PMI Chapter Leaders' Guide:

Chapter Elections

PMI
Leadership Institute

ABOUT THIS GUIDE

This guide was created by the PMI Chapter Development team and members of the Chapter Member Advisory Group for use by chartered PMI chapters in conducting board of directors/leadership team elections. Chapters may consider these guidelines to be flexible where local, legal requirements place additional constraints on how chapters conduct elections. These guidelines should be used in accordance with the member-approved bylaws. This will ensure chapters have a clear, fair, non-exclusionary and transparent election process that enables members in good standing to nominate candidates, run for office and vote for their board of directors/leadership team.

Chapter Elections

Introduction

This guideline recommends two separate operations for chapter elections: the nominations process and the elections process. The reason for this recommendation is because nominations and elections are technically two separate projects and, depending on the committee structure, may be managed by different committees. Therefore, two separate committee guidelines have been provided. Chapters may elect to create two separate committees using the same volunteers or different volunteers for each committee.

Note: All chapter nominations and elections should follow their individual chapter bylaws or chapter policy manual, which may specify the nominations and elections processes to be followed. Legal statutes must also be followed where applicable.

Access this Guide Electronically

To download a PDF of this guide or order printed copies:
- Go to pmi.org/VRC
- Click on Essential Links/Chapter Leaders' Guides

Help and Resources

PMI values its members and volunteers and has a specially trained team to assist you with managing your community and developing your volunteers and members. Below is a description of the PMI support available to you.

CHAPTER DEVELOPMENT SUPPORT STAFF

PMI has community development support staff around the globe to support you and your chapter. Chapter development staff serve as the points of contact in all regions throughout the world. To determine the chapter staff in your region, click on Contacts on the Volunteer Resource Center, pmi.org/VRC.

Manager, Chapter Development: *Provides overall leadership and oversight of relationships, functions and services for the establishment, development and maintenance of PMI's chapters.*

Chapter Partners: *Provide support for annual chapter operations planning and execution*
- Evaluate results to drive new and/or improved plans
- Maintain ongoing partnerships with chapters to ensure their annual success

Chapter Administrators: *Work with the chapter to:*
- Provide ongoing guidance, maintenance and support of general chapter operations
- Assist with chapter formation or reorganization
- Assist with the chapter renewal process
- Review bylaws/governing documents
- Provide assistance with regional online community sites and other PMI tools and resources

REGION MENTORS

Region mentors are senior volunteers who provide advice, guidance and leadership to PMI chapter leaders, when needed, to develop their leadership capabilities and ensure member value delivery to build strong local chapters. Region mentors act as a resource along with PMI staff regarding policies and procedures, which enable the chapter's operational success, including:

Act as a liaison between PMI Chapter Development department and chapter leadership to foster and strengthen relationships and enhance two-way communication.
- Encourage networking and facilitate collaboration among chapter leadership
- Support chapter leadership in strategic, operational and transition planning
- Provide advice, information and support to PMI staff
- Provide advice, information and coaching to chapter leadership
- Support community development through chapter formation and chapter reorganization

Chapter Nominations and Election Methods:

Chapters may conduct nominations and elections according to their guidelines, bylaws and legal statutes as follows:

1. Election by individual board position:

> An announcement of the upcoming elections is sent to the membership, calling for nominations for each open board/leadership position. Once all candidates have been vetted according to chapter bylaws and legal statutes, the nominations committee will finalize and communicate to the chapter membership the board roles up for election and candidates' names. The elections committee will create the election process, or follow the election process given by their PMI Chapter Administrator (CA), if election is by electronic ballot.

2. Elections by slate of director-at-large candidates:

> An announcement of the upcoming election is sent to the chapter membership, calling for nominations for all open director-at-large positions. The nominations committee will accept self-nominations (where allowed), board/leadership nominations, and member nominations (the different types of nominations will be discussed in the Guidelines for PMI Chapter Board/Leadership Nominations section of this guide). Once all candidates have been vetted according to chapter bylaws and area legal statutes, the nominations committee shall prepare a slate containing nominees for the open director-at-large positions and shall determine the eligibility and willingness of each nominee to stand for election.

In either election by individual board process or slate of director-at-large candidates, elections may be conducted by paper ballot, email ballot (where allowed), or electronic ballot. All votes will be collected and tabulated by the elections committee, which will validate member voting rights using a current membership list, downloaded from the Chapter Reporting System (CRS), document outcome of the elections and announce the newly elected director-at-large board members to the chapter. In the event that a chapter is using an electronic ballot created by their CA, the CA will deliver the results to the chapter volunteer chosen to manage the electronic ballot process. Greater detail about the electronic ballot process is provided in the Election Guidelines.

Recommended Chapter Leadership Roles:

PMI bylaws recommend the board have three (3) officers who serve in the following positions: president, secretary/vice president of administration, and treasurer/vice president of finance, except where local or regional statutes differ. All officers must be members in current good standing of PMI and their PMI chapter.

If using a directors-at-large format for the board structure, once the directors-at-large have been determined by election, the board may assign functional roles to the newly elected officers. The directors-at-large will constitute the executive committee.

Creating Eligibility Criteria:

PMI encourages chapter leaders to think through the creation of eligibility criteria very carefully, to both ensure the committee receives candidates with the appropriate experience and skill sets for the role, as well as mitigate liability associated with disqualifying candidates based on vaguely worded or exclusionary criteria. Please consider the following elements in documenting eligibility criteria for open positions:

Do:
- Create eligibility criteria that are clearly defined and described
- Create eligibility criteria that are meaningful to the role
- Specify experience and skills that are essential to success in the role
- Consider criteria that may be transferable from other volunteer organizations
- Consider how criteria will be validated by a candidate
- Specify between what is required and what is preferred
- Focus on defining experience and skills, rather than roles and credentials held, where the latter are not essential to the role

Example: For the role of finance officer, define eligibility criteria around previous experience with not-for-profit accounting practices, financial auditing and reporting annual budget planning and approval.

Don't:

- Create eligibility criteria that requires interpretation
- Create eligibility criteria in reaction to a specific circumstance
- Create eligibility criteria that cannot be validated
- Create eligibility criteria that are not meaningful to the role
- Require experiences and skills not essential to success in the role
- Require credentials or previous role experience, where they are not essential to the role

Note: Chapters may not create eligibility criteria that are designed to eliminate a specific individual from candidacy.

Example: For the role of finance officer, holding a current Project Management Professional (PMP®) and passing a background check should not be part of the eligibility criteria. (PMI certifications are not required for any chapter board roles.)

Resources:

There are two (2) important PMI resources for creating eligibility criteria and role descriptions. These are the Volunteer Role Delineation Study Results – Second Edition (RDS), and PMI's Volunteer Relationship Management System (VRMS). These resources can assist in creating specific eligibility criteria for a chapter election.

- Volunteer Role Delineation Study Results – Second Edition
  - The RDS has detailed descriptions of the roles and responsibilities of the 14 most utilized chapter board positions
  - Link to the RDS from the Volunteer Resource Center (pmi.org/VRC)

- PMI's Volunteer Relationship Management System (VRMS)
  - The VRMS is PMI's official volunteer recruitment tool
  - The VRMS can support the call for nominations of elected volunteer roles
  - The Coordinator View in the VRMS has opportunity templates for all chapter roles included in the Chapter RDS.
    - To become a coordinator of the VRMS for your chapter, contact volunteer@pmi.org
  - Link to the VRMS from the Volunteer Resource Center (pmi.org/VRC)

- PMI Chapter Development staff can assist in developing eligibility criteria and tips to use VRMS.

Term Limits:

Board term limits allow for the development of new leaders with new and innovative ideas. Based on association best practices, PMI highly recommends the following:

- Officer with 1- or 2-year terms be limited to no more than 3 or 4 consecutive terms on the board (6 or 8 years).
- Officer with 2- or 3-year terms be limited to no more than 2 or 3 consecutive terms on the board (6 or 8 years).

Guidelines for PMI
Chapter Board/Leadership Nominations

PMI recommends that nominations for chapter board/leadership positions shall be overseen by a semi-autonomous body (a nominations committee), accountable to the chapter board/leadership, via a liaison. The liaison position shall be held by a member of the board (PMI recommends this to be the immediate past president, but any non-voting board/leadership member can take this role). The liaison does not sit on the committee, but provides feedback on the timeline of activities and requests updates to be brought back to the board of directors/leadership team. The liaison is the sole point of contact between the committee and the board of directors/leadership team.

Once the liaison is decided, he or she calls for volunteers to sit on the nominations committee.

Board Liaison Responsibilities:
- Coordinating the call for volunteers to serve on the committee
- Selecting committee members
- Communicating requirements around conflict of interest, confidentiality and PMI's policy prohibiting campaigning and electioneering.
- Providing committee with documentation, including:
  - Chapter governing documents (bylaws, policies, etc.)
  - Descriptions of open positions
  - Eligibility criteria for open positions
  - All documented processes for nominations and elections
- Providing clarification on any of the items listed above
- Providing status updates on committee activities to the board
- Coordinating with the regional PMI CA for any support required

Committee Composition:
- The committee should be composed of chapter members in good standing and should not include any member who intends to stand for a position during the current electoral cycle
- No current member of the board/leadership should actively sit on the committee or influence the committee's activities in any way during the nomination and election period, other than to provide feedback on the timeline of activities and to request status updates on these activities via the board/leadership liaison
- The committee should be selected in accordance with the chapter's bylaws and local legal requirements regarding committee selection
- The committee should include at least three members to ensure transparency and fairness of candidate validation
- All committee members should sign the Conflict of Interest Questionnaire and Confidentiality and Record's Compliance Agreement (e.g., to show they are not related to any candidates or work for a candidate)
- Committee members must agree to uphold PMI's policy prohibiting campaigning and electioneering

Nominations Committee Responsibilities:

The following provide guidelines on what the nominations committee must do to support candidate nominations.
There are three ways that qualifying candidates may be nominated. They are as follows:

- Self-nomination – The candidate nominates him or herself
- Board nominated – Candidate is nominated by someone on the board of directors
- Chapter nominated – Candidate is nominated by a member and/or members of the chapter

Checklist of Nomination Committee Events:
- Publication of elections announcements
- Opening call for candidates
  - Self-nominations: committee solicits for members to self-nominate
  - Board nominations: each board member submits nominee names at board planning meeting
  - Chapter nominations: committee solicits chapter members to nominate other chapter members
- Gathering of interest (if proceeding with self-nominations)
- Review interest statements
- Review nominee references
- Candidate assessment
- Acceptance/rejection of candidates
- Communicate decision
- Publish list of candidates

Candidate Appeal Process:

All nominees are entitled to appeal the decision once they have been notified of rejection by the nominations or elections committee.

- Candidate will send documentation stating why he or she is appealing the decision
- Nominations committee, elections committee and chapter partner may review appeal and accept or reject the candidate's request
- The board will vote and come to consensus – Yes or No

Candidate will be notified of the decision in writing including reasons why. Once candidates have been finalized, the elections committee will initiate preparations for vote by chapter membership.

Guidelines for PMI Chapter Board Election Process

PMI recommends that elections for chapter board/leadership positions should be overseen by a semi-autonomous body (an elections committee), accountable to the chapter board/leadership, via a liaison. The liaison position should be held by a member of the board (PMI recommends this to be the immediate past president, but any non-voting board/leadership member can take this role). The liaison does not sit on the committee, but provides feedback on the timeline of activities and requests updates to be brought back to the board of directors/leadership team. The liaison is the sole point of contact between the committees and the board of directors/leadership team.

Board Liaison Responsibilities:
- Coordinating the call for volunteers to serve on the committee
- Selecting committee members
- Communicating requirements around conflict of interest, confidentiality and PMI's policy prohibiting campaigning and electioneering
- Providing committee with documentation, including:
  - Chapter governing documents (bylaws, policies, etc.)
  - Descriptions of open positions
  - Eligibility criteria for open positions
  - All documented processes for nominations and elections
- Providing clarification on any of the items listed above
- Providing status updates on committee activities to the board
- Coordinating with CA for any support required

Chapter Elections

Committee Composition:
- The committee should be composed of chapter members in good standing and should not include any member who intends to stand for a position during the current electoral cycle.
- No current member of the board/leadership should actively sit on the committee or influence the committee's activities in any way during the nomination and election period, other than to provide feedback on the timeline of activities and to request status updates. on these activities via the board/leadership liaison.
- The committee should be selected in accordance with the chapter's bylaws and local legal requirements regarding committee selection.
- The committee should be composed of at least three members to ensure transparency and fairness of candidate validation.
- All committee members should sign the Conflict of Interest Questionnaire and Confidentiality and Record's Compliance Agreement (e.g., to confirm there is no inappropriate relationship between the committee member and candidate).
- Committee members must agree to uphold PMI's policy prohibiting campaigning and electioneering.

Election Committee Responsibilities:
The following provide guidelines on what the elections committee must do to support chapter elections. Special attention will be paid to elections using electronic ballot via PMI CA. PMI recommends the use of electronic ballot administrated by the PMI CA.
- Reasons to use electronic ballot via PMI CA:
  - Allows for the entire membership to take part in the election process, not just who is physically present at the chapter meeting
  - Streamlines the process for the election committee
  - Ensures fairness in the election, eliminating possibility of fraud

Note: Please contact your PMI CA at least four weeks before the election start date. The CA will give you an elections requirements document for you to fill out and return, which the CA will use to create the election.

The election process is broken down into three sections: prior to the election, while the election is open, and close of the election. Nominations of all candidates must be finalized prior to the beginning of the election process.

Checklist Prior to Election:
- Collection of final, board-approved nominee documentation
  - Candidate biographies; suggested information about candidate includes:
    - PMI certifications
    - Work history aligning with aspired volunteer role
    - Past chapter volunteer experience
    - Non-PMI volunteer experience
    - Family, hobbies/interests
  - Candidate photos
    - Candidate photos are not required, but do provide added value to the election—chapter members may recognize candidates or feel more connection to the nominees
- Begin local communication of upcoming elections to chapter members
  - Announce upcoming election on chapter website
    - Upcoming election should be announced 2–4 weeks before election start
    - Announcement should be easily visible (on home page)
    - Announce upcoming election at chapter member meeting
    - Advertise upcoming election via newsletters, social media, email, word of mouth

- If using electronic ballot via CA:
  - Prepare chapter members to expect regular emails from an address designated by the chapter (example: nominations@PMIMarschapter.org) on election start date
    - These emails will appear to be sent from the chapter, but will actually be created and scheduled by the CA and sent by the electronic ballot vendor
    - Chapter members should put this email address in contacts, to ensure email is not considered spam
- Chapters not using electronic ballot via CA must update CA on method, progress and outcome of elections

Checklist Once Election Opens:
- Voting reminders to membership
  - If using electronic ballot via CA, CA will schedule first election notification as well as a reminder, scheduled at a previously defined time
  - The chapter is responsible for all other reminders to membership
  - CA may provide regular election updates to elections committee upon request
- Announce open election on chapter website, replacing upcoming election announcement

Checklist Once Election Closes:
- Collection of results (if using electronic ballot, CA will provide election results the next business day after election has closed)
- Communicate results to board and candidates
- Begin local communication of election results to chapter members
  - Announce election results on chapter website, replacing open election announcement
  - Announce election results at chapter member meeting
  - Announce election results via newsletters, social media, email, word of mouth

After the election is over, it is the responsibility of the current chapter board to organize and implement the board transition. Please refer to the Chapter Leaders' Guide: Strategies for Onboarding and Transitioning for a collection of hands-on advice, developed by fellow chapter leaders.
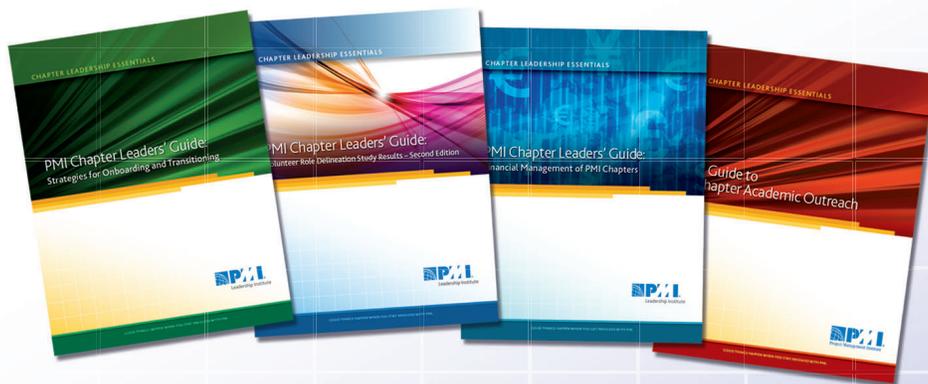
Chapter Elections

PMI ABBREVIATIONS AND ACRONYMS

As a reference, we have provided a list of the most commonly used PMI acronyms and abbreviations

Term	Definition	Description
AG	Advisory Group	Provides professional support and input to PMI
AP	Asia Pacific – a PMI region	PMI is divided by four sub-regions: North America, Latin America, EMEA and Asia Pacific
CAPM®	Certified Associate in Project Management Credential	A good entry-level PMI certification if you're new to project management
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 for single sign-on
EMEA	Europe, Middle East and Africa	PMI is divided by four sub-regions: North America, Latin America, EMEA and Asia Pacific
GAC	Global Accreditation Center	The PMI-sponsored body responsible for accreditation of degree and approval of certificate programs in project management
GHQ	PMI Global Headquarters	PMI office located in Newtown Square, Pennsylvania
LA or LATAM	Latin America	PMI is divided by four sub-regions: North America, Latin America, EMEA and Asia Pacific
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
NA	North America	PMI is divided by four sub-regions: North America, Latin America, EMEA and Asia Pacific
OLC	Online Learning Community	Online community where leaders share best practices, events and documents.

Term	Definition	Description
PDU	Professional Development Unit	Measuring unit used to quantify approved learning and professional service activities toward maintenance of PMI credentials
PMBOK® *Guide*	A Guide to the Project Management Body of Knowledge	PMI global standards provide guidelines, rules and characteristics for project, program and portfolio management
PMIEF	Project Management Institute Educational Foundation	PMIEF leverages project management for educational good for primary and secondary school students, as well as the community at large
PMI-ACP®	PMI Agile Certified Practitioner	Credential designed for practitioners who utilize agile approaches to project management in their projects
PMI-PBA℠	Professional in Business Analysis	Credential designed to include research that addresses the specific role business analysis serves that most directly impacts project success. With this certification, organizations will be able to validate the skills, knowledge and competence of business analysis practitioners.
PMI-RMP®	PMI Risk Management Professional	A specialty credential that demonstrates competence in assessing project risks, mitigating threats and capitalizing on opportunities
PMI-SP®	PMI Scheduling Professional	A specialty credential for practitioners who want to focus on developing and maintaining project schedules
PMO	Program or Project Management Office	A group or department within a business, agency or enterprise that defines and maintains standards for project management within the organization
PgMP®	Program Management Professional	Credential designed for those who manage multiple, complex projects to achieve strategic and organizational results
PMP®	Project Management Professional	The most important globally recognized and independently validated credential for project managers; perfect if you have demonstrated experience and competence in leading project teams
R.E.P.	Registered Education Provider	Training providers registered under PMI's Registered Education Provider Program
VRMS	Volunteer Relationship Management System	Online tool that allows you to search for or post chapter or global volunteer opportunities

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Chapter Leaders' Guides available from PMI

GOOD THINGS HAPPEN WHEN YOU STAY INVOLVED WITH PMI.