

## **The Role of the ACMP UK Chapter Board**

The ACMP UK Chapter Board of Directors (the 'Board') is the local governing authority of the ACMP UK Chapter, a certified affiliate of the Association of Change Management Professionals ('ACMP Global'), and is responsible for directing, influencing, and monitoring the Chapter's business.

The Board sets the tone for the Chapter, and directs the organization's future by developing policy and strategic direction. Governance is the way in which the Board exercises its authority, control, and direction over the Chapter. The Board carries out its governance role by developing and monitoring policies, through which the Board defines the parameters within which the Chapter will carry out its work. Work is organized through portfolios and committees that are overseen/managed by Board Directors who focus on the interpretation and implementation of policies. The Board has ultimate responsibility for the Chapter's purpose, identity, continuity, and progress, and is accountable to the membership for the success of the Chapter.

For purposes of efficiency, the President oversees the day-to-day business of the Chapter.

### **Leadership Structure and Characteristics**

- Maintain a cabinet-type structure where all Board Directors actively contribute based on their respective experience and skills, and as applicable, operate as advocates for their portfolio
- Work from clearly communicated roles, responsibilities, and accountabilities
- Govern by uncomplicated processes and structure, ensure a nimble infrastructure
- Work towards less dependency on bureaucracy and policy and more use of trust
- Encourage a free flow of responsible communication amongst the Board and between the Board and ACMP Global representatives
- Maintain a strong and collaborative partnership with volunteers
- Be respected and trusted by members; possess a reputation for proactive leadership
- Operate by, and adhere to the [ACMP Global Code of Ethics and Professional Conduct](#).

### **Standards of Performance for Board Directors**

The Board expects its Directors to carry out their duties in an ethical and professional manner, including proper use of authority. Meeting appropriate performance standards makes it possible to do the work of the Board in an efficient and effective way. Performance standards expected for the Board Directors include:

- Committing fully to their Board role, making every attempt to fulfill the responsibilities of the role and demonstrating loyalty to the Chapter and its membership, as well as ACMP Global

- Dealing with the public, members, volunteers, and each other in a fair, ethical, and straight-forward manner
- Fostering collegial, positive working relationships among the Board, committee chairs, volunteers, and partners
- Being prepared for, and actively participating in meetings or taking steps to enable momentum in absentia
- Maintaining confidentiality of Board business
- Developing appropriate records as required by each Board role
- Completing an efficient and effective transition to role successors
- Serving as an ambassador for the Chapter, maintaining a positive perception of the Chapter in dealings with the public whether in-person or on-line
- Understanding of Chapter Policies and By-laws and demonstrating behaviors in alignment with their intent

### **Board Commitment**

Board positions typically require a minimum commitment of three (3) hours per week which includes Board meetings held in locations within the greater UK area or virtually through a conference capability. In addition, the Board meets twice annually for a half day strategic planning workshop requiring full Board participation.

Board Directors also attend Quarterly member meetings (one being designated the Annual General Meeting) and other occasional events as required for presentations, public relations, etc. Time estimates do not include any necessary prep time required for the noted meetings and are subject to change at the discretion of the Board.

Board positions require a 2-year commitment.

## ACMP UK Chapter Board Roles

### PRESIDENT

**Abstract:** The Chapter President is the principal executive Officer of the Chapter and provides overall leadership in the management of Chapter operations and achievement of strategic objectives and goals. The President directs the activities of the other Board Directors in accordance with the Chapter Mission and By-laws.

#### General Responsibilities

- Build and maintain a cohesive Board, and stand up committees (appointing a Chairperson) that will meet the needs of the Chapter members
- Plan and execute a strategic planning workshop of the Board twice annually to develop new strategic direction, review and refine the strategy in progress, or assess performance
- Chair regular meetings of the Chapter Board of Directors
- Plan and lead the Annual General Meeting (AGM) of members, presenting an annual report of the Chapter business
- Monitor, motivate, and support activities of all Board Directors to ensure alignment and progress with the strategic plan, and create opportunities to leverage each Director's expertise and skills
- Ensure the governance of the Chapter is supported by relevant By-laws and appropriate policies, and oversee administrative operations
- Perform other duties as they pertain to the office of Chapter President

#### Special Notes

- The Chapter President is an Executive Officer role and voting member of the Board
- The President is the Chairperson of the Chapter Board of Directors
- The President is the primary liaison and represents the Chapter with ACMP
- Global (and relevant committees, e.g., ACRC) and other external stakeholders
- Automatic succession to the role of 'Immediate Past President' occurs upon completion of the term(s) as Chapter President
- The President fulfills a back-up role for the Vice President, as needed
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience is mandatory
  - Knowledge of cabinet-type board structures and parliamentary procedure
  - Leadership and delegation skills
  - Strategic thinking
  - Organizational, facilitation, and communication skills
  - Dedication
  - Diplomacy

## **VICE PRESIDENT**

**Abstract:** The Vice-President attends to the duties of the President in his/her absence or in case the office becomes vacant for any cause. This role also represents the board on all committees and provides guidance to committees.

### **General Responsibilities**

- Manage, train, delegate, and share information with portfolio committee volunteers to ensure a quality volunteer experience, smooth portfolio operation, and succession planning
- Oversee and guide committees, represent the board on all committees, report committee progress to board
- Serve as Chapter Liaison to other professional organizations
- Assist the President in collaborating with other Chapters and other organizations to enhance value to Chapter members
- Assist the President in overseeing and assessing overall progress to strategic goals; identify and recommend areas of opportunity driven by internal or external factors
- Perform other duties as they pertain to the office of the Vice-President or delegated by the President, and lead special projects as assigned from time to time

### **Special Notes**

- The Chapter Vice-President is an Executive Officer role and voting member of the Board
- The Vice-President fulfills a back-up role for the President, as needed
- May act as or direct/support Committee Chair(s)
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience (recommended)
  - Leadership and delegation skills
  - Strategic thinking skills
  - Organizational, facilitation, and communication skills
  - Relationship Management skills
  - Negotiation skills
  - Collaboration and lateral thinking skills

## **DIRECTOR CHAPTER OPERATIONS & SECRETARY**

**Abstract:** The main responsibility of the Director of Chapter Operations is to ensure all Chapter records are accurately kept and all information assets are regularly maintained and managed in accordance with Chapter By-laws, policies, and applicable regulations (e.g., privacy, etc.). In addition, the role ensures that Board meetings follow parliamentary procedure and that other Chapter administrative operations run smoothly and effectively to meet the needs of the Board and membership.

### **General Responsibilities**

- Manage Chapter administration and operations under the guidance of the President
- Exercise stewardship for all official Chapter records (By-laws, policies, motions, plans, correspondence, attendance, etc.); ensures the Board acts in a timely manner for notices or activities required by governance documents, e.g. notices to members, required reviews of By-laws, summary reports to ACMP Global, etc.)
- Manage member requests for information in accordance with the By-laws and local privacy requirements
- Support the President in the arranging and facilitating of regular and special Board meetings, including managing agendas, producing accurate and timely minutes, and managing action items
- Provide administrative/operational support to the Directors of the Board, and Committee Chairs, as needed
- Initiate and manage the annual nominations and elections process as prescribed in the Chapter By-laws under the guidance of the President
- Perform other duties as they pertain to the office of the Secretary or assigned by the President

### **Special Notes**

- The Secretary is an Executive Officer role and voting member of the Board
- The Secretary fulfills a back-up role for the Treasurer, as needed
- May act as or direct/support a Committee Chair
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience (recommended)
  - Understanding of parliamentary procedure
  - Strong organizational skills (skilled in using desktop and collaboration tools to manage information)
  - Communication skills (skilled in record keeping/management and attention to detail in particular) Time management and administrative facilitation skills
  - Relationship management skills (e.g., partners, sponsors, vendors, governing bodies)

## **DIRECTOR OF SPONSORSHIP AND TREASURER (SPONSORSHIP CAN BE SEPARATE ROLE)**

**Abstract:** The main responsibility of the Director of Sponsorship and Treasury is to direct the Chapter's fiscal policy to ensure the integrity of financial management for the Chapter. The Treasurer leads budget development, oversees custody of Chapter funds and assets, acts as Controller, and assures the financial stability and sustainability of the Chapter.

This role also provides leadership in the area of Sponsor acquisition and development of sponsorship/partner Professional Development to meet the needs of the Chapter.

### **General Responsibilities**

- Oversee financial management; establish and maintain an effective accounting system, oversee accounts payable and dues receivable (or other means of revenue) processes, ensure financial policies are in place, current, and adhered to by ACMP UK Chapter Board or Directors and other volunteers
- Contribute to Board strategic planning/execution by providing support to Directors/portfolio owners in developing plans and reviewing the aggregate plan annually for budgetary needs and financial implications; prepare, obtain approval, and oversee the consolidated budget
- Prepare and/or review monthly financial statement of income and expenditures, reconcile bank statements, and scrutinize disbursements; maintain records for budgeted and actual amounts
- Publish the year-end financial report at the close of the fiscal year, create periodic progress reports (including that required for the Annual General Meeting (AGM), and regular status as required by Chapter operational protocols
- Manage financial operations, including: maintain bank account in the name of the organization; support auditing requirements for information; submit all reports/forms to meet government, business, or ACMP Global requirements to keep the Chapter in good standing among governing bodies
- Lead and manage the Chapter Sponsorship portfolio
- Contribute to Board strategic planning/execution by providing an annual Sponsorship Portfolio Plan (i.e.: approach goals, metrics, timing, resources), periodic progress reports (including that required for the AGM), and regular status as required by Chapter operational protocols
- Negotiate and maintain contracts and agreements in accordance with By-laws, policies, etc. (e.g., insurances, sponsorship commitments, member affinity Professional Development)
- Perform other duties as they pertain to the office of the Treasurer

### **Special Notes**

- The Director of Sponsorship and Treasurer is an Executive Officer role and voting member of the Board
- May act as or direct/support a Committee Chair
- The Director of Sponsorship and Treasurer fulfills a back-up role for the Secretary, as needed
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience (recommended)

- Accounting and financial management skills (including budgeting)
- Organizational and communication skills (keen attention to detail)
- Fiscal responsibility
- Negotiation and contract management skills
- Collaboration and lateral thinking skills
- Relationship management skills (e.g., partners, sponsors, vendors, governing bodies)

## **DIRECTOR OF MEMBERSHIP**

**Abstract:** This role provides leadership in the area of Chapter Membership in accordance with the needs and goals of the Chapter and in fulfillment of its mission. The main responsibility of the Director of Membership is to direct the Chapter's membership policy and related activities to ensure the Chapter remains relevant within the professional community it serves.

### **General Responsibilities**

- Lead and manage the Chapter Membership portfolio
- Contribute to Board strategic planning/execution by providing an annual Membership Portfolio Plan (i.e., approach, goals, metrics, timing, and resources), periodic progress reports (including that required for the Annual General Meeting) and regular status as required by Chapter operational protocols
- Assist the Vice-President with the management, training, delegation and sharing of information with portfolio committee volunteers to ensure a quality volunteer experience, smooth portfolio operation, and succession planning
- Liaise with current and prospective membership to ensure recruitment, retention, and recovery initiatives are carried out effectively (through tracking of activities, correspondence/template notices, direct interaction, feedback loops, etc.)
- Manage membership information, producing reports (trends, issues, recommendations, etc.), and disseminating data/lists for use in Chapter business with due regard for privacy and coordinating with ACMP Global as needed
- Coordinate the annual survey to ensure that portfolio planning information needs are met and that an assessment of the Chapter's perceived value/member needs analysis can be completed
- Perform other duties as assigned from time to time to serve Chapter members and further the work of the Board

### **Special Notes**

- The Director of Membership is a voting member of the Board
- May act as or direct/support a Committee Chair
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience (recommended)
  - Leadership and delegation skills
  - Relationship management skills
  - Organizational, facilitation, and communication skills
  - Data management skills (attention to detail and metadata development)
  - Keen interest in membership development

## **DIRECTOR OF PROFESSIONAL DEVELOPMENT**

**Abstract:** This role provides leadership in the area of Chapter Professional Development in accordance with the needs and goals of the Chapter and in fulfillment of its mission. The main responsibility of the Director of Professional Development is to develop a schedule of professional development events and activities that resonate with members and prospective members to ensure the Chapter provides 'value' to the professional community it serves.

### **General Responsibilities**

- Lead and manage the Chapter Professional Development portfolio
- Contribute to Board strategic planning/execution by providing an annual Professional Development Portfolio Plan (i.e., topic themes, potential opportunities, types, approach, goals, metrics, timing, resources), periodic progress reports (including that required for the Annual General Meeting (AGM) and regular status as required by Chapter operational protocols
- Develop/create and maintain job posting board
- Manage, train, delegate, and share information with portfolio committee volunteers to ensure a quality volunteer experience, smooth portfolio operation, and succession planning
- Establish, publish, and maintain a 12-month rolling calendar of events covering key program streams, e.g. locally driven programs, programs tied to ACMP Global initiatives, third party based programs, etc.) guided by the annual survey outcomes
- Co-ordinate the search for speakers/presenters and oversee selections with due regard for fairness and balance and the objective to address membership needs and interests; manage speaker commitments prior to events
- Produce a qualitative report incorporating attendee feedback to support continuous improvement objectives
- Liaise with Board members and partners as needed to define events and to seek out innovative ideas; Collaborate with Director of Events to facilitate the execution of events
- Perform other duties as assigned from time to time to serve Chapter members and further the work of the Board

### **Special Notes**

- The Director of Professional Development is a voting member of the Board
- The Director of Professional Development fulfills a back-up role for the Director of Events, as needed
- May act as or direct/support a Committee Chair
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience (recommended)
  - Leadership and delegation skills
  - Organizational, facilitation, and communication skills
  - Forward thinking
  - Negotiation skills
  - Collaboration, innovation, and lateral thinking skills
  - Keen interest in member program and professional development

## **DIRECTOR OF MARKETING AND COMMUNICATIONS**

**Abstract:** This role provides leadership in the area of Chapter Marketing in accordance with the needs and goals of the Chapter and in fulfillment of its mission. The main responsibilities of the Director of Marketing and Communications is two-fold:

- to direct and manage marketing efforts for the purpose of generating new membership and sponsorship, promote awareness of the chapter in the community, chapter branding, and external-facing communications.
- to direct and manage internal communications.

### **General Responsibilities**

- Lead and manage the Chapter Marketing and Communications portfolio
- Contribute to Board strategic planning/execution by providing an annual Marketing Portfolio Plan (i.e., approach, goals, metrics, timing, resources), periodic progress reports (including that required for the AGM), and regular status as required by Chapter operational protocols
- Manage, train, delegate, and share information with portfolio committee volunteers to ensure a quality volunteer experience, smooth portfolio operation, and succession planning
- Establish a Chapter brand and external communication standards and guidelines guided by and in compliance with those of ACMP Global as needed
- Establish, publish, and maintain a 12-month rolling calendar of external communication and marketing activities, guided by the annual survey outcomes and Chapter goals and approved plans; liaise with Board peers as needed to define specific marketing needs and develop content (e.g., for the website, pitch decks)
- Co-ordinate advertising, public relations, and other marketing or promotional activities in support of the Chapter
- Perform other duties as assigned from time to time to serve Chapter members and further the work of the Board

### **Special Notes**

- The Director of Marketing and Communications is a voting member of the Board
- The Director of Marketing and Communications fulfills a back-up role for the Director of Membership, as needed
- May act as or direct/support a Committee Chair
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience (recommended)
  - Leadership and delegation skills
  - Strong communication skills (writing, editing, layout/graphic design)
  - Website and social media management
  - Organizational skills
  - Collaboration and lateral thinking skills

## **DIRECTOR OF EVENTS**

**Abstract:** This role provides leadership in the area of Chapter Event planning and execution in accordance with the needs and goals of the Chapter and in fulfillment of its mission. The main responsibility of the Director of Events is to define, source, manage, and execute the logistics required for planned events. This role ensures high quality program experiences for members, prospective members, and speakers, while balancing costs and revenues.

### **General Responsibilities**

- Lead and manage the Chapter Events portfolio
- Contribute to Board strategic planning/execution by providing support to Directors/portfolio owners in developing plans and reviewing the aggregate plan regularly for logistical planning needs and implications; completing periodic progress reports (including that required for the AGM), and regular status as required by Chapter operational protocols
- Manage, train, delegate, and share information with portfolio committee volunteers to ensure a quality volunteer experience, smooth portfolio operation, and succession planning
- Establish and maintain relationships with appropriate venues and service providers (in anticipation of and in response to the approved Program calendar of events), guided by the annual survey outcomes, and with due regard for the financial constraints of the Chapter
- Champion all standards, policies and procedures related to event operations
- Oversee/co-ordinate the planning and execution of all event logistics for all planned events; ensure Board Directors and volunteers are well versed in roles and expectations for each event; assume the role of 'Stage Manager' during events as needed; oversee on-site volunteers and service providers, and ensuring speakers' needs are managed
- Liaise with Board peers as needed to understand event objectives; collaborate with Director of Professional Development to facilitate the execution of events
- Perform other duties as assigned from time to time to serve Chapter members and further the work of the Board

### **Special Notes**

- The Director of Events is a voting member of the Board
- The Director of Events fulfills a back-up role for the Director of Professional Development, as needed
- May act as or direct/support a Committee Chair
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience (recommended)
  - Leadership and delegation skills
  - Very strong organizational, facilitation, and communication skills
  - Negotiation skills
  - Collaboration and lateral thinking skills
  - Strong problem-solving skills, creativity, innovation Relationship management skills

## **DISTRICT DIRECTOR**

**Abstract:** The area specific District Director is the principal officer of the region and provides overall leadership in the management of district operations and achievement of the specific region's strategic objectives and goals. The area specific District Director directs the activities of the area specific District Board positions, in accordance with the ACMP UK Chapter Mission and By-laws.

### **General Responsibilities**

- Contribute and support the ACMP UK Chapter Board strategic planning and execution
- Build and maintain a cohesive District Board, within the specific area/region, and stand up district committees which will meet the needs of the specific region's members
- Plan and execute a strategic planning workshop of the area's District Board twice annually to develop new strategic direction, review and refine the strategy in progress, or assess performance
- Chair regular meetings of the area specific District Board
- Plan and lead the area specific District Annual General Meeting (RAGM) of members, presenting an annual report of the district business
- Monitor, motivate, and support activities of all area specific District Board members to ensure alignment and progress with the strategic plan, and create opportunities to leverage each area specific District Board member's expertise and skills
- Ensure the governance of the region is supported by relevant By-laws and appropriate policies, and oversee administrative operations
- Perform other duties as they pertain to the office of area specific District Director

### **Special Notes**

- The area specific District Director is an Executive Officer role and voting member of the ACMP UK Board of Directors
- The District Director is the Chairperson of the area specific District Board
- The District Director is the primary liaison and represents the area/region with ACMP UK Chapter and other external stakeholders
- District Director fulfills a back-up role for other area specific positions, as needed
- Key skills needed to successfully serve in this position include:
  - Previous Board of Directors experience (recommended)
  - Knowledge of cabinet-type board structures and parliamentary procedure
  - Leadership and delegation skills
  - Strategic thinking
  - Organizational, facilitation, and communication skills
  - Dedication
  - Diplomacy