

PMI-Switzerland

Chapter Advisory Board Policy

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Document Approval

Date	Approver & Function	Approval version	Signature (on the pdf version)
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1. Introduction

1.1. Definition

The “Chapter Advisory Board” (hereafter referred to as “**CAB**”) is part of the governance structure of the PMI Switzerland Chapter (hereafter referred to as “**the Chapter**”). It is a committee consisting of volunteers of the Chapter with the purpose of advising and supporting the Chapter Board of Directors (hereafter referred to as “**BoD**”) in the management of the Chapter.

1.2. Governing Documents

The CAB activities will be conducted in accordance with:

- [The PMI Code of Ethics](#)
- [The PMI Conflict Resolution Guide](#)
- [The Switzerland Chapter Bylaws](#)

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

1.3. Objective

The objectives of the CAB are mainly:

1. To **consult the president** and the BoD on strategic and operational topics, in the context of the yearly management cycle, and ad-hoc when needed.
2. To **support the chapter** strategy set-up ensuring quality, relevance and alignment with best practices
3. To **help solve conflicts** concerning BoD members, volunteers and Chapter members
4. To **advise on ethics complaints**, before these conflicts escalate to PMI Global

1.4. Benefits

1. Increase the quality of BoD decisions by giving an alternative view, and by ensuring consideration of relevant experiences from the Chapter’s history.
2. Contribute to the Chapter's stability by providing a consistent and transparent manner by which chapter members and leaders are able to mitigate and resolve conflicts quickly, while still maintaining service delivery to its stakeholders
3. Reduce the risk of unresolved conflicts, which might be dangerous to the Chapter in terms of reputation, financial impact and/or quality of service to its stakeholders.

1.5. Document Maintenance

The owner of this document is the Chapter Advisory Board of the PMI Switzerland Chapter.

The document is **reviewed and updated when needed**. The Board will be informed accordingly.

2. Organizational setup

2.1. CAB Membership

Members of the CAB must meet the following criteria:

- Swiss chapter members in good standing
- Former members of the BoD, the Nominations Committee, or the Financial Auditors Committee of the Swiss chapter
- Should be well connected and have a good image amongst PMI stakeholders
- Must not have any conflict of interest (for example by being a board member of a competing organization)
- Commit to a membership in the CAB for at least 2 years, since the objective is to create stability within the CAB membership
- Provide the necessary time and interest
- Must have demonstrated facilitation skills and emotional intelligence

2.2. Election procedure for CAB members

Any member of the current BoD, CAB or Nomination Committee can propose candidates.

The Nominations Committee reviews according to the criteria above, confirms candidacy and maintains a list of eligible and interested candidates. At any time, the CAB can be consulted by the Nominations Committee when verifying the candidate list.

The CAB will select from the available list of candidates. Any changes to CAB members will be communicated to the Board at their next BoD meeting. The BoD can reject candidates with a simple majority.

2.3. CAB Director

CAB members will decide on a CAB Director for the calendar year who will be:

- main point of contact for the chapter Board
- lead and distribute tasks among the CAB members
- eligible for the same benefits as other Directors (e.g. attending chapter events for free)

2.4. Communication standards

In order to be easily reachable and for consistency purposes, all CAB members should have:

- a pmi-switzerland.ch mail address
- be part of the Distribution List CAB@pmi-switzerland.ch
- a pmi-switzerland account on Slack
- agree to participate in CAB communication channels (e.g. Slack, WhatsApp)

Official document storage for general, non-sensitive and non-personal related data can be found under the official PMI CH Chapter G-Drive:

Board of Directors > 02. Chapter Governance > Chapter Advisory Board

https://drive.google.com/drive/folders/1REvy3DAiRWpKw2OXqkvKkYtGWF6CVM0p?usp=drive_link

Preferred format for the chapter is Google documents.

The names of the current members are published under:

<https://pmi-switzerland.ch/index.php/about-us/about-the-chapter>

CAB makes sure that the data and the website are kept up to date, and emails and accesses are adjusted accordingly, when changes within CAB occur.

3. Organizational structure

The CAB is a self-organizing body, consisting of a minimum of 3 and a maximum of 5 members.

3.1. Code of conduct

The CAB members will keep all information confidential, unless otherwise agreed with the president, or in case of conflicts, with the involved parties.

3.2. Authority

Unless otherwise mandated by the BoD, the CAB is a consultative body and has neither decision nor implementation authority.

3.3. Financial remuneration

As all volunteers, the members of the CAB will not receive any financial remuneration for their work. Expenses may be claimed by prior agreement from the Board.

4. CAB Tasks

On request including but not limited to:

- advice in case of conflict or ethics complaints according to a defined formal procedure
- ad-hoc advice for any BoD member
- part of handover meetings at the start of the new Board
- facilitate the strategy process during the BoD term following a defined roadmap.

5. Regular meetings of the CAB

The CAB is part of the regular management cycle of the BoD and may be invited to participate as follows:

- At Board meetings
- Prior to the annual strategy meeting(s) in order to help prepare the agenda and planned facilitation.
- At the BoD strategy meetings. A member of the CAB may act as a facilitator of this meeting.

At least once a year, CAB reports to BoD what has been accomplished by CAB throughout the year. Regular updates during BoD meetings are also to be planned.

6. Conflict resolution function of the CAB¹

As in any organization, conflicts and ethical concerns can arise. The CAB plays an important role in the solving of such conflicts and ethical concerns.

If a CAB member is personally impacted by the outcome of the dispute in any way, he or she will recuse himself/herself from the matter at hand.

A disputant might also request specific CAB members not to take part in the conflict resolution.

6.1. Stages of conflict resolution

Stage 1: Direct discussion between involved parties

Conflicts should first be openly discussed informally between all involved parties. If needed, an impartial person can be invited to step in as a third-person mediator.

All reasonable efforts to resolve the conflict must be taken by the involved parties during this stage, before moving to the next stage.

Stage 2: Escalation to Chapter President

If a direct discussion between the involved parties did not lead to a solution, then any of the persons involved can decide to formally escalate the conflict to the Chapter president. The president will try to achieve a resolution in an informal way.

This stage is skipped, if the Chapter president is one of the disputants.

Stage 3: Escalation to CAB

Any of the involved parties, including the president, can formally and unilaterally escalate the conflict to the CAB, even without agreement by the other involved parties if:

- The Chapter president is one of the disputants.
- A mediation by the Chapter president (see previous step) was unsuccessful.

The escalation must be done using the standard PMI Switzerland Mediation Request Form.

In submitting the Mediation Request Form, the disputant recognizes in advance that any CAB recommendation on the matter will be considered final.

¹ This part of the document is based on documentation from PMI's conflict resolution program.

Stage 4: Escalation to PMI Global

Only in matters concerning ethics violations, if an escalation to the CAB did not result in a satisfactory result, can a disputant determine to take the matter up with PMI Global Ethics Committee.

In the interest of the chapter, the disputant is requested to inform the CAB and the President in advance if he/she wishes to take this step.

6.2. Steps in conflict resolution by CAB

6.2.1. Acknowledgement of receipt of escalation

The escalating party will fill out the Mediation Request Form and submit it to the CAB (a recipient email address is indicated within the report). The CAB will acknowledge receipt of escalation, and notify the Chapter president within 10 working days.

6.2.2 Analysis and clarification

The CAB will seek to clarify the matter. It might request documents, additional information, or ask to speak to involved persons and third parties.

6.2.3. Decision on way forward.

The CAB will decide how to address the escalation and to resolve the conflict with all involved parties.

6.2.4. Achieve resolution with all involved parties

The CAB will organize a first meeting within 15 working days after acknowledging receipt.

It will try to achieve a solution within 30 working days thereafter.

6.2.5. Documentation and report to BoD

After a solution has been reached, it will be documented by the CAB, and reported to the President and the disputants.

Documentation of the escalation and its resolution will never be made otherwise publicly available.

6.2.6. Follow-up

Where appropriate, the CAB will follow up within 3 months from the date of the announced resolution to verify if the solution has been successful. If necessary, it may determine to undertake further activities.

7. Appendix: Mediation Request Form

PMI Switzerland Chapter Mediation Request Form

The purpose of this form is to allow members to submit a request for mediation by the Chapter Advisory Board (hereafter referred to as **CAB**). Submission and review of this form will be performed in accordance with the chapter’s documented CAB Policy.

In the interest of effective resolution, this form must be submitted as soon as possible after the events leading to the grievance documented herein. Initial review of this request will result in a determination by the CAB Director, which may include a request for additional information, a request for discussion in a face-to-face meeting, a recommendation for resolution at the local level, or a recommendation to escalate.

Under certain circumstances, the CAB may decline to accept this request, for example in the case of interpersonal conflicts unrelated to governance or service delivery.

The submission of this request will be kept confidential to the extent that disclosure is not required to effect resolution. In submitting this request, you agree to comply with the chapter’s documented CAB Policy.

Please note: Any anonymous reports regarding a dispute will be automatically disregarded.

I have read and understood, and agree to, the terms of this mediation process and attest that the information that I have documented herein is accurate and truthful to the best of my knowledge:

Location, Date:	Member Signature:

This form must be signed, scanned, and sent to cab@pmi-switzerland.ch

1. Contact Information

1.1. My Contact Information

Name:

PMI member ID:

Role within Chapter:

The preferred method to be contacted:

1.2. My dispute is with

Name:

Role within Chapter:

Phone number:

E-mail address:

1.3. Relationship

What is your positional relationship with the disputant?

2. Description of the conflict

Provide a concrete statement of what you consider to be the substantive facts underpinning this conflict or dispute. Who are the parties involved and who are the parties affected? How exactly are they affected? Which PMI and/or chapter's bylaws, policies, or procedures are violated? What other concerns do you have?

Use specific examples, dates, and include any documentation (as attachments) needed to substantiate this grievance.

3. The Other View

Please describe in detail what you believe are the other party's or parties' views of the issue(s) you describe.

4. Steps Taken to Date

Mediation by the CAB is the third step according to the conflict resolution function of the CAB. Please describe what you have already tried to do to resolve the dispute directly with the Disputant(s) (the first step) and informally with the assistance of the Chapter President (the second step).

5. Other Persons

Are there any other persons involved in the dispute you believe should be contacted, either as parties involved or as witnesses?

6. Desired Outcome

Please describe possible options or solutions for resolving the dispute that are agreeable to you and might be agreeable to the disputant.

7. Administrative Action Summary

Date received:	
Reviewed by:	