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PMI Switzerland Chapter Nominations & Elections Policy

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1. Introduction

1.1. Objective

This policy establishes the guidelines for nominating, qualifying, and electing Officers to the Board of Directors (hereafter referred to as the “**BoD**”) of the PMI Switzerland Chapter (hereafter referred to as the “**Chapter**”), the Financial Auditing Committee (hereafter referred to as the “**FAC**”) and the Nominations Committee (hereafter referred to as the “**NC**”).

The policy comes into effect on the date indicated on the title page, and replaces all previous election policies.

1.2. Governing Documents

The Chapter nominations and elections will be conducted in accordance with:

- the [Policy Manual for PMI Chapters](#)
- the [PMI Code of Ethics](#)
- the [Charter Agreement](#) between PMI and the PMI Switzerland Chapter (chapter 12 and others)
- the [Chapter Bylaws](#) (Article V and others), and
- this Nominations & Elections Policy.

All participants shall be obligated to abide by these governing documents.

1.3. Disputes

All alleged violations of the rules set forth in this policy shall be addressed in accordance with the Chapter’s procedures for handling conflicts.

1.4. Document Maintenance

The owner of this document is the NC of the PMI Switzerland Chapter.

The document is reviewed and updated when needed.



2. The Nominations Committee (NC)

The NC is a semi-autonomous body elected by the Chapter members. The authority of the NC is derived from Article IV, Section 14 of the Chapter Bylaws. As such, the NC is free from BoD influence, either real or perceived, in the conducts of its nominations work, and it communicates mainly with the Chapter President.

Should an NC member become unavailable, or not perform according to his/her duties, the Chapter president has the right and duty to replace this NC member with an appointed person, which must be approved with a majority by the BoD.

The responsibilities of the NC are:

Nominations

- Foster the identification of potential candidates for elected Officer positions
- Promote candidacy and participation at elections among chapter members with the goal that the members are offered a choice of candidates, and that a high number of votes ensures a meaningful election result
- Organize and execute the nomination process
- Inform nominees of roles, responsibilities and authorities of the roles to be elected
- Collect candidate information as required
- Assess the suitability of potential candidates based on their member and volunteer history
- Determine the eligibility of potential candidates

Elections

- Produce information about nominations, elections and the candidates for all Chapter media (newsletter, website, events, etc.)
- Coordinate with defined third party provider for the electronic election system
- Conduct elections
- Validate elections results
- Announce election results to Board and Chapter members

General responsibilities

- Manage this policy and update it as needed
- Perform detailed planning of the entire processes
- Ensure that all parties (chapter members, candidates, BoD) are always and equally informed about status and progress the processes, and that no single candidate has an unfair advantage
- Improve processes, information, tools etc. based on lessons learned

3. Nominations Procedure

The NC shall identify the number of open positions by identifying vacant positions, and by asking current elected officers if they will complete their terms.

The NC shall then prepare a call for candidates and a nomination form. The Chapter members shall be informed via the various Chapter media including the newsletter, the website, social media, and Chapter events at a reasonable time prior to the conduct of elections about:

- The number of vacant positions
- The role descriptions
- The criteria for candidates
- The nominations procedure and timeline
- All applicable governing documents

The BoD shall support the NC by identifying and motivating potential candidates from amongst the volunteers they work with.

The search for candidates is to be based upon the principle that the best interests of the Chapter are to be served by a competitive election process where there are more suitably qualified candidates seeking positions than there are positions available.

The NC may organize a collective briefing of all interested members about the information stated above.

Each interested member must submit a Chapter Officer Nomination Form including a short biography, photograph, election statement and references to the NC, no later than the published closing date for the receipt of nominations. The NC might decide on additional means of presenting the candidates to the Chapter members, such as video interviews, or panel discussions. The NC may also advise the nominees on how best to present themselves, taking great care to not giving any unfair advantage to any of the candidates.

Current BoD members or elected Officers who wish to re-nominate are subject to the same requirements as new candidates.

The NC will ensure that the Nomination Form shall include the following statement:

'As a condition of my potential nomination or candidacy, I agree that I will not initiate, encourage, accept or endorse conduct on behalf of my potential nomination or candidacy which is in violation of the policy relating to the election as adopted by the Chapter. To violate this policy may result in revocation of my nomination by petition or candidacy for office.'

4. Selection and Acceptance of Candidates

Qualified candidates will meet the following criteria:

- Is a member in good standing of PMI Switzerland Chapter and PMI Global.
- Fulfills the minimum eligibility requirements for an officer's position as set out in the Bylaws, Article V, Section 4.
- Has the skills needed to fulfill the responsibilities of the position (e.g. for FAC should possess the necessary financial and bookkeeping background to be able to perform the year-end audit of the Chapter financial records).
- Does not have a position that might lead to a conflict of interest (e.g. board member of a competing Swiss project management association).
- Has the following set of expected skills and experiences¹.
 1. Extensive project management experience and know-how
 2. A visionary strategic thinking capability
 3. Excellent communications skills
 4. Management experience in similarly-sized or larger organizations (preferably associations) or projects
 5. The willingness, time and experience to serve others
 6. The experience and appreciation of working in a collaborative, collegial, respectful, and productive way with people having diverse backgrounds and viewpoints
 7. The experience of performing governing duties to meet legal and regulatory requirements inherent in the fiduciary oversight role of a board
 8. The ability to use, in an appropriate manner, a network of contacts for the purpose of serving as an advocate for PMI, the Chapter and the profession
 9. A very disciplined, well-organized and reliable working style
 10. A high level of integrity and professional conduct (as stated in the current PMI Code of Ethics and Professional Conduct)

The NC shall scrutinize all nominations according to the criteria set. Nominees will be notified of their acceptance, or otherwise, prior to the presentation of the election materials to the Chapter members.

The NC shall also examine the candidates against the expected skills and experiences, based on references and other feedback from within the Chapter. It will then give a feedback to the candidates, and might even discourage a candidate from nomination due to an obvious mismatch with the expected skills and experiences.

The NC may also create a short recommendation statement for each candidate, to be published with the other information about the candidates.

The determinations of the NC are made at their sole discretion and are final. In the submission of nominations, prospective candidates accept the full and final

¹ Based on the PMI® Rules of the Board (Revision 25 June 2012). For the full text see Appendix.



authority of the NC as a precondition of nomination. Once the nominations process has been closed, it shall not be reopened.

5. Elections Procedure

5.1. Voting

All PMI Switzerland Chapter members in good standing as per latest member list are eligible to vote.

At the start of the elections, the NC informs the Chapter members about:

- the final list of candidates for each position
- the candidate profile
- the election procedure
- the technical details for voting (URL, password, voting period, etc.)
- the duration of the voting period (at least 4 weeks).

5.2. Electronic Voting Process

The NC is responsible for ensuring the integrity of, and managing the electronic voting process, which will be done with an independent provider. This provider shall:

1. Ensure that the member's identity cannot be determined in the course of casting his/her secret ballot while validating the members' eligibility to vote and ensuring that only one vote is cast per member.
2. Ensure that only ballots received by the published, pre-determined return date are counted.
3. Provide a confidential written report of the official election results to the NC, including:
 - a) The official results (including cumulative election totals)
 - b) The number of cast votes.

5.3. Electioneering

According to PMI's guidelines for electioneering², the following activities are not allowed:

1. Use of Chapter funds and/or resources to support the nomination or election of any candidate or group of candidates except for information posted on the official election website or published through other Chapter media.
2. No candidate or PMI member may utilize any campaign materials such as posters, buttons/lapel pins, postal mail, mass e-mailing, meeting announcements, digital communications, social media, group activities or sponsorships to promote a particular candidate. Candidates running for a position may only communicate on a one-on-one basis with individuals about their experience and qualifications.
3. The Chapter may not participate in any activity or provide opportunities at any Chapter event that promotes or negatively impacts a particular candidate.

² See PMI® Rules of the Board (Revision 25 June 2012). For the full text see Appendix.



6. Communication of Election Results

After the electronic voting process has been closed, the results of the electronic voting process will be reviewed and “signed off” by the NC in preparation for the formal presentation of the election results at the Annual Members Meeting.

The Nominations Committee forwards the validated results to the Chapter President and notifies the newly elected Officers and non-selected candidates.

The election results will be presented at the Annual Members Meeting by a member of the NC.

The election results will then be communicated to the Chapter membership by newsletter and the Chapter website.



7. Appendix

The following are extracts from “PMI[®] Rules of the Board”, Revision 25 June 2012

7.1. Nomination and Election of Directors of the PMI Board (Chapter 6.0.3)

When functioning on behalf of the Chapter, each potential candidate must be willing to serve and protect the interests of the chapter. Additionally, each potential candidate must have a high level of integrity and professional conduct (as stated in the current PMI Code of Ethics and Professional Conduct). Each candidate should also possess and be evaluated against the following set of expected characteristics.

- a) An appreciation of the value of the profession served by PMI.
The candidate has a good understanding of the profession served by PMI, along with its challenges, benefits and opportunities, and can articulate the value the practice of the profession brings to the successful performance of the strategic plan and/or goals of an organization.
- b) The visionary strategic thinking capability to be able to understand the interests of diverse stakeholders, to assess the impacts of environmental and marketplace trends, and then to translate those interests and impacts into strategy.
The candidate can help formulate a future vision for an organization and can help to describe a strategy to achieve it, has the ability to identify and understand strategic risks and offer strategic guidance for resolving them, and has the capacity to provide a strategic perspective without needing to be engaged in the operational details.
- c) The ability to operate effectively in global environments.
The candidate has a breadth of knowledge, understanding, and appreciation of global, regional, and local trends and can effectively interpret and use the information, is able to recognize that one’s own viewpoint may be locally/culturally based and is able to be sensitive and open to views of others with a different local/cultural base, and has the capacity to think and contribute with a global viewpoint.
- d) The experience of assisting in transformational change driven by strategic issues in a similarly-sized or larger organization.
The candidate is able to understand, deliberate, and describe the benefits and challenges associated with a potential transformational change for a fast-paced organization, has held a leadership role in at least one significant strategically-driven change in an organization, and has the ability to contribute to the identification and management of the consequences of such transformations.
- e) The willingness and experience to serve others.
The candidate possesses passion and energy to understand and respond to the needs of others in an open, honest, humble, and altruistic manner, has



actively participated in achieving constructive outcomes for others without regard to personal benefit, and has a strong interest in working on the advancement of PMI, its stakeholders, and the profession.

- f) The experience and appreciation of working in a collaborative, collegial, respectful, and productive way with people having diverse backgrounds and viewpoints.

The candidate can work in a team environment; exhibits a spirit of inquiry by seeking, understanding, and valuing multiple viewpoints so that all issues are considered in the decision-making process; has the willingness and ability to clearly articulate a personal position, while being able to participate in achieving a more-beneficial group-driven outcome; is able to protect the confidential nature of discussions; is willing to represent and accept accountability for group decisions with “one voice”; and can be open to constructive feedback on performance.

- g) The experience of performing governing duties to meet legal and regulatory requirements inherent in the fiduciary oversight role of a board.

The candidate has the experience of performing a governance role performing fiduciary oversight of an organization; has the ability to independently evaluate the performance of an organization including financial, legal, leadership, and management; appreciates and understands the role of the Board in regard to the proper caretaking/stewardship of the organization; and is able to differentiate between board-level work and staff-level work and to be comfortable performing only board-level work.

- h) The ability to use, in an appropriate manner, a network of contacts for the purpose of serving as an advocate for PMI and the profession.

The candidate has demonstrated the ability to use a network of contacts in one or more stakeholder communities relevant to the profession served by PMI, already uses the network professionally, and is willing and able to access the network in a selective and respectful way in order to serve as an advocate for PMI and the profession.

- i) The willingness and ability to be an ambassador for PMI and the profession served by PMI. The candidate has the willingness, capability, and experience to speak in front of small and large groups using both self-prepared and externally-prepared material, and possesses an appropriate demeanor when serving in public.

7.2. Election Activities (Electioneering) (Chapter 6.0.7)

- a) Use of PMI Funds and/or Resources. No funds or resources of the Institute, or its Components or employees, shall be used to support the nomination or election of any candidate or group of candidates except for information posted on the official PMI Election Website or published through other PMI media in direct support of the election process.
- b) Candidate Communication. Candidates may only communicate one-on-one in response to communications initiated by another PMI member regarding their candidacy and only if the communication focuses on their qualifications. Mass



communications by any means (e.g., postal mail, telecommunications, e-mail [regardless of whether the message is sent one at a time or simultaneously to a mailing list], meeting announcements, all social networks, etc.) are prohibited. If candidates have questions regarding communications, they should seek advice from the Nominating Committee or staff before responding to any communication. Candidates may not make reference to any other candidate or any existing or past Directors.

- c) Campaign Materials. No candidate or PMI member may utilize any campaign materials such as posters, buttons/lapel pins, digital communications, social media, group activities or sponsorships to promote a candidate.
- d) Candidate Communications with the Institute. The candidate should discuss the position with former Directors or a member of the Nominating Committee. Specific requirements of the position in terms of time, expense, meeting schedules, and administrative assistance should be explored.
- e) PMI Promotion of Particular Candidates. PMI and its components may not participate in any activity or provide opportunities at any PMI sponsored or PMI component functions that promotes or negatively impacts a particular candidate.
- f) Election Material Acceptance. The President and Chief Executive Officer will accept only election material provided by the Nominating Committee.
- g) Compliance with Election Activity Rules of the Board. The Nominating Committee will ensure that all nominees, as a condition of expressing their interest in being a nominee, will submit a signed copy of this Rule of the Board verifying that they have read, understand and agree to abide by these policies and rules. This includes the following statement:
'As a condition of my potential nomination or candidacy, I agree that I will not initiate, encourage, accept or endorse conduct on behalf of my potential nomination or candidacy which is in violation of the policy relating to the election as adopted by the PMI Board of Directors. To violate this policy may result in revocation of my nomination by petition or candidacy for office.'

8.Document History

Version	Date	Author(s)	Status	Comment
0.1	26.06.2009	James Greene	Draft	Initial Draft
0.2	20.10.2010	Nhora Barrera	Draft	Small changes, version was never finalized
0.3	12.06.2013	Martin Härr	Draft	Update and adaptation to PMI documents
0.4	08.09.2013	Martin Härr	Draft	Update with input from Lysan Drabon (PMI EMEA) and Annick Simonot
0.5	18.09.2013	Martin Härr	Review	After discussion with Annick
0.9	23.09.2013	Martin Härr	Review	Some feedback from Lee, including link to documents on Chapter website
1.0	10.10.2013	Martin Härr	Final	Approved by Chapter board
1.1	21.09.2014	Martin Härr	Final	Update to chapter 5.3 to handle the case of equal number of votes Various minor updates
1.2	29.09.2015	Martin Härr	Final	Deleted chapter 5.3 to handle the case of equal number of votes Updated Chapter address