintain an up-to-date Chapter website content
  - Create or obtain tools that facilitate usability of the Chapter website for Board, members, and guests
  - Maintain coordination with VP Operations
- **Communication:**
  - Coordinate with VP Public Relations regarding external communications
  - Coordinate with Board regarding content of Chapter announcements
  - Publish and distribute timely Chapter announcements such as email blasts, newsletters, Annual Report, and other such publications on a timely basis
  - Generate new ideas on how to communicate to members and guests
- **Event Registration:** Maintain event registration on Chapter website
- **Social Media:** Develop and maintain content and communication associated with social media tools, in coordination with VP Operations.
- **Corporate Ambassador Program:** Develop and maintain Corporate Ambassador program focused on communicating with chapter membership and developing relationships with companies to gain knowledge and understanding regarding specific issues or desired project management educational programs which may be desired. Share information with the VP-Professional Development.

### 5.3 Accountabilities

- To the Chapter membership and guests to provide them with current information in a timely manner
- To the individual Chapter Board members to post their announcements, as provided, to the website or to distribute their communications within the timeframe requested

### 5.4 Authorities

- To establish and enforce publishing timetables for releasing information of interest to the Chapter membership and guests

## 6. Vice President Finance

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### 6.1 Role

Oversee the management of funds for duly authorized Chapter purposes.

### 6.2 Responsibilities

- **Funds Management:**
  - Maintain custody of Chapter funds, including cash box
  - Maintain a high degree of ethical behavior in carrying out Chapter fiduciary and statutory requirements in accordance with Board policies and direction and sound accounting practices; inform Board of actions that don't meet these standards
  - Keep full and accurate accounts of all Chapter receipts and disbursements; reimburse Board/Chapter members in a timely manner; pay Chapter obligations on time without incurring late fees
  - Develop the annual budget based on input from Board Members ; coordinate with Board to finalize budget prior to the beginning of the fiscal year (January - December)
- **Reporting:** Provide the Board, on a periodic basis, an account of all transactions (profit/loss, budget against actual) to enable the Board to make informed decisions
- **Taxes:** Complete and submit Chapter tax forms in accordance with State and Federal law
- **Financial Audits:** Recommend and secure auditors to review Chapter financial records and policies
- **Investments:** Inform the Board of financial investments opportunities supporting the Chapter strategic plan

### 6.3 Accountabilities

- To the Chapter membership to safeguard their personal information from inappropriate use
- To the Chapter Board and membership to provide financially-accurate and timely answers to questions
- To the Chapter membership to protect their financial resources, assets, and related records

### 6.4 Authorities

- Disburse funds in accordance with Chapter approved budget, bylaws, and policies
- Manage financial accounts in accordance with Chapter governing documents

## 7. Vice President Membership

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### 7.1 Role

Oversees all general membership issues and shall provide specific membership services.

### 7.2 Responsibilities

- **Membership Recognition & Recruitment:** identifies and promotes local, regional, and GOC recognition; making nominations where appropriate; develop and implement ideas supporting membership recruitment
- **Membership Reporting:** Interfaces directly with GOC on issues regarding the Data Exchange Program (DEP) member database. Provides the Board monthly membership reports, including, but not limited to demographic distributions, total membership and new members, number of PMPs and new PMPs
- **Membership Retention:** Sustain and grow membership by welcoming new and renewing members; contacting members prior to renewal and attempts to contact those who leave the chapter to encourage them to rejoin. Provides service to members by responding to membership service and benefit inquiries. Provides service to potential members regarding the process to obtain membership
- **Volunteer Coordination:** Coordinates volunteer announcements, placement, and nurturing
- **Community Demographics:** Understand community (membership and Chapter geographic area) demographics to better position the Chapter to support future community advancement and needs
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### 7.3 Accountabilities

- To the Chapter Membership to make them welcome and to advocate their needs to the Board; to safeguard their personal information from inappropriate use; to provide them technically-correct and timely answers to their questions; to advocate/intervene in their behalf when interfacing with GOC
- To the Chapter Board to provide accurate and timely information regarding individual members, member statistics, demographics, and other member information

### 7.4 Authorities

- Determine membership or credential status of members, when there's a question
- Determine and execute actions in support of recruitment and retention of members
- Represent the Chapter's best interests when recruiting new members

## 8. Vice President Operations

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### 8.1 Role

Keep the records of all Chapter business and Board meetings

### 8.2 Responsibilities

- **Board Meetings:** Manage all activities associated with the Chapter's board meetings including scheduling, location, dinner, agenda item requests, finalizing agenda with President, transcribing meeting minutes, sending completed minutes for review and approval, and storage of approved minutes
- **Records Management:**
  - Maintain electronic Operations Manual including Charter, Bylaws, R2A2s, Policies and Procedures, Transition Plans, and any other chapter documents; maintain version control and electronic distribution to the Board and membership
  - Maintain all official records (such as policies, procedures, trip reports, education, position descriptions, meeting minutes, Chapter Bylaws, and election information) in an organized manner protected and preserved from alternation or destruction Maintain Chapter historical election and officer information in an organized manner on the Chapter's website so that is accessible to all Chapter members
  - Maintain Chapter templates for Board use and, as applicable, for membership use
- **Information Technology:** Maintain existing and develop new information technology services to support Chapter needs and grow Chapter; current technology examples include website services, SharePoint, and Social Media tools such as Facebook and LinkedIn
- **Post Office Box:** Maintain post office box and coordinate mail delivery to Board members in a timely fashion

### 8.3 Accountabilities

- To the Chapter Board and membership to maintain and preserve official current and historical records of all Board decisions and actions
- To the Board to maintain the Chapter's website as the primary communication tool

### 8.4 Authorities:

- To resolve Board comments made to any written materials generated by this position
- To categorize and file all official Chapter records for accessibility by general membership and Board, as appropriate
- To maintain configuration control of the Chapter's website content

## 9. Vice President Professional Development

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### 9.1 Role

Oversee the professional development and educational program.

### 9.2 Responsibilities

- **Continuing Education:**
  - Act as a Point of Contact for the Board and Chapter for designing continuing education programs and activities to enhance PM core competencies
  - Maintain awareness of changing PM trends and cross-cutting research
  - Identify and procure resources (e.g., books, CDs) as knowledge enhancement tools
  - Establish continuing educational providers strategic alliances
- **Certification:** Offer and manage delivery of courses supporting membership and community PMI® certification
- **Professional Development Event:** Develop and manage delivery of Chapter's annual Professional Development Event
- **PMI® Educational Foundation (PMIEF) Liaison:** Support bringing PMIEF resources and programs to the community; Research other opportunities for Chapter to support the community through leveraging PMIEF resources; determine viability of Chapter sponsored Scholarship program.
- **Event Delivery:** Delivery of the above events includes speaker and venue negotiations, PDU confirmation and certificate development and distribution, coordinating event announcements with VP Communications and VP Marketing, and coordinating speaker honoraria/gift with VP Marketing
- **Career Development:** Coordinate website job posting announcements and resume development information sharing
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### 9.3 Accountabilities

- To Chapter membership and Board for promoting the fundamentals of project management and keeping them abreast with changing trends in PM body of knowledge, certification requirements and evolving needs of the marketplace related to their career advancement and project management practices
- To Chapter membership for providing educational opportunities to support their continuing education and certification requirements
- To the Chapter members to provide informative and quality programs

### 9.4 Authorities

- Serve as subject matter expert and provide know-how for all Chapter and membership continuing education and certification needs
- Identify educational program vendors, negotiate contracts, and arrange and administer PM knowledge enhancement programs so members could improve their PM skills and get better return of their investment dollars

## 10. Vice President Marketing

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### 10.1 Roles

Oversee the marketing programs, activities, and materials.

### 10.2 Responsibilities

- **Advertising & Chapter Visibility:**
  - Provide articles, news releases, and announcements of Chapter program events and items of general interest to the project management profession
  - Maintain Chapter visibility within the community through affiliation with local groups such as the Chamber of Commerce
  - Serve as the single point of contact to represent the Chapter interest with local businesses and companies to promote regional recognition of the Chapter and the project management profession
  - Maintain chapter memorabilia and gifts for Board use
  - Maintain and setup the chapter display board for all Chapter events
- **Project of the Year:** Manage, promote, and deliver the annual Project of The Year (POY) event and award
- **Community Services:** Promote the PMI® and Chapter methods and ethics through community involvement
- **Branding:** Maintain Chapter logo and identify standards for Chapter materials (such as the website banner, shirts, jackets, hats, etc.); develop elevator speech related to Chapter and specific programs or events

### 10.3 Accountabilities

- To the Chapter membership, guests, and local media (as appropriate) to inform them of programs and events of interest which promote professionalism, advance the quality and scope of project management, and advance the PMBOK to achieve comprehensive understanding of project management applications
- To the Board to deliver an excellent POY event and nominate our event winner to the GOC; review any local media communications prior to distribution; market programs and activities that promote the Chapter Vision and Mission

### 10.4 Authorities

- Make Board recommendations regarding marketing means and methods
- Identify and pursue opportunities with the goal of increasing value to Chapter membership, sponsorship, and participation among businesses within the chapter's sphere of influence

## 11. Past President/Board Member

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### 11.1 Role

Non-Elected, Non-Voting, Appointed Board Member serves at the pleasure of the President for a one or two year term. Two primary roles 1. Provide corporate history and knowledge to the Board and President and; 2. Provide assistance and guidance to the Board in transitioning roles and on-boarding for newly elected board members, also responsible for arranging for New Board Member amenities such as Business Cards, Name tags, etc.

### 11.2 Responsibilities

- **Board Meetings:**
  - Regularly attend Board Meetings to provide insight and knowledge regarding near past chapter actions; *This is a NON-VOTING position.*
- **Transition & On-Boarding:**
  - Instruct and council Board Members who are transitioning roles and/or are Newly Elected Board Members. Standard PMI processes and checklists available on the Component System Webpage are to be used for On-Boarding and transitioning. Assure that appropriate documentation is collected and filed in the chapter
  - Working with the VP-Marketing, obtain appropriate and approved business cards and name tags for transitioning or Newly elected Board Members.
- **Reporting:** Provide the Board, on a periodic basis, a status of any and all transition and/or On-Boarding activities.

### 11.3 Accountabilities

- To the Chapter membership to safeguard their personal information from inappropriate use
- To the Chapter Board and membership to provide financially-accurate and timely answers to questions
- To the Chapter membership to protect their financial resources, assets, and related records

### 11.4 Authorities

- Disburse funds in accordance with Chapter approved budget, bylaws, and policies
- Manage financial accounts in accordance with Chapter governing documents.

## 12. Revision History

Table 1 provides the revision history, starting with Revision 0. This table will be updates as each revision and review occurs.

**TABLE 1.**  
Version History  
*Running history of revisions.*

<b>Version</b>	<b>Date Approved</b>	<b>Changes Made</b>	<b>Modified By</b>
Rev. 0	11/08/2007	Initial document.	Unknown
Rev. 1	12/7/2010	Complete revision to all sections. Revisions focused on the clarity of the R2A2s, integration between board responsibilities, and elimination of process related responsibilities. Included revision history table.	Update committee included Lisa Geffen (MAL), Carla Combs (Secretary), Miljana Mijic (VP Communications), and Becky Rediker (MAL); reviewed by Board.
Rev. 2	2/21/12	Update to align with Bylaws, Rev. 5. Reviewed and approved by Board on 2/21/12.	Bert Day with modifications per Board review.
Rev. 3	2/17/2015	Revisions focused on the clarity and appropriate alignment of the R2A2s, with proper integration between board position R2A2s. Reviewed and approved by Board at 2/17/15 Chapter Board Meeting.	MJ Sheridan, PMP, (Executive VP)