



**CALGARY  
CHAPTER  
POLICIES & PROCEDURES**

Version 1.2

March 2018

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# SECTION 1 – BOARD OF DIRECTORS

## 1.1 Overview

IIBA Calgary Chapter fills Board of Director positions through a nomination and elections process. An Elections Committee is typically established to manage this process on behalf of the Chapter. Per Chapter Bylaws, the Board shall consist of two (2) Executive positions and one (1) additional Director at a minimum.

## 1.2 Responsibilities

All individuals elected to the Board shall act in a position of trust for the Chapter and are responsible for the effective governance of the organization. Specific activities may be delegated to Volunteers and/or Committees however, Directors are ultimately accountable.

All Directors must be Members in good standing, and have signed a current Chapter Confidentiality Agreement before they will be able to serve in an elected capacity.

### 1.2.1 General Responsibilities

Each Director is expected to achieve the following general responsibilities:

- Commit to the work of IIBA and promote the local Chapter
- Attend monthly Board meetings and Annual General Meetings
- Prepare for discussion of issues and items on the agenda and to vote on motions
- Support and participate in Chapter events and on Committees
- Assume specific responsibilities and accountabilities for their respective portfolio
- Maintain process documents related to their respective portfolio
- Transition processes and tools to incoming Directors

### 1.2.1 Core Competencies

Each Director is expected to be proficient in the following core competencies:

- Flexibility – this involves being open, influencing and adapting to changing conditions, being willing to try new approaches, and challenging the status quo
- Communication – this includes communicating verbally, non-verbally, and in writing, as well as practicing active listening
- Leadership – this involves acting ethically, being trustworthy, holding oneself accountable, positively influencing others, and being proactive and intentional
- Critical Thinking – this includes problem solving and analytical abilities, as well as making decisions and/or recommending next steps in a timely manner despite ambiguity
- Performance Orientation – this involves being self-motivated with the ability to work independently to meet deadlines and produce quality results, as well as effectively delegate and coordinate Volunteer activities
- Courage and Conviction – this involves demonstrating the necessary courage to act in accordance with the Chapter vision, principles, values and strategies, despite challenges

## 1.3 Board Positions

Board positions are volunteer only. Time commitments for Directors will vary from role to role, but are typically 15 to 20 hours per month. The term of office for all Board positions will be two (2) years, with terms commencing in alternate years. Vacant positions may be filled to the end of the current term.

The Board shall include the following Executive Director positions:

- President – elected in Odd Years
- Vice President – elected in Odd Years
- Treasurer – elected in Even Years

In addition to the Executive, the Board shall also include the following Director positions:

- Director of Education – elected in Even Years
- Director of Communications – elected in Odd Years
- Director of Events – elected in Even Years
- Director of Member Services – elected in Even Years

### 1.3.1 President

The President is responsible for leadership of the Board and, with the other Directors, will set the direction for the Chapter. The President is responsible for interactions with regional and international IIBA partners.

The President is accountable for the following activities, however responsibility for completion of these activities may be delegated to others where appropriate:

- Lead the definition of the Board and the Director portfolios
- Exercise supervision/accountability over Board members
- Provide direction on Board nominations and elections, as well as Volunteer appointments
- Chair the Board meetings
- Enforce Bylaws, orders and resolutions of the Board
- Comply with IIBA Chapter reporting requirements
- Stay apprised of regional and international IIBA activities
- Report to the general membership on behalf of the Board at each annual meeting
- Serve as ex-officio with the right to vote on all Committees
- Direct the activities of the Board Secretary

To serve as President of the Chapter, the elected individual must have previous IIBA Chapter Board experience and hold their CBAP designation.

Anyone elected to the role of President is required to pass a Criminal Records Check from the Calgary Police Service before they will be allowed to assume office.

### 1.3.2 Vice President

The Vice President supports the President in their role, and provides for effective succession planning. The Vice President is responsible for local partner relationships.

The Vice President is accountable for the following activities, however responsibility for completion of these activities may be delegated to others where appropriate:

- Assume the duties of the President in the absence or disability of the President
- Assist the President in the execution of duties and responsibilities
- Define sponsorship packages in collaboration with the Director of Communications
- Engage and retain organizations for sponsorship of the Chapter
- Maintain relationships and coordination with other professional organizations
- Develop and manage advisory Committees for the Board as deemed necessary
- Direct the activities of the Sponsorship Coordinator

Anyone elected to the role of Vice President is required to pass a Criminal Records Check from the Calgary Police Service before they will be allowed to assume office.

### 1.3.3 Treasurer

The Treasurer is responsible for maintaining the financial affairs of the Chapter.

The Treasurer is accountable for the following activities, however responsibility for completion of these activities may be delegated to others where appropriate:

- Manage the annual Chapter budget
- Provide recommendations/advice on budgets and expenditures for Director portfolios
- Manage accounts payable, receivable and bank reconciliation
- Maintain current financial statements and provide those to the Board every month for transparency
- Complete mid-year financial reporting and coordinate with the Board for semi-annual review
- Complete year-end financial reporting and coordinate with accountant for annual review and audit
- Prepare and file all necessary financial statements with the appropriate governing bodies, e.g. IIBA, Service Alberta
- Direct the activities of the Finance Advisor and Bookkeeper

To serve as Treasurer of the Chapter, the elected individual must possess a verifiable background in finance/accounting as well as understand the principles (GAAP) of how to manage financial records and produce accurate financial statements.

Anyone elected to the role of Treasurer is required to pass a Criminal Records Check from the Calgary Police Service before they will be allowed to assume office.

### 1.3.4 Director of Education

The Director of Education is responsible for managing and promoting professional development opportunities for the Chapter.

The Director of Education is accountable for the following activities, however responsibility for completion of these activities may be delegated to others where appropriate:

- Develop and execute an annual education plan
- Assess local educational needs

- Arrange and coordinate with speakers for Chapter events
- Arrange and coordinate with facilitators for educational workshops
- Liaise with education providers, ensuring alignment with the BABOK
- Stay apprised of the BABOK and offer educational support to Chapter Members
- Stay apprised of IIBA certification levels and offer certification/re-certification support to Chapter Members
- Provide and manage study groups and materials for certification
- Direct the activities of the Study Group Coordinator, Mentorship Coordinator and Academic Outreach

To serve as Director of Education for the Chapter, the elected individual must hold either their CBAP or CCBA designation.

#### 1.3.5 Director of Communications

The Director of Communications is responsible for managing all Chapter communication streams, including the advertising of Chapter events and promotion of the Chapter in general.

The Director of Communications is accountable for the following activities, however responsibility for completion of these activities may be delegated to others where appropriate:

- Develop and execute a communication (marketing/branding) strategy for the Chapter
- Define sponsorship packages in collaboration with the Vice President
- Provide oversight and review of all external communications prepared by each Director, Volunteer, or Committee
- Manage the setup and communications for event registrations in collaboration with the Director of Events
- Lead the development and distribution of Chapter newsletters and social media
- Manage the Chapter website
- Direct the activities of the Communications Coordinator and Webmaster

To serve as Director of Communications for the Chapter, the elected individual must possess a verifiable background in marketing/communications/change management.

#### 1.3.6 Director of Events

The Director of Events is responsible for organizing, coordinating and hosting Chapter events.

The Director of Events is accountable for the following activities, however responsibility for completion of these activities may be delegated to others where appropriate:

- Develop and execute an annual event plan
- Liaise with venues for events and general meetings
- Manage the setup and communications for event registrations in collaboration with the Director of Communications
- Develop and maintain networking opportunities and activities for the Chapter
- Track annual event demographics for analysis by the Board
- Track event attendance for CDUs
- Direct the activities of the Event Coordinator, and other ad hoc Event Volunteers

### 1.3.7 Director of Member Services

The Director of Member Services is responsible for membership of the Chapter, engaging and retaining Members and addressing their needs.

The Director of Member Services is accountable for the following activities, however responsibility for completion of these activities may be delegated to others where appropriate:

- Develop and execute strategies for Member engagement and retention
- Review membership activity (new, expiration)
- Manage Chapter inquiries from Members and interested parties
- Maintain membership mailing lists
- Prepare and manage surveys for Chapter feedback
- Issue Volunteer callouts and coordinate the Volunteer pool
- Track Volunteer hours for CDUs
- Direct the activities of the Membership Coordinator and Volunteer Coordinator

## **SECTION 2 – VOLUNTEERS**

### **2.1 Overview**

IIBA Calgary Chapter fills Volunteer positions through an application process. Upon applying for a Volunteer position, each candidate will be contacted by the Volunteer Coordinator and a review will be conducted to ensure there is a match between candidate and role.

### **2.2 Responsibilities**

All Volunteers are expected to act in accordance with the Chapter vision, principles, values and strategies.

All Volunteers must be Members in good standing, and have signed a current Chapter Confidentiality Agreement before they will be able to serve in any capacity.

#### 1.2.1 General Responsibilities

Each Volunteer is expected to achieve the following general responsibilities:

- Commit to the work of IIBA and promote the local Chapter
- Support and participate in Chapter events and on Committees
- Assume specific responsibilities and accountabilities for their role
- Maintain process documents related to their respective role
- Transition processes and tools to incoming Volunteers

#### 1.2.1 Core Competencies

Each Volunteer is expected to be proficient in the following core competencies:

- Flexibility – this involves being open, adapting to changing conditions, being willing to try new approaches, and challenging the status quo
- Communication – this includes communicating verbally, non-verbally, and in writing
- Performance Orientation – this involves being self-motivated with the ability to work independently to meet deadlines and produce quality results

## 2.3 Volunteer Positions

Volunteer positions are volunteer only. Time commitments for Volunteers will vary from role to role, but are typically 5 to 10 hours per month. There is no term of office for any Volunteer positions.

### 2.3.1 Board Secretary

This position reports to the President. The Secretary is responsible for the following activities:

- Document and coordinate Board and General Meetings
- Record and maintain Chapter meeting minutes
- Maintain and update Director onboarding documents
- Maintain annual Board activity calendar
- Maintain Chapter Bylaws and Policies & Procedures documentation
- Maintain Chapter account passwords and resets
- Track Board assets (phone, banners, office supplies, etc.)

### 2.3.2 Sponsorship Coordinator

This position reports to the Vice President. The Sponsorship Coordinator is responsible for the following activities:

- Create, maintain and update sponsorship package materials
- Manage sponsorship contracts
- Assist the Vice President in engaging and retaining organizations for sponsorship of the Chapter
- Coordinate and regularly review sponsorship benefits
- Maintain relationships with sponsoring organizations

### 2.3.3 Finance Advisor

This position reports to the Treasurer. The Finance Advisor is responsible for the following activities:

- Provide advice to the Treasurer regarding production of the annual Chapter budget
- Assist with the production of mid-year financial reporting
- Assist with the production of year-end financial reporting
- Review financial statements for completeness and accuracy
- Assist with the annual review and audit process

To serve as Finance Advisor for the Chapter, the individual must possess a verifiable background in finance/accounting.

### 2.3.4 Bookkeeper

This position reports to the Treasurer. The Bookkeeper is responsible for the following activities:

- Maintain and update the annual Chapter budget
- Manage petty cash for the Chapter
- Create journal entries for accounts payable and receivable
- Perform bank reconciliation
- Provide transactional input to financial statements and reporting processes

To serve as Bookkeeper for the Chapter, the individual must understand the principles (GAAP) of how to accurately maintain financial records.

#### 2.3.5 Study Group Coordinator

This position reports to the Director of Education. The Study Group Coordinator is responsible for the following activities:

- Stay apprised of the BABOK and offer study group support to Chapter Members
- Stay apprised of IIBA certification levels and offer certification/re-certification support to study group participants
- Facilitate and manage study groups
- Manage and update study group attendance for PD Hours/CDU tracking purposes
- Advise the Director of Education regarding materials for certification

To serve as Study Group Coordinator for the Chapter, the individual must hold either their CBAP or CCBA designation.

#### 2.3.6 Mentorship Coordinator

This position reports to the Director of Education. The Mentorship Coordinator is responsible for the following activities:

- Coordinate mentor/mentee callouts
- Manage and maintain the mentor/mentee pool
- Conduct mentor/mentee reviews and evaluate candidates
- Provide support to mentors and mentees throughout the mentorship process
- Manage and update mentor hours for CDU tracking purposes

#### 2.3.7 Academic Outreach

This position reports to the Director of Education. Academic Outreach is responsible for the following activities:

- Develop and execute an annual academic outreach plan
- Assist the Director of Education in engaging and retaining academic relationships on behalf of the Chapter
- Coordinate with educational institutions and providers to offer support for students of business analysis
- Evaluate opportunities for presentations, speaking engagements, and networking activities that will increase Chapter visibility and accessibility to students of business analysis

#### 2.3.8 Communications Coordinator

This position reports to the Director of Communications. The Communications Coordinator is responsible for the following activities:

- Coordinate communications for events and general meetings
- Coordinate the production and distribution of Chapter newsletters in accordance with the communication strategy
- Manage and maintain Chapter social media accounts (Facebook, Twitter, LinkedIn)
- Promote the Chapter using social media in accordance with the communication strategy

- Manage and update Chapter templates

#### 2.3.9 Webmaster

This position reports to the Director of Communications. The Webmaster is responsible for the following activities:

- Maintain the Chapter website in accordance with the communication strategy
- Publish content to the Chapter website in accordance with the communication strategy
- Liaise with IIBA technology team for website support

#### 2.3.10 Event Coordinator

This position reports to the Director of Events. The Event Coordinator is responsible for the following activities:

- Coordinate with venues and other suppliers for events and general meetings
- Coordinate the setup of events and general meetings
- Create, manage and update event listings and registrations
- Maintain and update event demographics
- Manage and update event attendance for CDU tracking purposes

#### 2.3.11 Membership Coordinator

This position reports to the Director of Member Services. The Membership Coordinator is responsible for the following activities:

- Coordinate responses to Chapter inquiries from Members and interested parties
- Manage and update membership mailing lists
- Produce metrics related to Chapter Membership (new, active, expiration)
- Coordinate the production of surveys for Chapter feedback
- Collect and compile survey results

#### 2.3.12 Volunteer Coordinator

This position reports to the Director of Member Services. The Volunteer Coordinator is responsible for the following activities:

- Coordinate Volunteer callouts
- Manage and maintain the Volunteer pool
- Conduct Volunteer reviews and evaluate candidates
- Manage and update Volunteer hours for CDU tracking purposes

## **SECTION 3 – COMMITTEES**

### **3.1 Overview**

IIBA Calgary Chapter will form Committees from time to time, to fulfill certain strategic objectives. Committee positions will be filled through an application process. Upon applying for a Committee position, each candidate will be contacted by a member of the Board and a review will be conducted to ensure there is a match between candidate and Committee.

## **3.2 Responsibilities**

All Committee members are expected to act in accordance with the Chapter vision, principles, values and strategies.

All Committee members must be Members in good standing, and have signed a current Chapter Confidentiality Agreement before they will be able to serve in any capacity.

### 1.2.1 General Responsibilities

General Responsibilities will be dictated by the Committee itself, based on scope of work and available resources. Every Committee will be managed by a member of the Board, and each Committee member is ultimately responsible to deliver on the expectations of that Board member.

### 1.2.1 Core Competencies

Each Committee member is expected to be proficient in the following core competencies:

- Flexibility – this involves being open, adapting to changing conditions, being willing to try new approaches, and challenging the status quo
- Communication – this includes communicating verbally, non-verbally, and in writing
- Performance Orientation – this involves being self-motivated with the ability to work independently to meet deadlines and produce quality results

## **2.3 Committee Positions**

Committee positions are volunteer only. Time commitments for Committee members will vary from role to role, but are typically 5 to 10 hours per month. There is no term of office for any Committee positions.