



Project Management Institute
Central Mass Chapter

PMI Central Mass Chapter Volunteer Program and Procedures

Version 1.0 Approved by

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Program Overview and General Comments

- 1) Volunteers are important to the vitality of the chapter. There are always more goals and activities that the chapter would like to do than what can be done by the Board and elected officials. Volunteers provide the chapter with the expertise, extra time and effort to achieve these goals and activities. Volunteers provide a valuable and varied perspective to the activities of the chapter.
- 2) A Volunteer represents the chapter to the membership, the Board, and other professional and local communities. Volunteers are expected to demonstrate professionalism, commitment to the task, and to act in the best interest of the chapter. If the volunteer has any conflict of interest with the work being performed, he/she should notify the Director of Volunteers or a Board member.
- 3) Volunteering is an optional activity for chapter members. The Board and membership acknowledge the sacrifice and dedication of the volunteers to give their time and skills for the betterment of the chapter. Volunteers will be treated professionally and collegially and be provided guidance and clear expectations in order to succeed.
- 4) A volunteer will not be limited in the number or types of activities they can perform in any time period, but the volunteer should be aware of the commitment of time and effort required for each activity to allow for sufficient time and effort to plan and organize his/her time to achieve the deliverables.

Acronyms, Abbreviations and Definitions

CMass: the Central Massachusetts PMI chapter

DV: Director of Volunteers

PM: Project manager or event manager

BOD: Board of Directors

PM: Project Manager

PMI: Project Management Institute

PMP: Project Management Professional

Types of Volunteers

Board Level – elected positions

There are four elected positions: President, Vice President, Treasurer and Recording Secretary. A Volunteer who wishes to become an elected member of the Central Mass chapter must follow the procedures and requirements outlined in Article VI of the Central Mass chapter by-laws.

Board Level – appointed by Board

The composition of the Board is determined by the President and the Board, and the chapter needs. Board member volunteers usually have major responsibilities to the chapter and to achieving its goals. The Board maintains job descriptions for Board positions. The determination of the term of service and voting rights by this type of volunteer is governed by the chapter by-laws.

Event / Project Manager Volunteer

An event or project manager is selected by the Board. The event or PM volunteer is mostly self-directed, with the activities defined in the project proposal and the activities overseen by a Board member (at the Director level). Additionally, the event or project manager may solicit help from other volunteers for the specific event day or tasks. The PM is responsible for identifying the duties required of the other volunteers and they should be written in either a task or project format.

Assisting a Board member

From time to time, board members need volunteers to conduct on-going project or duties related to their board position. The Board member may request help from a volunteer. No job description is needed for the volunteer and the volunteer will work under the direction of the board member.

Speakers at monthly meetings or events

The speakers recruited and selected for presentation at monthly meetings and special events are also volunteers. The procedures governing the speaker volunteer are described in a separate document.

Volunteer Roles and Responsibilities by Level

Volunteer Level	Reporting to	Responsibilities
Board level appointed	President and elected officers	Identification and execution of major initiatives that will benefit the component
Event volunteer	Director of Events	Identifying, planning, organizing and execution of a successful event for members and the chapter. Communicating to Board member, DV or President about progress and challenges
Project manager	Board, sponsor on the Board	Design, submit project proposal form, execute and complete project approved by Board; provide routine updates to Board; provide final report on project
Task volunteer	Board member or project manager	Complete activities assigned in timely manner. Communicate to Board member, or PM about progress and challenges

Board Member Roles and Responsibilities in Regards to Volunteers

Role	Responsibility
Chapter President	<p>Appoint the Director of Volunteers (DV)</p> <p>Provide a forum and encourage reporting of volunteer activities at Board and chapter meetings</p> <p>With DV, resolve escalated volunteer issues in a discreet manner</p>
Board of Directors	<p>Review and approve / reject Project Proposals, authorize a Project Manager to direct and utilize Chapter volunteers' efforts in accordance with the project's goals and objectives</p> <p>Provide support to volunteers and project managers and Board members with help from volunteers; encourage and facilitate reporting of volunteer activities at Board and chapter meetings</p> <p>Review and assess projects for progress according to plan</p>
Directors, individual	<p>Work with DV to recruit, identify and assign operational volunteers to carry out their operational tasks</p> <p>Provide orientation, training and direction to volunteer(s) working with them</p> <p>Resolve escalated volunteer issues and escalate issues to the Chapter President when necessary.</p> <p>Submit a Volunteer Feedback Form to the DV at the end of the year</p>
Director of Volunteers	<p>Announce volunteer vacancies and recruit and / or assist in the recruitment of volunteers for board positions, projects or activities</p> <p>Work with Board members, project managers and event coordinators to identify volunteers needed and to fill those positions</p> <p>Recognize volunteers and announce volunteer opportunities at chapter meetings</p> <p>Distribute, collect and report on volunteer timesheets, feedback forms and orientation packets.</p> <p>Establish and maintain the Chapter volunteer database.</p>
Project Manager	<p>Responsible for the delivery of the approved project including identification of volunteers needed to successfully accomplish the goals and deliverables of the project. Ensure the assigned project is completed in a timely manner</p> <p>Provide project orientation to each volunteer and routine progress reports and final report to the Board.</p> <p>Provide team morale and motivation and ensure the project team is focused on the objectives of the project</p> <p>Attempt to resolve project and performance issues with volunteers in a discrete and unbiased manner considering the interest of the Chapter and the project. If necessary, escalate to the board.</p>

Volunteering Process

Providing volunteer information

Volunteers may offer assistance through many routes; for each, the volunteer must submit the volunteer information form to the Director of Volunteers.

- Personal communication (i.e., email, note, conversation) to a Board member, past president, other project team member. Volunteer should be instructed to obtain information form, complete it and send it to the Director of Volunteers.

- Completing information form through chapter website
- Contacting Director of Volunteers via email, through chapter website, or telephone

A copy of the General Volunteer Information Form is provided in Attachment A and the Board Position Information Form is provided in Attachment B.

Acknowledgement of volunteer information

When the information form and or other correspondence (email, phone call) is received by the DV, the DV contacts the volunteer within 7 days by email, phone, or in person that the information has been received, information is complete and that the information will be reviewed. If any information is missing, it is requested during this first contact.

The Central Mass chapter requires that the volunteer be a current member of the PMI and CMass chapter.

Review of volunteer information

Assessment of volunteer information by DV, Board or PM

The primary assessment of the information is performed by the DV. While reviewing the form, the DV assesses whether the areas of interest of the volunteer match any needs by Board members or for any projects that have been proposed by the Board. The DV contacts the potential volunteer to clarify what the volunteer interests are and to describe the needs by the Board and chapter. If the volunteer expresses interest in an available position or task, then the DV refers the applicant to the appropriate Board member.

If there are two candidates for a position, the DV will try to find another position or activity that interests the volunteer. Lastly, if two individuals are interested the responsibilities could be shared, and an Assistant Director position formed.

The secondary assessment is performed by the Board member or event manager, who may contact the potential volunteer by phone, email or in person at a monthly meeting. If the Board member determines that the volunteer interest and the position needs match, then the Director may offer to forward his/her recommendation to the Board.

For Board positions (director level), the volunteer is required to attend a board meeting so that the volunteer can meet the board members and observe meeting conduct and interactions.

The Board member will review the CV of the volunteer to assess whether the volunteer is able to serve the chapter in the capacity required. It is up to the Board member or PM to follow up with the volunteer if there are any questions about the volunteer's ability to serve the chapter or about the volunteer's information provided.

Assessment by Board and Final Determination of Volunteer Interest

The recommendation of the potential volunteer is presented at the next Board meeting, and the President will take a vote for Board positions.

For volunteers assisting Board members, or for assisting at an event, the Board member or PM can decide on whether to use the volunteer.

The DV, PM or a Board member will inform the volunteer if he/she has been selected for the position.

The DV will update the volunteers' information in the volunteer database.

If the volunteer is not a good fit for the position, the DV and the Board member will contact the volunteer and explain the situation, and if available, recommend another volunteer opportunity. The volunteer may want to offer his/her time for another project or position and will be considered when indicated by the potential volunteer.

Volunteer Orientation and Training

There are both general and specific knowledge requirements for the volunteer to be successful in his/her endeavor for the chapter. The volunteer will be provided and directed to the general information about the chapter: its by-laws, policies, contact information for the Board members, reimbursement for expenses, the project proposal form by the DV or the Board Member. The position or event specific information is provided by a job description or list of tasks and expectations for the project or event. If the volunteer is going to perform independent research or activity, the volunteer will provide the specifics of this project in the project proposal form.

The volunteer is given a CMass volunteer orientation packet by the DV after Board has approved the volunteer position. The Director of IT will provide the volunteer appropriate access to areas of the CMass website and databases.

General

All volunteers and elected officials of the chapter must read and understand the CMass Chapter By-Laws.

Elected and appointed Board position volunteers are required to review and understand the presentation "Financial and Legal Duties of Component Leadership," presented by Bill Scarborough, PMI General counsel, Worldwide Component Affairs, Audio Conference, January 2002. (Where can that be found for review?)

If a Board member has an assistant or volunteer, the Board member is responsible for informing the volunteer of any sections of that presentation relevant to the work being performed by the volunteer.

All volunteers are expected to review and sign the Volunteer Expectations Agreement (a copy is provided in Attachment F).

Specific to task/event

PM or event manager will provide the volunteers with:

- a professional working environment
- access to support by Board members and elected officers

- appropriate orientation to their role and responsibility for the chosen tasks or project
- guidance at the level of detail appropriate for the volunteer to be successful in their role
- any related requirements and restrictions.

Tracking Volunteer Time

If a volunteer wishes to be credited with PDUs, the volunteer will be required to document his/her time spent working on chapter volunteer activities. An example of a volunteer timesheet is provided in Appendix D.

Board and elected positions are not required to complete timesheets to obtain PDUs.

If the volunteer is reporting to a Director or PM, the Director or PM shall review the timesheet and confirm or verify the time spent as compared to the work completed by the volunteer.

If the volunteer is conducting a project, the Board member will compare the progress of the project against the project proposal, and any updates provided by the volunteer.

The approved timesheets will be forwarded to the DV and the time recorded in the volunteer database. The volunteer timesheet should be submitted to the Board member or DV at the completion of the task or service period, but no later than 30 days after the volunteering is completed.

The DV will maintain a database of volunteer names, contact information, interests and dates that the volunteer performed work for the chapter. An example of the volunteer database pages is provided in Appendix C.

Updates on Volunteers and Volunteer Projects

The DV will provide to the Board on a monthly basis, a report of the current active volunteers and on-going volunteer projects. The Board member or PM may provide additional information and detail to the Board.

Volunteer Expenses

Volunteers will be reimbursed by the Chapter for any materials or supplies purchased by the volunteer and pre-approved by the board for the purpose of the Board approved projects.

Volunteers will not be compensated for the following: their time donated to the chapter, for mileage, tolls, parking, meals or other expenses related to volunteering activities unless pre-approved in the project budget.

Volunteers are referred to the CMass chapter reimbursement policy for additional details.

Concluding the Volunteer Term

Elected officers

The terms for elected officers of the chapter are defined in the chapter by-laws.

Other volunteers

The period for which the volunteer performs services for the chapter may be defined by the event or the task, or barring a specified time, may be continued as long as both the volunteer and chapter officers are satisfied with the volunteer relationship and outcome.

A volunteer may at any time and for any reason withdraw from the tasks and activities he/she has signed up for. When possible, the volunteer will work with the DV, PM and others to ensure a smooth exit transition from the task or project.

If by the PM, DV or Board member assessment, the task and the volunteer are not matched well, or if the activity or project is not progressing in the expected manner (compare to the project proposal or Volunteer task list), actions may be taken by the PM, DV or Board member to correct the deficiencies. It is best if the PM, DV or Board member and the volunteer can remedy the situation.

The PM, DV or Board member is to contact the volunteer to assess the volunteer's situation, and identify what challenges or obstacles may be present that are hindering the volunteer from performing the tasks. If the cause of the problem is identified and can be remedied, then the volunteer and the contact will do best efforts to resolve the problem and get the work back on track.

If at any time the Board finds that the volunteer has violated any of the chapter or PMI by-laws, notification to the volunteer and termination processes are initiated. Depending on the violation, the volunteer will be asked to forfeit his/her volunteer position, or his/her chapter membership. Examples of violations of these guidance and policies are:

- Abuse of or failure to follow processes established by the chapter or organization
- Refusal to comply with team consensus
- Unprofessional, unethical or illegal behavior
- Failure to provide deliverables in a timely manner or to perform expected duties
- Giving priority to one's own agenda instead of focusing on the goals of the Chapter
- Failure to adhere to PMI Member Ethical Standards and for those holding the PMI PMP Certification Credential, the PMI Project Management Professional Code of Professional Conduct. A copy of the code is provided in the References section of this document.

Discipline and Corrective Actions

The Chapter regrets any time that discipline is needed to improve any behavior or actions of the volunteers. Discipline is only used in situations where other methods of persuasion and attentiveness, such as encouragement or re-training, have not been successful.

The Board member or PM will direct discussion and activities to resolve performance issues with the volunteer in a discrete manner. Issues will try to be resolved at the lowest level possible. The Board member or PM will inform the President or VP of the issue, the corrective actions, and any time limit for the expected change. Other Board members may offer to assist or contribute to resolution as they feel they can contribute to a successful outcome.

Issues that cannot be resolved will be escalated to the Chapter President for resolution or further assistance.

Conflict of Interest

Depending on the situation, a volunteer who represents a perceived or actual conflict of interest will be asked to withdraw from consideration for the project, or position until the situation changes or a work around plan is devised so that the conflict is relieved. The plan must be approved by the Chapter President.

Volunteer Feedback

All volunteers will be asked for feedback about their volunteer experience. Volunteer feedback will be collected by the DV and anonymously summarized for the Board on an ad hoc basis. The Board will review the volunteer's experiences and comments and determine if improvements can be made to the volunteer program.

Unsolicited feedback from volunteers will be forwarded to the Board, appropriate Board member or PM as needed or appropriate.

Recognition and PDUs

Gifts for Speakers

The procedure and guidelines for gifts for meeting or special event speakers are determined by the Board and conducted by the appropriate directors.

PDUs

As per the PMI, Volunteering for the chapter earns the volunteer PMP PDUs as part of *Category 5: Volunteer Service to Professional or Community Organizations*. No more than 20 PDUs maybe earned/claimed in a 3 year cycle. A minimum of 3 months must be served to earn PDUs.

The chapter proscribes the number of PDUs issued to a volunteer based on the level and amount of time in service. In the table, some common volunteer activities, the expected duration of service and maximum possible PDUs are listed. The maximum an officer can earn is 10 PDUs per calendar year for 12 months of service. The maximum a committee member for a project management organization can earn is 5 PDUs per calendar year for 12 months of service

Task/Activity	PDUs Max
Board Member - Director Level	5
Board Member - Assistant Level	1-5
Project manager	up to 4
Activity volunteer	2.0
Committee chair	5
Committee member	1
Provide PM services to community group	5

All Board members will be recognized for their service in a letter issued by the current Chapter president. All volunteers will be recognized at least annually for their service via a letter of appreciation issued by the DV or the Board member or the PM. A sample letter is provided in Attachment E.

The President, Board members and PM may use various communication tools available to the Chapter to announce and recognize outstanding effort(s) by the volunteer. At the Board's discretion, other benefits may be granted to the volunteers, such as discounted attendance fees for meetings or training events.

References

Excerpts from PMI ORG by laws

Article III: Membership. This article defines the composition of the component's membership, the rights and privileges of membership, terms under which membership may be granted and/or terminated; and the use of membership data provided to components by PMI GOC.

Each section in this Article should be included within the component's bylaws.

For section 3 of this article, the component must define which members can vote and hold office. All components grant voting rights and the right to hold office to regular members; however, some components allow student members to vote and hold office while others do not. Thus, the component will need to specify its requirements in this section.

Article IV: Officers . This article defines the organization's officers and their functions. Component leaders may define officer positions in any manner they wish. However, for legal reasons, components must identify one officer to perform each of the following functions:

- Chief Executive Officer: one officer must have overall responsibility for the management of the organization and the direction of the organization's board of directors.
- Secretary: one officer must be the organization's official record keeper who records and retains
- Board meeting minutes, membership meeting minutes, evidence that the organization has conducted elections as required by the bylaws, etc.
- Treasurer: one officer must be the chief financial officer for the organization who is responsible for overseeing the management of funds.

Components are not required to use the specific titles "chief executive officer," "secretary" and "treasurer" in their bylaws. However, someone on the component's board of directors must perform each of the functions associated with each of those titles.

Article V: Board of Directors. This article defines the composition and responsibilities of the organization's board of directors. It also includes general procedures for conducting meetings of the board, filling vacancies on the board and removing board members from office. Lastly, it defines the level of authority that the board of directors may exercise and any restrictions upon that authority.

Each section of this Article should appear in the component's bylaws. However, component leaders may make adjustments to some of the requirements contained in the bylaws template. For example, the component may wish to:

- Vary the size of the board of directors.
- Use different titles for the at-large director positions.
- Adjust the procedures for removing directors or filling vacancies.

It is also important to note here that by United States' law, boards of directors are required to record and maintain official minutes of any meetings of the board at which organizational business is conducted. The official minutes must be retained for the life of the organization. Lastly, the minutes should not represent a transcript of the deliberations, but rather a summary of any key actions taken or issues raised by the board of directors during the meeting.

Article VI: Nominations and Elections. This article defines the process through which individuals may be nominated for component leadership positions and the process for conducting organizational elections.

Each section of this Article should appear in the component's bylaws. However, component leaders may make adjustments to some of the requirements contained in the bylaws template.

Article VII: Committees. This article grants authority to the organization's board of directors to establish committees to assist the board with its work.

This Article may be included or removed from component bylaws at the leaders' discretion.

Project Management Institute Code of Ethics and Professional Conduct

CHAPTER 1. VISION AND APPLICABILITY

1.1 Vision and Purpose

As practitioners of project management, we are committed to doing what is right and honorable. We set high standards for ourselves and we aspire to meet these standards in all aspects of our lives—at work, at home, and in service to our profession.

This Code of Ethics and Professional Conduct describes the expectations that we have of ourselves and our fellow practitioners in the global project management community. It articulates the ideals to which we aspire as well as the behaviors that are mandatory in our professional and volunteer roles.

The purpose of this Code is to instill confidence in the project management profession and to help an individual become a better practitioner. We do this by establishing a profession-wide understanding of appropriate behavior. We believe that the credibility and reputation of the project management profession is shaped by the collective conduct of individual practitioners.

We believe that we can advance our profession, both individually and collectively, by embracing this Code of Ethics and Professional Conduct. We also believe that this Code will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity or our values.

Our hope that this Code of Ethics and Professional Conduct will serve as a catalyst for others to study, deliberate, and write about ethics and values. Further, we hope that this Code will ultimately be used to build upon and evolve our profession.

1.2 Persons to Whom the Code Applies

The Code of Ethics and Professional Conduct applies to:

1.2.1 All PMI members

1.2.2 Individuals who are not members of PMI but meet one or more of the following criteria:

- .1 Non-members who hold a PMI certification
- .2 Non-members who apply to commence a PMI certification process
- .3 Non-members who serve PMI in a volunteer capacity.

Comment: *Those holding a Project Management Institute (PMI®) credential (whether members or not) were previously held accountable to the Project Management Professional (PMP®) or Certified Associate in Project Management (CAPM®) Code of Professional Conduct and continue to be held accountable to the PMI Code of Ethics and Professional Conduct. In the past, PMI also had separate ethics standards for members and for credentialed individuals. Stakeholders who contributed input to develop this Code concluded that having multiple codes was undesirable and that everyone should be held to one high standard. Therefore, this Code is applicable to both PMI members and individuals who have applied for or received a credential from PMI, regardless of their membership in PMI.*

1.3 Structure of the Code

The Code of Ethics and Professional Conduct is divided into sections that contain standards of conduct which are aligned with the four values that were identified as most important to the project management community. Some sections of this Code include comments. Comments are not mandatory parts of the Code, but provide examples and other clarification. Finally, a glossary can be found at the end of the standard. The glossary defines words and phrases used in the Code. For convenience, those terms defined in the glossary are underlined in the text of the Code.

1.4 Values that Support this Code

Practitioners from the global project management community were asked to identify the values that formed the basis of their decision making and guided their actions. The values that the global project management community defined as most important were: responsibility, respect, fairness, and honesty. This Code affirms these four values as its foundation.

1.5 Aspirational and Mandatory Conduct

Each section of the Code of Ethics and Professional Conduct includes both aspirational standards and mandatory standards. The aspirational standards describe the conduct that we strive to uphold as practitioners. Although adherence to the aspirational standards is not easily measured, conducting ourselves in accordance with these is an expectation that we have of ourselves as professionals—it is not optional.

The mandatory standards establish firm requirements, and in some cases, limit or prohibit practitioner behavior. Practitioners who do not conduct themselves in accordance with these standards will be subject to disciplinary procedures before PMI's Ethics Review Committee.

Comment: *The conduct covered under the aspirational standards and conduct covered under the mandatory standards are not mutually exclusive; that is, one specific act or omission could violate both aspirational and mandatory standards.*

CHAPTER 2. RESPONSIBILITY

2.1 Description of Responsibility

Responsibility is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result.

2.2 Responsibility: Aspirational Standards

As practitioners in the global project management community:

2.2.1 We make decisions and take actions based on the best interests of society, public safety, and the environment.

2.2.2 We accept only those assignments that are consistent with our background, experience, skills, and qualifications.

Comment: *Where developmental or stretch assignments are being considered, we ensure that key stakeholders receive timely and complete information regarding the gaps in our qualifications so that they may make informed decisions regarding our suitability for a particular assignment.*

In the case of a contracting arrangement, we only bid on work that our organization is qualified to perform and we assign only qualified individuals to perform the work.

2.2.3 We fulfill the commitments that we undertake – we do what we say we will do.

2.2.4 When we make errors or omissions, we take ownership and make corrections promptly. When we discover errors or omissions caused by others, we communicate them to the appropriate body as soon they are discovered. We accept accountability for any issues resulting from our errors or omissions and any resulting consequences.

2.2.5 We protect proprietary or confidential information that has been entrusted to us.

2.2.6 We uphold this Code and hold each other accountable to it.

2.3 Responsibility: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

Regulations and Legal Requirements

2.3.1 We inform ourselves and uphold the policies, rules, regulations and laws that govern our work, professional, and volunteer activities.

2.3.2 We report unethical or illegal conduct to appropriate management and, if necessary, to those affected by the conduct.

Comment: *These provisions have several implications. Specifically, we do not engage in any illegal behavior, including but not limited to: theft, fraud, corruption, embezzlement, or bribery. Further, we do not take or abuse the property of others, including intellectual property, nor do we engage in slander or libel. In focus groups conducted with practitioners around the globe, these types of illegal behaviors were mentioned as being problematic.*

As practitioners and representatives of our profession, we do not condone or assist others in engaging in illegal behavior. We report any illegal or unethical conduct. Reporting is not easy and we recognize that it may have negative consequences. Since recent corporate scandals, many organizations have adopted policies to protect employees who reveal the truth about illegal or unethical activities. Some governments have also adopted legislation to protect employees who come forward with the truth.

Ethics Complaints

2.3.3 We bring violations of this Code to the attention of the appropriate body for resolution.

2.3.4 We only file ethics complaints when they are substantiated by facts.

Comment: *These provisions have several implications. We cooperate with PMI concerning ethics violations and the collection of related information whether we are a complainant or a respondent. We also abstain from*

accusing others of ethical misconduct when we do not have all the facts. Further, we pursue disciplinary action against individuals who knowingly make false allegations against others.

2.3.5 We pursue disciplinary action against an individual who retaliates against a person raising ethics concerns.

CHAPTER 3. RESPECT

3.1 Description of Respect

Respect is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources.

An environment of respect engenders trust, confidence, and performance excellence by fostering mutual cooperation — an environment where diverse perspectives and views are encouraged and valued.

3.2 Respect: Aspirational Standards

As practitioners in the global project management community:

3.2.1 We inform ourselves about the norms and customs of others and avoid engaging in behaviors they might consider disrespectful.

3.2.2 We listen to others' points of view, seeking to understand them.

3.2.3 We approach directly those persons with whom we have a conflict or disagreement.

3.2.4 We conduct ourselves in a professional manner, even when it is not reciprocated.

Comment: *An implication of these provisions is that we avoid engaging in gossip and avoid making negative remarks to undermine another person's reputation. We also have a duty under this Code to confront others who engage in these types of behaviors.*

3.3 Respect: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

3.3.1 We negotiate in good faith.

3.3.2 We do not exercise the power of our expertise or position to influence the decisions or actions of others in order to benefit personally at their expense.

3.3.3 We do not act in an abusive manner toward others.

3.3.4 We respect the property rights of others.

CHAPTER 4. FAIRNESS

4.1 Description of Fairness

Fairness is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self interest, prejudice, and favoritism.

4.2 Fairness: Aspirational Standards

As practitioners in the global project management community:

4.2.1 We demonstrate transparency in our decision-making process.

4.2.2 We constantly reexamine our impartiality and objectivity, taking corrective action as appropriate.

Comment: *Research with practitioners indicated that the subject of conflicts of interest is one of the most challenging faced by our profession. One of the biggest problems practitioners report is not recognizing when we have conflicted loyalties and recognizing when we are inadvertently placing ourselves or others in a conflict-of-interest situation. We as practitioners must proactively search for potential conflicts and help each other by highlighting each other's potential conflicts of interest and insisting that they be resolved.*

4.2.3 We provide equal access to information to those who are authorized to have that information.

4.2.4 We make opportunities equally available to qualified candidates.

Comment: *An implication of these provisions is, in the case of a contracting arrangement, we provide equal access to information during the bidding process.*

4.3 Fairness: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

Conflict of Interest Situations

4.3.1 We proactively and fully disclose any real or potential conflicts of interest to the appropriate stakeholders.

4.3.2 When we realize that we have a real or potential conflict of interest, we refrain from engaging in the decision-making process or otherwise attempting to influence outcomes, unless or until: we have made full disclosure to the affected stakeholders; we have an approved mitigation plan; and we have obtained the consent of the stakeholders to proceed.

Comment: *A conflict of interest occurs when we are in a position to influence decisions or other outcomes on behalf of one party when such decisions or outcomes could affect one or more other parties with which we have competing loyalties. For example, when we are acting as an employee, we have a duty of loyalty to our employer. When we are acting as a PMI volunteer, we have a duty of loyalty to the Project Management Institute. We must recognize these divergent interests and refrain from influencing decisions when we have a conflict of interest.*

Further, even if we believe that we can set aside our divided loyalties and make decisions impartially, we treat the appearance of a conflict of interest as a conflict of interest and follow the provisions described in the Code.

Favoritism and Discrimination

4.3.3 We do not hire or fire, reward or punish, or award or deny contracts based on personal considerations, including but not limited to, favoritism, nepotism, or bribery.

4.3.4 We do not discriminate against others based on, but not limited to, gender, race, age, religion, disability, nationality, or sexual orientation.

4.3.5 We apply the rules of the organization (employer, Project Management Institute, or other group) without favoritism or prejudice.

CHAPTER 5. HONESTY

5.1 Description of Honesty

Honesty is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct.

5.2 Honesty: Aspirational Standards

As practitioners in the global project management community:

5.2.1 We earnestly seek to understand the truth.

5.2.2 We are truthful in our communications and in our conduct.

5.2.3 We provide accurate information in a timely manner. **Comment:** *An implication of these provisions is that we take appropriate steps to ensure that the information we are basing our decisions upon or providing to others is accurate, reliable, and timely.*

This includes having the courage to share bad news even when it may be poorly received. Also, when outcomes are negative, we avoid burying information or shifting blame to others. When outcomes are positive, we avoid taking credit for the achievements of others. These provisions reinforce our commitment to be both honest and responsible.

5.2.4 We make commitments and promises, implied or explicit, in good faith.

5.2.5 We strive to create an environment in which others feel safe to tell the truth.

5.3 Honesty: Mandatory Standards

As practitioners in the global project management community, we require the following of ourselves and our fellow practitioners:

5.3.1 We do not engage in or condone behavior that is designed to deceive others, including but not limited to, making misleading or false statements, stating half-truths, providing information out of context or withholding information that, if known, would render our statements as misleading or incomplete.

5.3.2 We do not engage in dishonest behavior with the intention of personal gain or at the expense of another.

Comment: *The aspirational standards exhort us to be truthful. Half-truths and non-disclosures intended to mislead stakeholders are as unprofessional as affirmatively making misrepresentations. We develop credibility by providing complete and accurate information.*

Glossary

Abusive Manner. Conduct that results in physical harm or creates intense feelings of fear, humiliation, manipulation, or exploitation in another person.

Conflict of Interest. A situation that arises when a practitioner of project management is faced with making a decision or doing some act that will benefit the practitioner or another person or organization to which the practitioner owes a duty of loyalty and at the same time will harm another person or organization to which the practitioner owes a similar duty of loyalty. The only way practitioners can resolve conflicting duties is to disclose the conflict to those affected and allow them to make the decision about how the practitioner should proceed.

Duty of Loyalty. A person's responsibility, legal or moral, to promote the best interest of an organization or other person with whom they are affiliated.

Project Management Institute [PMI]. The totality of the Project Management Institute, including its committees, groups, and chartered components such as chapters, colleges, and specific interest groups.

PMI Member. A person who has joined the Project Management Institute as a member.

PMI-Sponsored Activities. Activities that include, but are not limited to, participation on a PMI Member Advisory Group, PMI standard development team, or another PMI working group or committee. This also includes activities engaged in under the auspices of a chartered PMI component organization—whether it is in a leadership role in the component or another type of component educational activity or event.

Practitioner. A person engaged in an activity that contributes to the management of a project, portfolio, or program, as part of the project management profession.

PMI Volunteer. A person who participates in PMI-sponsored activities, whether a member of the Project Management Institute or not.

Attachment A General Volunteer Information Form- sample



General Volunteer Information Form

Rev. 2

Why Volunteer?

Volunteering is the best way to get to know the PMI organization, your chapter and your fellow chapter members better. Use your project management and professional skills to improve your chapter, provide benefits to the membership and grow professionally. Through volunteering, you will increase the number of contacts and acquaintances in project management and other areas. And yes, you can earn PDUs toward maintaining your PMP designation.

Each year, the Directors of the Board develop a list of a variety of initiatives and projects to improve the organization and presence and role of the chapter and increase benefits to the members. Volunteer opportunities can range from short-term tasks for special events to long-term project or on-going chapter commitments. The Director of Volunteers maintains a list of these needs and activities. We want to match you up based on your interests and skills. Please complete this form and submit it by mail or email to the Director of Volunteers.

Tell us a little about yourself:

Name: Work or home Address

Phone: Best time to contact: morning work hours evening

Email: Day Evening Can we contact you on the weekend? Yes No

1) Assisting the Chapter Leadership

The following are areas of Board member responsibility. Please select the area(s) you may be interested in providing help and support. *If you are interested in becoming a Board Director or the Board, please complete the "Board or Appointed Position Volunteer Form."*

- Programs (identify/coordinate speakers for meetings and events)
- Logistics (identify/coordinate location, food, equipment for meetings and events)
- Sponsorship (identify/coordinate sponsors for meetings and events)
- Information Technology (manage website, databases, and other IT tools)
- Communication (write/issue meeting and special event notices, other information)
- Newsletter Editor (develop articles or surveys for the quarterly chapter newsletter)
- Training (identify and coordinate training events for either membership or leadership)
- Membership (recruit and welcome new members, contact old members)
- Membership activities (set up networking or study groups, breakfast or dinner meetings)
- Volunteers (recruit, outreach and coordinate volunteers, manage volunteer database)
- Marketing or collaterals (developing concepts and objects that promote the CMass chapter)
- Photography of events
- Finances, assist treasurer

2) Projects or self-directed activities:

- Perform project management related research
- Conduct a chapter survey and analyze and publish results
- Lead a project or committee of interest to the chapter
- Other (you describe)

3) Tell us a little more about yourself:

Are you a member of PMI? Yes No

Are you a member of the Central Mass Chapter? Yes No For how long? _____ yrs

Are you a PMP? Yes No Other certification or credentials?

How much time per month do you think you could provide to the chapter? _____ days

Please provide a resume or CV with this form.

4) General Skills (check all that apply)

Computer: Word Excel Project Access Visio Adobe Acrobat

Web design PowerPoint/presentation Audio/Visual

Writing: Technical Formal Informal/conversational

Speaking: Formal/educational Informal/conversational

Other (describe):

If you have worked on other committees or volunteer work that may relate, please provide some information:

Thank you for completing this form.

Please submit completed forms to the Director of Volunteers by mail or email to:

dirofvolunteers@pmicmass.com

PMI Central Mass Chapter

Director of Volunteers

290 Turnpike Rd, Box 370

Westborough, MA 01581

Attachment B Board or Appointed Position Information Form – Sample



Board or Appointed Position Volunteer Form

Rev. 0

Name: Full Name

Work or home Address Full Name

Phone: Best time to contact you: Weekday: Time:

Email: Day Evening

Information on Chapter Leadership Positions and Assistants

- Non-elected appointed leadership positions generally require 10 to 15 volunteer service hours a month and a one year minimum commitment.
- If the appointed position is currently filled, the current Directors can use your help on some project or tasks. It's a great way to learn about what the Board members do for the chapter.
- Please see our chapter web site (http://www.pmicmass.com/bod_jobs.htm) for job descriptions for the positions.
- The Board of Directors is governed by the chapter's by-laws. You may wish to read these before applying for a position.
- In order to meet the current Board members and observe how typical board meetings are conducted, we ask that you attend a monthly Board meeting. Work with the Director of volunteers to schedule this. Meetings are held the fourth Tuesday of each month, from 6:00-8:00 p.m.

1) What are your interests?

Please select position(s)/area you are interested in.

- Director of Programs (identify and coordinate speakers for meetings and events)
- Director of Logistics (identify and coordinate location, food, equipment for meetings and events)
- Director of Sponsorship (identify and coordinate sponsors for meetings and events)
- Director of Information Technology (develop and manage website and other IT tools)
- Director of Communication (responsible for meeting and special event notices, other as needed)
- Newsletter Editor (responsible for developing and issuing the quarterly chapter newsletter)
- Director of Training (identify and manage training events for the membership or leadership)
- Director of Membership
- Director of Volunteers
- Director of Marketing or outreach
- Lead a chapter project or committee (either your own or Board defined project or committee)

Tell us a little about yourself:

2) Membership Information

Are you a member of PMI? Yes Member ID No: No

Are you a member of the Central Mass Chapter? Yes For how long? yrs No

Are you a PMP? Yes No

Other certification? (PgMP, CAMP, etc.)

3) General Interests and Skills (check all that apply)

Computer: Word Excel Project Access Visio Adobe Acrobat
Web design PowerPoint/presentation Audio/Visual

Writing: Technical Formal Informal/conversational

Speaking: Formal/educational Informal/conversational

Other:

If you have worked on other committees or performed volunteer work that may be relevant, please provide some information:

Please provide a resume or C.V. with this form. Resume provided? Yes No

Thank you for completing this form. Please submit completed forms to the Director of Volunteers dir ofvolunteers@pmicmass.com or mail to

PMI Central Mass Chapter
Director of Volunteers
290 Turnpike Rd, Box 370
Westborough, MA 01581

If you have any questions, please contact the Director of Volunteers at the same email address .

Attachment C Sample Volunteer Databases

Sample Database information for Volunteer contact and activity tracking

The DV will maintain and determine the level of detail for the interest, outcome, start and finish information.

1 st Contact Date	Name	Address or Place of Work	Home/ Work/ cell	Resume or CV on file?	Email	Interests?	Outcome	Volunteer Start	Volunteer Finish
xx/yy/zz	Happy volunteer	Main St. Westborough, ST	132-456-1234	yes	hvol@weird.com	survey the chapter on meeting locations	7/8 DV contacted and discussed proposal form. 8/25 HV presented proposal to Board, Board approved	9/1/00 Project started 10/1 survey drafted; on target for beta test 11/1	2/4/01 volunteer provided presentation of survey to board 3/4/01 survey published in newsletter

Sample Database information for Volunteer interest (database should be designed to match current volunteer form)

Volunteer Name	Board Interest		Volunteering					Project or Committee				
	Board position?	Which?	Article	Research	Website	Speaker/ sponsor	Survey	Meeting or Event	Lead	Participate	Lead	Participate
Best PMP Ever	no		yes	yes			yes					

Attachment D Volunteer Opportunity Postings - sample

This document is prepared for monthly chapter meetings or events and is posted on tables or provided as a handout.

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As we face the Lazy Days of Summer, we on the board start looking forward to planning the next sessions activities. One of the most pressing initiatives is to establish some networking activities for our members. If you have an idea for us, please let us know. There are a lot of resources and contacts right within our chapter – lets find a way to tap into them!

P.S. Your Board does not take the summer off! ! Contact Us!

Code	Description	Est. Hours, Experience	Works with:
CO003	Get a small group together to brainstorm how the chapter can help members network – with agencies, with potential employers, with information sharing of jobs and positions.	Will be up to the group. there are many resources available thru the PMI and local gps.	Dick Kennedy Dir Sponsorships DirOfSponsorship@pmicmass.com
PR002	Update the chapter meeting slides with a new look (new graphics, new template)	10 hours <u>max</u> , need exp. with MS Powerpoint	Barbara Karten, C Mass Pres President@pmicmass.com
CO005	Assist Director of Comm with various monthly tasks.	5-10 hrs/mo.	Alice Thayer, Dir.of Comm DirOfCommunications@pmicmass.com
MV002	Conduct a detailed survey of the CMass chapter members to see what more is needed to do by the Board and the chapter.	Up to 30 hours, not all at once	Debra Trainor, Dir Memb/Volunteers DirOfMembership@pmicmass.com

Fill out one of the cards or one of your business cards and drop it off at the Registration desk before or after the meeting. For questions, please feel free to contact the Board Member listed in the table or visit our website at www.pmicmass.com

Attachment F Sample Volunteer Recognition and Thank You Letter

PMI Central Mass Chapter
290 Turnpike Rd, Box 370
Westborough, MA 01581

Volunteer
Street address
City, MA 01234

Date, 2008

Dear [volunteer name],

On behalf of the Board, I am writing this letter to thank you for your help this past year as a volunteer for the PMI Central Mass chapter. Because of your effort, the chapter now has [insert some detail about what the volunteer achieved] .

Your time and attention given to the chapter are recognized by the Board of Directors.

[If applicable] The Board issues _____ PDUs for your work.

The PMI PDU breakdown is as follows:

Initiating	_____ hrs
Planning	_____ hrs
Executing	_____ hrs
Controlling	_____ hrs
Closing	_____ hrs

We appreciate that you gave your personal time to come forward to take on this project and saw it through to its successful completion. The Board hopes this was a rewarding experience for you as well.

We are grateful to have a member such as yourself.

Sincerely,

[signature]

Name of director, PMP

Director of Volunteers or Board member

PMI Central Mass Chapter

Attachment G Volunteer Commitment Form – sample information

PMI Central Mass Volunteer Commitment Form

Thank you for volunteering your skills and time to the Central Mass Chapter of PMI. There are always more goals and activities that the chapter would like to do than what can be done by the Board alone. We rely on volunteers to achieve these goals and activities. It is important that you keep your commitment. The Board asks that you read the following and sign, if you agree.

As a volunteer for the PMI Central Mass Chapter, I:

- Acknowledge that volunteers and volunteering are important to the vitality of the chapter. By becoming a volunteer I become part of the activities that make the chapter a success. I will do my best to complete tasks and activities that I commit to do, as they are important to the chapter and the membership. I will provide my expertise and set aside appropriate time and effort to achieve these goals and activities.
- Acknowledge that I now represent the Central Mass chapter to the membership, and to professional and local communities that I may encounter in my work for the chapter. I will demonstrate professionalism, commitment to the task, and to act in the best interest of the chapter. If I have or suspect any conflict or interest with the work being performed, I will notify the Director of Volunteers or a Board member.
- Know that Volunteering is an optional activity for all chapter members. I will support other members and volunteers and their sacrifice and dedication. I will treat my colleagues professionally and help them to succeed.
- I have reviewed and understand the information in the volunteer orientation package provided to me.
- I have read and understood the PMI Code of Ethics and agree to abide by those ethics.

Volunteer Name: _____ Date Signed: _____

Attachment H Volunteer Feedback Form

PMI Central Mass Volunteer Feedback Form

The Board of the CMass Chapter recognizes that volunteering is an optional activity for chapter members. We appreciate sacrifice of time and dedication of your skills for the betterment of the chapter. We want to hear what you thought of the experience. In addition, this information may improve the volunteering experience in the future. Please complete this form and hand it to any Board member or the Director of Volunteers. The Director will present the information to the Board anonymously, unless you specify use of your name.

Current Date:		Your project or role:			
Dates of service:		Worked with:	(name or title)		
What were your goal(s) in volunteering and did you achieve them?					
Of the following aspects which the Board/manager should provide, how do you rate your experience? Circle one. 1 = poor 2 = adequate 3 = good 4 = exceptional	Orientation	1	2	3	4
	Instruction	1	2	3	4
	Support (resources)	1	2	3	4
	Support (general)	1	2	3	4
	Visibility	1	2	3	4
	Problem-solving	1	2	3	4
Overall, how would you rate your volunteer experience on a scale of 1 – 10 (10 being best)?	1 2 3 4 5 6 7 8 9 10				
Comments					
Suggestions for improvement					

May the Director of Volunteers contact you for follow-up?

Name _____ Tele/email: _____

Use my name in report to Board? Yes No