

BYLAWS 2017 V3

PMI BELGIUM CHAPTER

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Are forming an integral part of this document:

- 2016 Job descriptions
- 2016 Finance Policies

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Article I. Name, Principal Office; Other Offices

I.1 Name/Non-Profit Incorporation

The organization is called the PMI Belgium Chapter (hereafter “PMI BELGIUM”). This organization is a Component chartered by the Project Management Institute, Inc. (hereafter “PMI®”) and separately incorporated as a non-profit corporation organized under the laws of Belgium.

I.2 Jurisdiction

The PMI BELGIUM Chapter shall meet all legal requirements in the jurisdiction(s) in which the PMI BELGIUM Chapter conducts business or is incorporated / registered.

I.3 Principal Office.

The principal office of PMI BELGIUM is located: Mechelsesteenweg, 355 - 2830 Willebroek - Belgium.

Article II. Relationship to PMI

II.1 Responsibility

The PMI BELGIUM Chapter is responsible to the duly elected PMI® Board of Directors and is subject to all PMI® policies, procedures, rules and directives lawfully adopted.

II.2 Bylaws and other governing documents

The bylaws of the PMI BELGIUM Chapter may not conflict with the current PMI’s Bylaws and all policies, procedures, rules or directives established or authorized by PMI® as well as with the PMI BELGIUM’s Charter with PMI®.

II.3 Terms

The terms of the Charter executed between the PMI BELGIUM Chapter and PMI®, including all restrictions and prohibitions, shall take precedence over these Bylaws and other authority granted hereunder and in the event of a conflict between the terms of the Charter and the terms of these Bylaws, the PMI BELGIUM Chapter shall be governed by and adhere to the terms of the Charter.

Article III. Purpose and Limitations of PMI Belgium

III.1 Purposes of the PMI BELGIUM Chapter

General Purpose: The PMI BELGIUM Chapter has been founded as non-profit corporation chartered by PMI®, and is dedicated to advancing the practice, science, and profession of project management in Belgium in a conscious and proactive manner.

Specific Purposes: Consistent with the terms of the Charter executed between the PMI BELGIUM Chapter and PMI® and these Bylaws, the purposes of the PMI BELGIUM Chapter will include the following:

- a) To foster and promote the professionalism in the management of projects.
- b) To contribute to the quality and scope of project management.
- c) To stimulate appropriate global application of project management for the benefit of the general public.
- d) To provide a recognized forum for the free exchange of ideas, applications, and solutions to project management issues among its members, and other interested and involved in project management.

e) To identify and promote the fundamentals of project management and advance the body of knowledge for managing projects successfully.

III.2 Limitations of the PMI BELGIUM Chapter

General Limitations: The purposes and activities of the PMI BELGIUM Chapter shall be subject to limitations set forth in the charter agreement and these Bylaws.

The membership database and listings provided by PMI® to the PMI BELGIUM Chapter may not be used for commercial purposes and may be used only for non-profit purposes directly related to the business of the PMI BELGIUM Chapter, consistent with PMI® policies and all applicable laws and regulations, including but not limited to those law and regulations pertaining to privacy and use of personal information.

The Officers and Directors of the PMI BELGIUM Chapter shall be solely accountable for the planning and operations of the Component, and shall perform their duties in accordance with the Component's governing documents; its Charter Agreement; PMI®'s Bylaws, policies, practices, procedures, rules and applicable law.

Article IV. PMI Belgium Membership

IV.1 General Membership Provisions

Membership in the PMI BELGIUM Chapter requires membership in PMI®. The PMI BELGIUM Chapter shall not accept as members any individuals who have not been accepted as PMI® members. Membership in this organization is voluntary and shall be open to any eligible person interested in furthering the purposes of the organization. Membership shall be open to all eligible persons without regard to race, creed, color, age, sex, marital status, national origin, religion, or physical or mental disability.

Members shall be governed by and abide by the PMI® Bylaws and by the bylaws of the PMI BELGIUM Chapter and all policies, procedures, rules and directives lawfully made hereunder, including but not limited to the PMI® Code of Ethics and Professional Conduct.

All members shall pay the required PMI® and PMI BELGIUM Chapter membership dues to PMI® and in the event that a member resigns or their membership is revoked for just cause, membership dues shall not be refunded by PMI® or the PMI BELGIUM Chapter.

Membership in the PMI BELGIUM Chapter shall terminate upon the member's resignation, failure to pay dues or expulsion from membership for just cause.

Members who fail to pay the required dues when due shall be delinquent for a period of one (1) month and their names removed from the official membership list of the PMI BELGIUM Chapter. A delinquent member may be reinstated by payment in full of all unpaid dues for PMI® and the PMI BELGIUM Chapter to PMI® within such one delinquent month.

Upon termination of membership in the PMI BELGIUM Chapter, the member shall forfeit any and all rights and privileges of membership.

IV.2 Classes and Categories of Members

The PMI BELGIUM Chapter shall not create its own membership categories. PMI Component membership categories shall be consistent with PMI membership categories.

Article V. PMI Belgium Executives, and Board of Directors

V.1 Board

The PMI BELGIUM Chapter shall be governed by a Board of Executives (Board). The Board shall be responsible for carrying out the purposes and objectives of the non-profit corporation. The Board shall

consist of the officers of the PMI Belgium Chapters, elected by the membership and shall be members in good standing of PMI and of the PMI BELGIUM Chapter

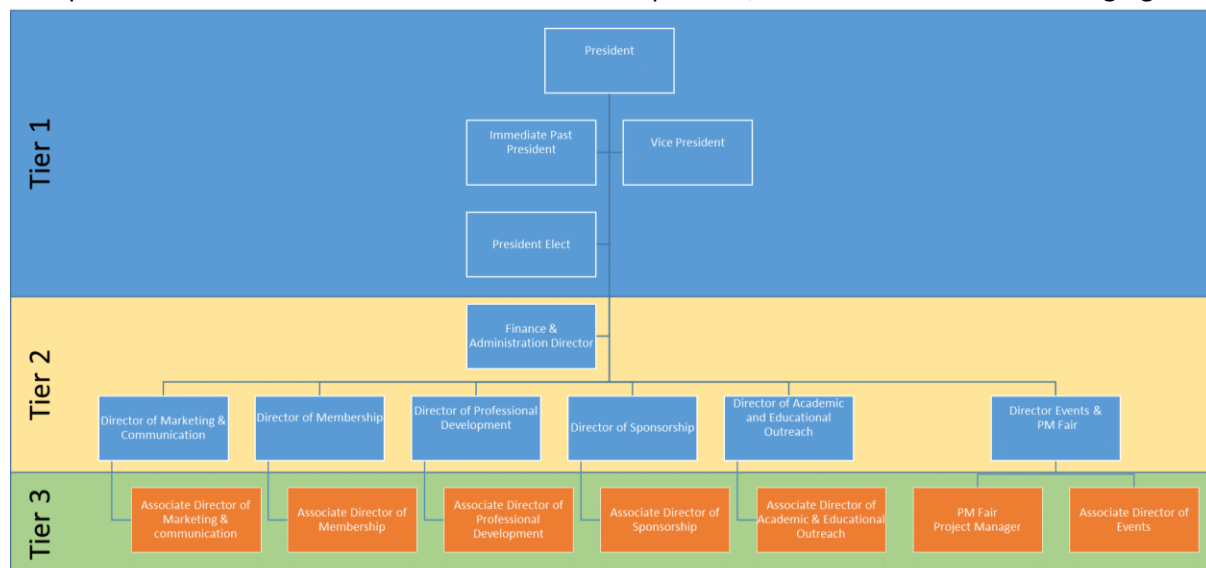
V.2 Tiered structure

The Board consists of 2 tiers supported by an additional tier with the associate directors

The first tier consists of the Executive Committee which is made up of the President, The IPP (immediate Past President), and the Vice-President and the President-elect of PMI Belgium Chapter, when appointed. The Executive Committee has a maximum of four members. The members of the Executive Committee shall be in good standing of PMI and of the PMI BELGIUM Chapter. The Executive Committee will set the guidelines, decide the strategy of the Component and working methods of the Board and PMI BELGIUM Chapter and pay special attention that Bylaws and Code of Conduct are respected. The Executive Committee will also assure that necessary documents are submitted on a timely manner to PMI EMEA office.

The second tier consists of Directors of the PMI Belgium Chapters, elected by the membership and shall be members in good standing of PMI and of the PMI BELGIUM Chapter.

The third tier consists of Associate directors who are reporting directly to the director of their domain of expertise. Associate directors not a board member position, and thus do not have a voting right.



V.3 Terms of Office

Terms of office for all Officers/Directors shall be 2 years, limited to 2 consecutive terms in the same position, and no more than 5 consecutive terms on the Board in general. It is advisable that not all Directors are changing positions at the same time, to allow for a smoother transitioning period.

V.4 The President

The President shall be the Chief Executive Officer for the PMI BELGIUM Chapter and of the Board, and shall perform such duties as are customary for presiding officers, including making all required appointments with the approval of the Board. The President shall also serve as a member ex-officio with the right to participate and vote on all committees except the Nominating Committee.

V.5 The Chapter Officers

The chapter officers (or Directors) shall serve in the identical capacity. Signature authority shall rest with the President or in his/her absence, by the Vice-President and one other member of the Board. The Chapter Officers will have the roles and responsibilities described below. Any Officer may designate another Officer or Chapter Member to perform or assist with any assigned duties and

responsibilities, in mutual agreement and in agreement with the President. In no case, however, will such designating relieve the Officer of ultimate responsibility for the current or proper execution of such duties and responsibilities.

Following Chapter Officers exists:

- Past Chapter President
- President
- Vice President
- Director of Finance & Administration
- Director of Professional Development
- Director of Sponsorship
- Director of Events & PMFAIR
- Director of Marketing & Communication
- Director of Membership & Volunteering
- Director of Academic & Educational Outreach

Their roles & responsibilities are stipulated in the annex.

V.6 The Associate Directors

The Associate director is not a board member position, and thus do not have a voting right; they do not participate to the board meeting, unless on invitation of the board director for presenting a specific topic of his domain of responsibility

An Associate Director can replace the board director (backup with full delegation of Authority) in case of absence/illness/dismiss... after approval of the president.

Associate directors do participate to the yearly “strategy meeting” for defining the 5 years plan

The associate director is elected for 2 years with possible extension

He/She receives a personal PMI-Belgium email address & Chapter Business Card

He/She may Access to the membership data is allowed when necessary (RS, VRMS, Website back-end, Chapter Document management application...)

V.7 President-elect

The President-elect is the title for an incoming President of PMI Belgium Chapter in the period between the winner of the election and the effective installation date of the full new Board. If a sitting President has won the election, he/she is not referred to as a "President-elect" because he/she is already in function and is not waiting to become president.

This function gives the president-elect the possibility and opportunity to get to know the procedures and policies of PMI Belgium Chapter and his/her duties as a future President.

The President-elect will be part of the executive team and the board, but will have no voting power in the Board. In case a President-elect is a sitting Chapter Officer, the voting power will remain under the function of Chapter Officer.

V.8 Volunteer Management

In particular the roles of Director of Membership, Director of Professional Development, Director of Sponsorship, Director of Programs and Events, and Director of Communications and New Media, have proven to be challenging jobs, and will require the continuous help of one or more volunteers. It is the duty of these Directors to search for, and appoint the appropriate individuals, together with the Vice-President who manages the volunteering team. Volunteers may grow into more senior roles when opportunities arise. Other roles may also require a volunteering team.

V.9 Power

The Board shall exercise all powers of the PMI BELGIUM Chapter, except as specifically prohibited by these bylaws, the PMI Bylaws and policies, its charter with PMI®, and the laws of the jurisdiction in

which the organization is incorporated/registered. The Board shall be authorized to adopt and publish such policies, procedures and rules as may be necessary and consistent with these bylaws and PMI Bylaws and policies, and to exercise authority over all PMI BELGIUM Chapter business and funds.

V.10 Meetings

The Board shall meet at the call of the President or at the written request of two members of the Board. A quorum shall consist of no less than one-half of the membership of the Board at any given time. Each member shall be entitled to one (1) vote and may take part and vote in person only. At its discretion, the Board may conduct its business by teleconference, facsimile or other legally acceptable means. Meetings shall be conducted in accordance with parliamentary procedures determined by the Board.

The Vice-President will take the minutes of the Board meeting. The minutes will be shared with the Board members no later than one week after the Board meeting and will need to be approved on the next Board meeting.

V.11 Vacancies, Resignation, Removal from Office

The Board of Directors may declare an Officer or Director to be vacant where an officer or Director ceases to be a member in good standing of PMI® or of the PMI BELGIUM Chapter by reason of non-payment of dues, or where the officer or Director fails to attend two (2) consecutive Board meetings, without informing beforehand or without agreement with the President.

An Officer or Director may be removed from office for just cause in connection with the affairs of the organization by a normal majority vote of the members present and in person at an official meeting of the membership or by a normal majority vote of the Board.

An Officer or Director may resign by submitting written notice to the President who will inform the Board of Directors promptly. Unless another time is specified in the notice, the resignation shall be effective upon receipt by the Board of the written notice.

If any Officer or Director becomes vacant, the Board may appoint a successor to fill the office for the unexpired portion of the term for the vacant position. Proper hand over need to be organized after the Board of Directors has appointed a successor of the resigned Board member.

In the event the President is unable or unwilling to complete the current term of office, the Vice-President shall assume the duties and office of the presiding Officer for the remainder of the term.

V.12 Back up of Chapter Officers

Following backups are foreseen for key leadership positions

Function	Backup
Past Chapter President	No backup
President	Vice President
Vice President	President
Professional Development Director	Membership Director
Sponsorship Director	Marketing Director
Membership Director	Professional Development Director
Marketing Director	Sponsorship Director
Communication Director	Marketing Director
Director of Events & PMFAIR	Vice President
Director of Academical & Educational Outreach	Professional Development Director

Article VI. PMI Belgium Nominations and Elections

VI.1 Elections

The nomination and election of Officers and Directors shall be conducted every 2 years in accordance with the terms of office specified in Article IV, Section 1 and Article V, Section 2. All voting members in good standing of PMI® and the PMI BELGIUM Chapter shall have the right to vote in the election. Discrimination in election and nomination procedures on the basis of race, color, creed, gender, age, marital status, national origin, religion, physical or mental disability, or unlawful purpose is prohibited. Board positions eligible for election can be found in the job description list.

In accordance with PMI® policies, practices, procedures, rules and directives, no funds or resources of PMI® or the Component may be used to support the election of any candidate or group of candidates for PMI, Component or public office. No other type of organized electioneering, communications, fund-raising or other organized activity on behalf of a candidate shall be permitted. The Component Nominating Committee, or other applicable body designated by the Component, will be the sole distributor(s) of all election materials for Component elected positions.

The President-elect will be elected by PMI Belgium Chapter members in good standing of PMI®. The election will take place one year after the election of Officers and Directors and shall be thus conducted every 2 years, alternating with the Officer and Director elections.

The President-elect will be part of the executive team and the board, but will have no voting power in the Board.

This function gives the president-elect the possibility and opportunity to get to know the procedures and policies of PMI Belgium Chapter and his/her duties as a future President.

The President-elect will automatically take the function as President, when the normal term (2 years) of the sitting-President comes to an end.

VI.2 Candidates

Candidates who are elected shall take office on the first of January following their election, and shall hold office for the duration of their terms or until their successors have been elected and qualified.

VI.3 Nominating Committee

A Nominating Committee shall prepare a list containing nominees for each Board position and shall determine the eligibility and willingness of each nominee to stand for election, based on the below specified criteria. Candidates for Board positions may also be nominated by petition process established by the Nominating Committee or the Board. Elections shall be conducted by electronic ballot to all voting members in good standing. The candidate shall apply for a specific board function (maximum 3). In case multiple candidates for one specific board occur, the candidate who receives a the most votes shall be elected. In case to perfect equality of the votes, the candidate with the longest continuous chapter membership period will be selected. Ballots shall be counted by the Nominating Committee or by tellers designated by the Board.

No current member of the Nominating Committee shall be included in the slate of nominees prepared by the Committee.

A Nominating Committee consists out of minimum 5 members, appointed by the Board in normal voting majority (more than 50%).

The Nominating Committee will take into account below criteria when validating the candidates for Board positions:

- The candidate must be a PMI Belgium Chapter member at the time of application for this position.

- The candidate must be in good standing of PMI® and may not be made a party, to any civil, criminal, administrative, or investigative action or proceeding that can harm PMI.org, a PMI chapter or the Project Management Profession in general.
- The candidate must be in good faith.
- The candidate may not have a commercial relation with PMI or have the intention to receive any pecuniary gain, benefit or profit, incidental or otherwise, from the activities, financial accounts and resources of the PMI Belgium Chapter, except as otherwise provided in these bylaws.
- The candidate must have shown interest in the function and is able to contribute positively to the working of the PMI Belgium Chapter.
- The candidate is willing to fill in and sign the PMI confidentiality agreement and the PMI conflict of interest questionnaire and ethics certification.
- Candidates must show experience and maturity to conduct a board function.

After the election process the nominating committee can decide that some elected candidates may miss maturity or other important aspects to conduct a PMI Board function. In this case the nominating committee can ask the elected candidate to step in a learning path and first take up a volunteer functions to assist a Director of the board while being coached by him/her. The Assistant-Director will not be part of the Board, not will this position have voting rights.

Article VII. PMI Belgium Committees

VII.1 Committees Group Organization

The Board may authorize the establishment of standing or temporary committees to advance the purposes of the organization. The Board shall establish a charter for each committee, which defines its purpose, authority and outcomes. Committees are responsible to the Board. Committee members shall be appointed from the membership of the organization. The PMI Belgium Chapter officers and/or Directors can serve on the PMI Belgium Committees, unless it specifically is restricted by the Bylaws.

VII.2 Committee Appointments

All committee members and their chairman shall be appointed by the President with the approval of the Board.

Article VIII. PMI Belgium Finance

VIII.1 Fiscal Period

The fiscal year of the PMI BELGIUM Chapter shall be from 1 January to 31 December.

VIII.2 Membership Dues

PMI BELGIUM Chapter annual membership dues shall be set by the PMI BELGIUM's Board and communicated to PMI® in accordance with policies and procedures established by PMI®. The exact amount is also mentioned on the PMI website. There cannot be more than 1 fee increase per 2-year period. The amount should be approved by the board.

VIII.3 Financial Policies

The PMI BELGIUM Chapter Board shall establish policies and procedures to govern the management of its finances and shall submit required tax filings to appropriate government authorities. The financial policies form an integral part of the PMI Belgium Bylaws.

The financial policies and guidelines shall comply in full with the PMI® policies and guidelines.

VIII.4 Membership dues collection

All dues billings, dues collections and dues disbursements of memberships shall be performed by PMI®.

Article IX. Meetings of the Membership

IX.1 Annual Meeting

An annual meeting of the membership shall be held at a date and location to be determined by the Board. It is customary that this is done at the first meeting during the calendar year, in the month of January.

IX.2 Special Meetings

Special meetings of the membership may be called by the President, by a majority of the Board, or by petition of twenty percent (20%) of the voting membership directed to the President.

IX.3 Notice of Annual Meeting

Notice of all annual meetings shall be sent or communicated by the Board to all members at least 30 days in advance of the meeting. Action at such meetings shall be limited to those agenda items contained in the notice of the meeting.

IX.4 Notice of Special Meetings

Notice of all special meetings shall be sent by the Board in advance to those who will participate. The notice should indicate the time and place of the meeting and include the proposed agenda. Action at such meetings shall be limited to those agenda items contained in the notice of the meeting.

IX.5 Quorum

Quorum at all annual and special meetings of the PMI BELGIUM Chapter shall be those members in good standing, present and in person.

IX.6 Proceedings

All meetings shall be conducted according to parliamentary procedures determined by the Board.

Article X. Branches of the PMI BELGIUM Chapter

PMI Belgium has no branches.

Article XI. Inurement and Conflict of Interest

XI.1 Compensation

No member of the PMI Belgium Chapter shall receive any pecuniary gain, benefit or profit, incidental or otherwise, from the activities, financial accounts and resources of the PMI Belgium Chapter, except as otherwise provided in these bylaws.

No Officer, director, appointed committee member or authorized representative of the PMI BELGIUM Chapter shall receive any compensation, or other tangible or financial benefit for service on the Board. However, the Board may authorize payment by the PMI BELGIUM Chapter of actual and reasonable expenses incurred by an Officer, director, committee member or authorized representative regarding attendance at Board meetings and other approved activities.

XI.2 Engagements

PMI BELGIUM Chapter may engage in contracts or transactions with members, elected Officers or Directors of the Board, appointed committee members or authorized representatives of PMI BELGIUM Chapter and any corporation, partnership, association or other organization in which one or more of PMI BELGIUM Chapter's Directors, Officers, appointed committee members or authorized representatives are directors or Officers, have a financial interest in, or are employed by the other organization, provided the following conditions are met:

- The facts regarding the relationship or interest as they relate to the contract or transaction are disclosed to the Board of Directors prior to commencement of any such contract or transaction;
- The Board in good faith authorizes the contract or transaction by a majority vote of the directors who do not have an interest in the transaction or contract;
- The contract or transaction is fair to PMI BELGIUM Chapter and complies with the laws and regulations of the applicable jurisdiction in which PMI BELGIUM Chapter is incorporated or registered at the time the contract or transaction is authorized, approved or ratified by the board of directors.

XI.3 Independence

All Officers, Directors, appointed committee members and authorized representatives of the PMI BELGIUM Chapter shall act in an independent manner consistent with their obligations to the PMI BELGIUM Chapter and applicable law, regardless of any other affiliations, memberships, or positions.

XI.4 Disclosures

All Officers, Directors, appointed working group members and authorized representatives shall disclose any interest or affiliation they may have with any entity or individual with which the PMI BELGIUM Chapter has entered, or may enter into contracts, agreements or any other business transaction, and shall refrain from voting on, or influencing the consideration of, such matters.

Article XII. Indemnification

XII.1 Context

In the event that any person who is or was an Officer, Director, committee member, or authorized representative of the PMI BELGIUM Chapter, acting in good faith and in a manner reasonably believed to be in the best interests of the PMI BELGIUM Chapter, has been made party, or is threatened to be made a party, to any civil, criminal, administrative, or investigative action or proceeding (other than an action or proceeding by or in the right of the corporation), such representative may be indemnified against reasonable expenses and liabilities, including attorney fees, actually and reasonably incurred, judgments, fines and amounts paid in settlement in connection with such action or proceeding to the fullest extent permitted by the jurisdiction in which the organization is incorporated. Where the representative has been successful in defending the action, indemnification is mandatory.

XII.2 Applicability

Unless ordered by a court, discretionary indemnification of any representative shall be approved and granted only when consistent with the requirements of applicable law, and upon a determination that indemnification of the representative is proper in the circumstances because the representative has met the applicable standard of conduct required by law and in these bylaws.

XII.3 Liability Insurance

To the extent permitted by applicable law, the PMI BELGIUM Chapter may purchase and maintain liability insurance on behalf of any person who is or was a Director, Officer, employee, trustee, agent or authorized representative of the PMI BELGIUM Chapter, or is or was serving at the request of the PMI BELGIUM Chapter as a director, Officer, employee, trustee, agent or representative of another corporation, domestic or foreign, non-profit or for-profit, partnership, joint venture, trust or other enterprise.

Article XIII. Amendments

XIII.1 Context

These bylaws may be amended by a two-thirds (2/3) vote of the voting membership in good standing voting by electronic ballot, present at an annual meeting of the PMI BELGIUM Chapter duly called and regularly held; or by a two-thirds (2/3) vote of the voting membership in good standing voting by mail ballot returned within forty-five (45) days of the date by which members can reasonably be presumed to have received the ballot. Notice of proposed changes shall be sent in writing to the membership at least forty-five (45) days before such meeting or vote.

XIII.2 Board proposal

Amendments may be proposed by the Board on its own initiative, or upon petition by ten percent (10%) of the voting members in good standing addressed to the Board. All such proposed amendments shall be presented by the Board with or without recommendation.

XIII.3 Consistency

All amendments must be consistent with PMI's Bylaws and the policies, procedures, rules and directives established by the PMI Board of Directors, as well as with the PMI BELGIUM Chapter's Charter with PMI.

Article XIV. Dissolution

XIV.1 Right of PMI

In the event that the PMI BELGIUM Chapter or its governing Officers failed to act according to these bylaws, its policies or all PMI® policies, procedures, and rules outlined in the charter agreement, PMI® has a right to dissolve the PMI BELGIUM Chapter.

XIV.2 Acknowledgement

In the event the PMI BELGIUM Chapter failed to deliver value to its members as outlined in the PMI BELGIUM Chapter business plan and without mitigated circumstance, the PMI BELGIUM Chapter acknowledges that PMI® has a right to dissolve the PMI BELGIUM Chapter as per the terms of the Charter.

XIV.3 Notification

In the event the PMI BELGIUM Chapter is considering dissolving; the PMI BELGIUM Chapter members of the Board of Director must notify PMI® in writing and follow the component dissolution procedure as defined in PMI's policy.

XIV.4 Asset distribution

Should the PMI BELGIUM Chapter dissolve for any reason, its assets shall be dispersed to a charitable organization designated by the voting membership after the payment of just, reasonable and supported debts, consistent with applicable legal requirements.

Unless superseded by law, dissolution of the Chapter entity must be approved by a majority of the members voting on the motion to dissolve.

Article XV. Annexes

XV.1 Job Descriptions

XV.1.a President



Job description 2016 – President

Job description: President

Responsibilities:

- Call and preside over all meetings.
- Direct the activities of the other board Officers.
- Appoint Nominating Committee members by July 1 of an election year. (A Nominating Committee member cannot be up for election. It is custom that the Past President chairs the Nominating Committee)
- Appoint Board members to vacant positions, subject to the Board's approval.
- Appoint Committees and Committee Chairmen on a project or task basis, subject to the Board's approval.
- Organise and oversee elections of the Executive Committee
- Submit to the applicable PMI officer, an annual application for charter renewal based on the input of the respective Chapter Officers.
- Attend Council of Chapter Presidents meetings or designate chapter representatives to work with the Council, if and when required.
- Attend regional chapter president's meetings or events, or designate chapter representatives to work with regional or GOC representatives, if and when required.
- Shall have the authority and responsibility to prevent the use of the Chapter name, including the right to initiate legal action, in connection with any meeting or activity which does not further the purposes of the Chapter and the PMI.
- Administer the Chapter's public relations program.
- Turn over all permanent records to successor.

XV.1.b Vice-President



Job description 2016 – Vice-President

Job description: Vice-President

Responsibilities:

- Assist President in liaison with PMI, if and when required.
- Replace the president in case of absence at chapter meetings, and events.
- Supervise preparations and conduct of any special projects, seminars, or meetings, or liaise with any project manager appointed for a specific project, which the Chapter decides to undertake.
- Prepare the application and submission of the annual application for charter renewal, pursuant to article b-5 of the policies and guidelines for chapter activities.
- Organize and Facilitate the Chapter Board Meeting
- Collect and distribute mail from chapter's mailbox.
- Turn over all permanent records to successor.
- Will follow up on any tasks delegated to him by the president.

XV.1.c President Elect



Job description 2016 – President-Elect

Job description: President-Elect

Responsibilities:

- The President-elect will be part of the Executive team and the Board of Director of PMI Belgium Chapter.
- The President-elect will have no voting power in the Board of PMI Belgium. In case a President-elect is a sitting Chapter Officer, the voting power will remain under the function of Chapter Officer.
- The President-Elect must at least attend 75% of the Board meetings and national Chapter events.
- The President-Elect must take the opportunity to get to know the procedures and policies of PMI Belgium Chapter and his duties as a future President, by aligning closely to the sitting President.
- The President-Elect can take-up activities on request of the Board of Directors.

- The elected President-elect will join the PMI Belgium Board and Executive committee as of Jan.1st of the year after election-process.
- The President-elect will stay in function for 1 year. After this year the President-elect will automatically become the new PMI Belgium Chapter President for the following 2 years, unless the attendance on Board meetings and national Chapter events, as mentioned above was not met, after different warnings. In this exceptional case, the nominating committee will handle these exceptional circumstances.

Specific Eligibility criteria:

- Candidates can only apply for the President-Elect function if the person has already been a director or president of the PMI BE Board in the past, for at least for 2 years.
- The Candidates must show experience and maturity to conduct the President function.

XV.1.d Director of Sponsorship



Job description 2016 – Director of Sponsorship

Job description: Director of Sponsorship

Responsibilities:

- Develop yearly sponsorship and outreach programs to renew timely the existing sponsors or find new sponsors.
- Ensure that the Chapter Business Plan objectives are met with respect to Corporate and Chapter Sponsorship.
- Provide presentations and information to potential Sponsors and other organizations interested in the activities of PMI®.
- Ensure that all types of PMI Belgium Chapter sponsors are professionally represented on the PMI Belgium website, including text, logo, event calendar, etc.
- Develop and maintain professional contract administration for all sponsorship commitments.
- Ensure timely billing and payment collection of all sponsorship dues.
- Manage in due time the renewal of existing sponsor contract
- Encourage corporate and other organization participation through host events and guest speakers.
- Develop the chapter and events sponsorship program brochure, related contracts and code of ethics and update the guide as required.
- Specific tasks include:
 - o Find new chapter sponsors.
 - o Administer sponsor contracts.
 - o Define and work-out sponsorship strategy & formulas.
 - o Manage sponsorship on website.
 - o Provide sponsorship support for special projects (e.g. PMI Belux day, ...).
- Attend at least 75% of the Board meetings and national Chapter events.

XV.1.e Director of Marketing & Communication



Job description 2016 – Director of Communication & Marketing

Job description: Director of Communication & Marketing

Responsibilities:

- Develop and implement marketing strategies that pro-actively market and promote PMI Belgium chapter, and the project management profession in liaison with the other appropriate board officers.
- Identify and approach new Markets, new Industries, new Companies.
- Develop the business plan for the chapter, with the help of other board officers. In charge of collecting all required information and input.
- Branding – develop and maintain organizations' awareness of the project management institute and specifically, the Belgian chapter, and their business community.
- Create and maintain a PMI chapter 'pack' for marketing our benefits and services.
- Define, develop and execute a chapter communication plan (for internal and external communications):
 - o Chapter announcements in PMI TODAY, in EMEA publications & on the website.
 - o Update the PMI presentations with the latest information from the chapter, EMEA and GOC, for all public functions by the board officers.
 - o Refreshing and publishing the PMI Belgium leaflet for all PMI congresses.
 - o Produce & update a PMI Belgium leaflet for use in universities and other high schools.
 - o Build and maintain a good relationship with press to have extensive press coverage.
- Be responsible for the content management of the website (even when this is outsourced):
 - o Review & approve content written by other board officers.
 - o Send the approved content to the webmaster, and use in relevant newsletters.
 - o Check the website whether content has been updated in due time & inform the webmaster of any obsolete topics to be removed from the website.
 - o Manage the relation with the Web service outsourcing partner if any
- Jointly with the director of Events: produce chapter invitation conform the lay-out of PMI Belgium chapter invitation template.
- Initiate discussion with other chapters and represent the Belgium chapter for opportunities and issues of a paneuropean nature.
- Represent the chapter for coordination between PMI, IPMA; Agile consortium, and any other national PM organization opportunities and issues.
- Support the president in developing and implementing the chapter's public relations.
- Create and update documentation for all systems & applications in use by the PMI Belgium Chapter, including IP addresses, userids and passwords.
- Create new email addresses (@pmi-belgium.be) for new board members and delete obsolete email addresses for the departing board members.
- Maintain PMI Belgium Chapter website in terms of content and look & feel where required.
- Guarantee the opening of web registrations for PMI Belgium Chapter events at least ten (20) business days before each event.
- Create the web registration file (as basis for label printing) at least three (3) days before the start of an event.
- Identify additional value adding components and test them in the development environment first before installation in production environment.
- Make monthly backups and test restore procedures quarterly.
- Advise the Board in the use of New Media to support any useful strategies or directions.
- Compile at least monthly, and share with other Board members the web statistics. Identify any trends and take appropriate action plans.
- Attend at least 75% of the Board meetings and national Chapter events.

XV.1.f Director of Finance & Administration



Job description 2016 – Director of Finance & Administration

Job description: Director of Finance & Administration

Responsibilities:

- Be in charge of all Chapter moneys, receiving all dues and guest payments, and pay all bills in accordance with the Board's directives.
- Give notification of Chapter dues (in US Dollars) to the PMI head office by their required date each year for centralized billing purposes.
- Assist the Director of Programs & Events in running the Chapter meetings: collect fees, issue receipts and pay vendors.
- Prepare on a monthly basis a revenue/cost and cash flow report for the Board.
- Take the lead in the preparation of an annual operating budget and secure timely agreement by the Board for inclusion in the annual application for Charter renewal.
- Prepare an annual financial report on the activities of the Chapter and present to the Board by December 1 of each year.
- Take the lead in the preparation of a rolling three (3) year business plan for Board review and inclusion in the Chapter Annual Report.
- Secure that the Chapter always maintains a cash reserve at least equal to maximum of (a) the prior year's total expenditures or (b) the average total expenditures of the last 3 years.
- Guarantee that the Chapter shall not incur any debts in excess of its cash-on-hand without the unanimous consent of the Board of Directors. Any debt instrument issued in the name of the Chapter shall require co-signatures of all Board members.
- Ensure that all generally accepted accounting practices for non-profit organizations as defined by Belgian Law are followed.
- Secure that all necessary Chapter insurance policies are contracted or renewed in due time.
- Arrange for procurement of stationary and printed materials.
- Claim all Chapter dues refunds collected by the PMI head office as well as forwarding to head office all PMI International dues collected by the Chapter.
- Apply the rules approved by the board for the individual Expenses reports.
- Attend at least 75% of the Board meetings and national Chapter events.
- Manage the relationship with the accounting partner if any

XV.1.g Director of Special Event



Job description 2016 – Director of Special events (PMFAIR)

Job description: Director of Special Event (PMFAIR)

Responsibilities:

- Main focus is to organize, manage & coordinate the annual PMI Belgium Congress towards:
 - o Scope
 - o Planning
 - o Budget
 - o Resources (Team)
 - o Venue/Catering/..
 - o Sponsors
 - o Quality
 - o Risk
 - o Stakeholders
 - o Procurement

- Progress reporting on monthly intervals to the Board.
- Coordinate & organise any extra-ordinary events. (other than the regular chapter events eg. Webinars,...)
- Coordinate & Manage the team of volunteers working for the events
- Encourage the participation of PMI Corporate and other organizations to host events and provide guest speakers.
- Assure that no Chapter meetings will be scheduled in conflict with the annual PMI International or European Seminars/Symposiums.
- Contribute to the Board in organizing events & Satellite events.

XV.1.h Director of Membership



Job description 2016 – Director of Membership

Job description: Director of Membership

Responsibilities:

- Compile and maintain an up-to-date list of the PMI International members in the PMI BELGIUM area of operations and solicit their affiliation with the PMI BELGIUM chapter. (The MAILCHIMP tool is currently in use for this.)
- Take the lead in organizing and implementing interactions with members and prospective members through email, newsletters, website and all other appropriate media.
- Take the lead in the creation of all initiatives to grow the member base and secure alignment with the other Officers.
- Maintain a membership drive, including providing electronic application forms and PMI® information to potential members.
- Receive, process and act on all applications for membership.
- Inform on a monthly basis all Chapter Officers on all member statistics: new members, lost members, trends, initiatives taken, etc
- Maintain an up-to-date list of members (including such information as mailing address, telephone and fax numbers, email addresses, and entitlement to vote).
- Maintain an up-to-date list of prospective members
- Monitor membership renewals and other membership data from the PMI and follow up on those members who have failed to pay current dues (potential churn).
- Monitor non renewals, take action to understand why members did not renew their membership and suggest initiatives to counter non-renewals.
- Use mass mail to notify the members at least fifteen (15) business days in advance of any meeting (including location, date and agenda/topic) that requires notification to the membership.
- Print the labels for all event attendees based on the web registrations file.
- Operate the registration desk at each event and ensure the desk registration file (XLS) is accurate (including PMI & PMP number, Last Name, First Name, etc.) and complete (including on site/email registrations). This list is to be signed by at least 2 board members, and to be kept on file as official proof of attendance.
- Publish the list of all event attendees, within ten (10) business days after each event, on the website so that each member can claim his PDUs. Build and publish one consolidated file of event attendees per calendar year.
- Identify new members from the DEP file. Introduce and welcome new members with new-member-kit. Make them feel welcome at the first chapter meeting by means of a special badge / picture or other means.

XV.1.i Director of Professional Development



Job description 2016 – Director of Professional Development

Job description: Director of Professional Development

Responsibilities:

- Represent the Chapter and support the President for coordination work with other Chapters worldwide.
- Identify and evaluate opportunities to join common activities with other Chapters and ensure their implementation.
- Initiate discussion with other Chapters and represent the Belgium Chapter for opportunities and issues of a pan-European nature.
- Respond to requests for coordination issued by other Chapters.
- Compile and present to Officers and to Members information and requests from PMI Corporate.
- Represent the Chapter for coordination between PMI®, IPMA, the AGILE consortium, and other national PM organization opportunities and issues.
- Take the lead in the coordination of creating standard presentation material covering the overall mission, goals and objectives of PMI® in general and more the activities of the PMI Belgium Chapter in particular. Highlight the associated benefits to organizations, sponsors, members and all other stakeholders.
- Owner of the mentoring program launched by the Chapter including the program communication, the facilitation of the pairing and mentoring processes and the sustainability of the program over time.
- Supervise the preparation of any publication the Chapter may choose to publish.
- Assist Chapter members in obtaining certification in all PMI® Credentials
- Create visibility and market interest for all PMI® Credentials
- Act as liaison with PMI Corporate on all matters related to education, certification and training.
- Represent the Chapter in all dealings with the community, legislative authorities and educational institutions which are related to certification or education of project managers.
- Maintain a source list of registered educational providers.
- Stay up to date with the ISO PM standard developments.
- Establish and oversee a program that provides members with a path towards the different certification credentials offered by PMI. Provide the certification candidates with the appropriate information and guide them through the certification process.

XV.1.j Director of Academical & Educational Outreach



Job description 2016 – Director of Academical & Educational Outreach

Job description: Director of Academical & Educational Outreach

Responsibilities:

- Be the liaison with the corporate PMI Educational Foundation division, for all matters concerning educational activities.
- Drive and promote the educational programs at Belgium institutions.
- Be the liaison for large corporate institutions.
- Report to the Board on the status of all projects currently on-going with relation to the PMIEF, academic or educational initiatives.
- Where appropriate provide newsletters and updates to the director of Marketing & Communications for inclusions in National and/or international newsletters or PMI publications.

XV.1.k Associate Directors (Generic)



Job description 2016 – Associate Director

Job description: ASSOCIATE Director

Responsibilities:

- Supporting/assist the board director with the managerial activities of the domain
- Organize a number of activities mentioned in the Director's Job description in the name of the Director
- Lead & Coordinate volunteers around those activities
- Feel responsible of the success of the activities of the domain.
- Ensure a number of operational tasks (hands-on)
- Lead work stream/workshop/projects in the name of the director
- Has regular contact with the Board Director for updates of the initiatives and action plans
- Address issues when occurring
- Demonstrate interest & develop skills with objective of becoming a board member in the future

Statutes:

- This role is not a board member position, and thus do not have a voting right
- Do not participate to the board meeting, unless on invitation of the board director for presenting a specific topic of his domain of responsibility
- Can replace the board director (backup with full delegation of Authority) in case of absence/illness/dismiss... after approval of the president
- Do participate to the yearly "strategy meeting" for defining the 5 years plan
- Is elected for 2 years with possible extension
- Receives a personal PMI-Belgium email address & Chapter Business Card
- Access to the membership data is allowed when necessary (RS, VRMS, Website back-end, Knowliah)

XV.2 Finance Policies



Expense
Reimbursement Poli