OPTIMIZING BOARD GOVERNANCE: STRATEGIES AND INITIATIVES FOR ENHANCED EFFECTIVENESS
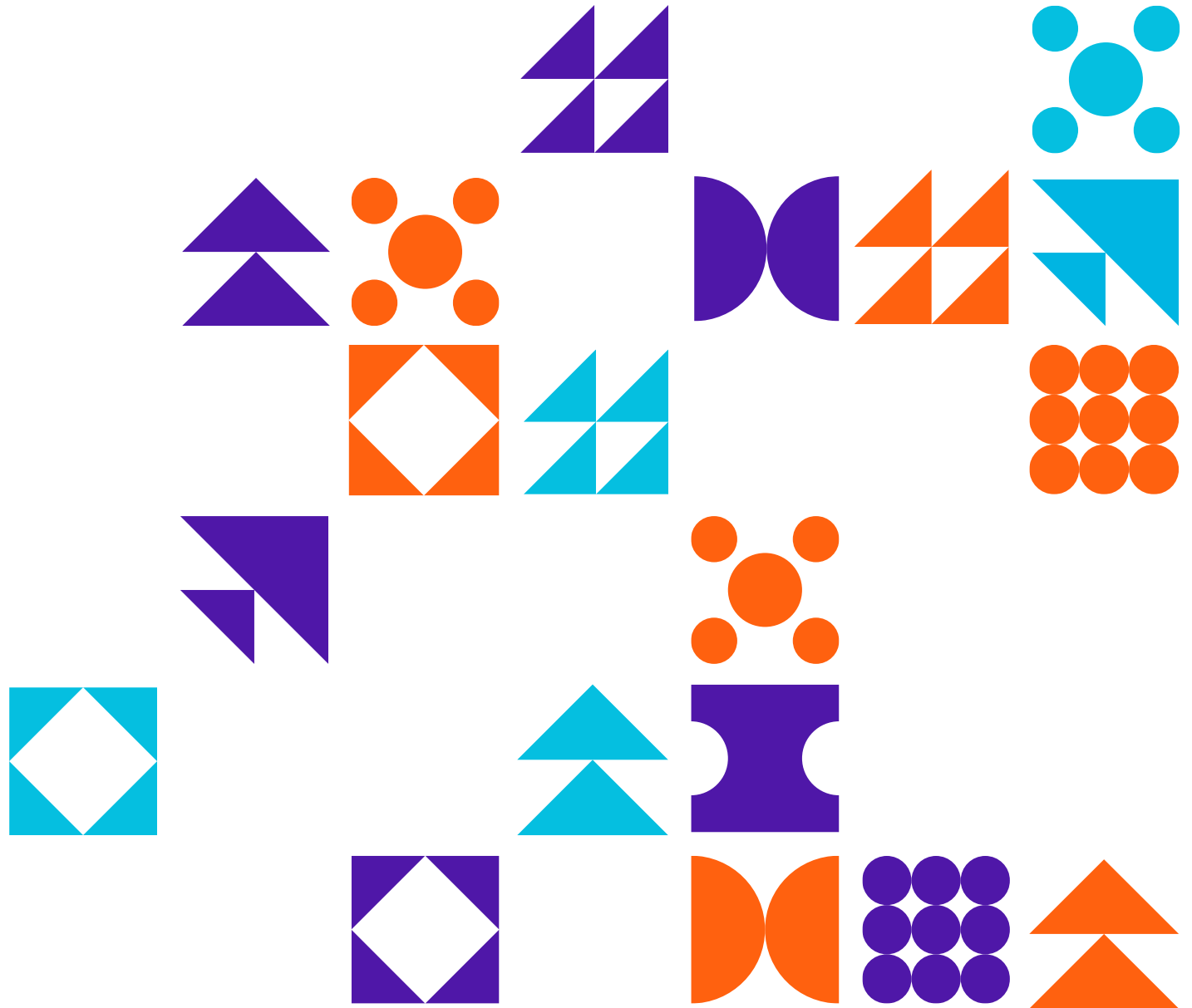
Regions 1 and 7 Leadership Meeting
(Albuquerque, NM)

David C. Doan | PhD, MBA, RN, BCMAS, PMC-II, PMP, CSM, CSPO

VP of Operations/President-Elect

PMI Los Angeles

18 MAY 2024

Discussion Topics

Welcome!

"Passion + Consistency = Success"— Lilla Liptak

1 5 min
PMI-LA VP of Operations/President-Elect Role

2 15 min
Operations 2024 Priorities and Priorities

3 20 min
Review of Operations Initiative Deliverables

4 5 min
Generating Ideas from Participants

5 3 min
Q&A | Discussion

Learning Objectives

1. Understand the importance of effective board governance in organizational success.

2. Explore the components of the Volunteer Toolkit and learn how to implement them for enhanced volunteer management.

3. Discover strategies for mitigating volunteer attrition through initiatives such as exit interviews, focus groups, and volunteer experience surveys.

4. Understand how the board of directors and trustees interviews help to identify areas where enhancements can be made to increase the effectiveness of the board.

5. Gain insights into the significance of leadership succession planning and how to develop a robust program tailored to organizational needs.

6. Learn about launching and sustaining a Diversity, Equity, and Inclusion (DEI) Committee within the board structure.

7. Explore the value of mid-year strategy meeting and board retreat for aligning board objectives with organizational goals.

8. Lead with actionable insights and tools to enhance board governance effectiveness within your organization.

PMI Los Angeles Chapter (PMI-LA) Bylaws

- **Project Management Institute Los Angeles Chapter, Inc. Bylaws**, Article V. Board of Directors, Section 5. Vice President of Operations/President-Elect.

- The Vice President of Operations/President-Elect is responsible for Operations and works with the President to be mentored for the role of President. This position:
  - Is responsible for oversight of all operational functions for the Chapter.
  - Is responsible for submission of PDUs for each event to PMI.
  - Acts as the President's backup when the President is unavailable.
  - Does not automatically become President after his or her term unless or until voted into the role.
  - Must have served in a Board position for a minimum of one (1) full year prior to the election in which that person is a candidate for Vice President of Operations & President-Elect

OPERATIONS 2024 PRIORITIES AND INITIATIVES
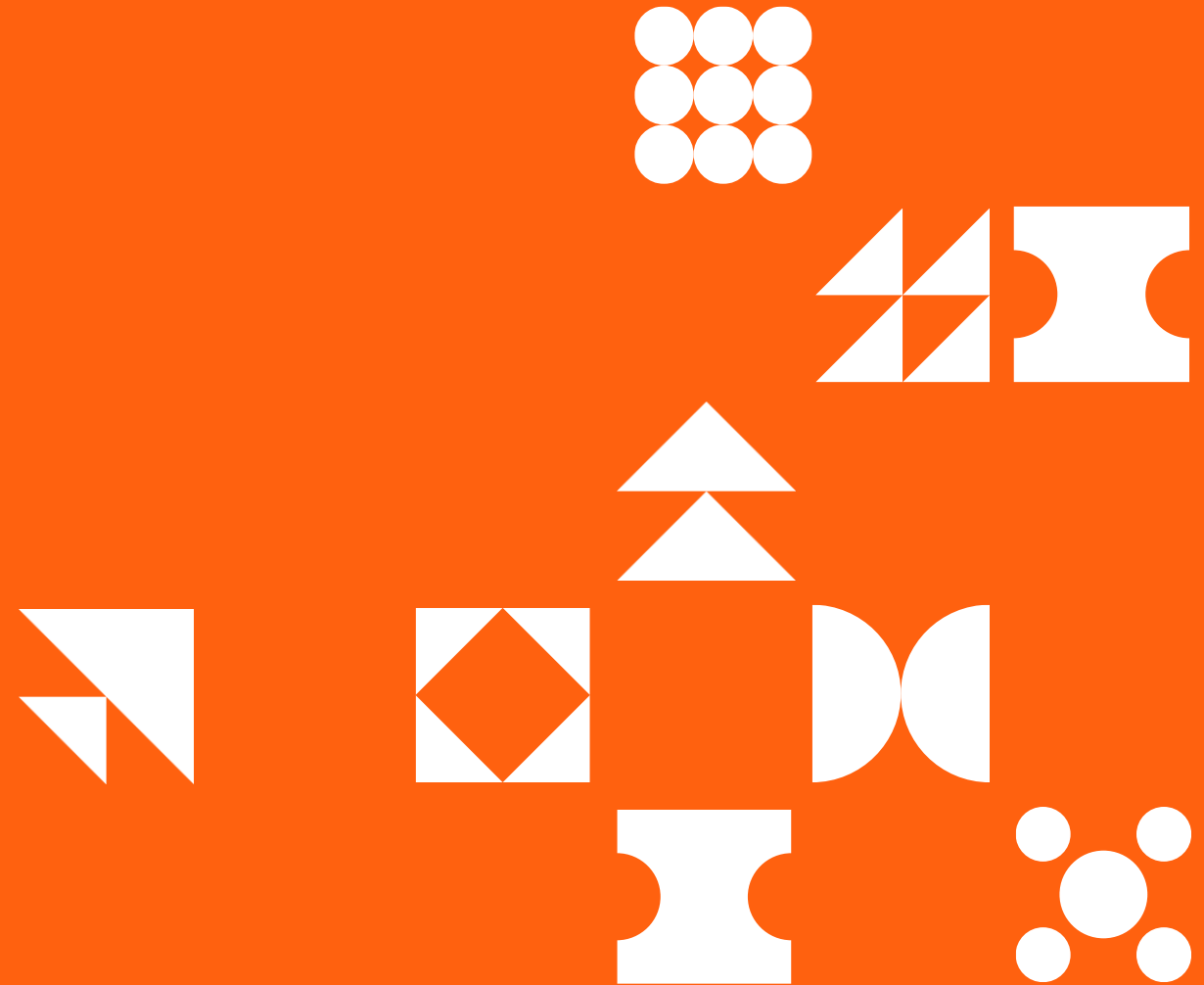
VP of Operations/President-Elect

2024 Priorities set at the Annual Business Meeting (1 of 2)

- Oversee the development of PMI-LA's annual plan and ensure it aligns with our strategic goals and aspirations.

- Oversee PMI-LA's operational functions, ensuring that projects and initiatives align with the strategic plan.

- Lead the development and implementation of process improvements and operational policies.

- Create a Volunteer Toolkit:

  - Part 1: Benefits and Value of Volunteerism and how to sign up

  - Part 2: Volunteer candidate submits their online application up through when they are assigned to a VP; Volunteer Onboarding and Offboarding Checklist

  - Part 3: PMI-LA Chapter Volunteer Orientation

  - Part 4: Team Orientation

- Obtain data to understand volunteer attrition and develop a strategy to address it (e.g., survey, Focus Groups, exit interviews)

- Collaborate with the board to establish long-term goals, strategies, plans, and policies.

**David Doan,
2024 VP of Operations/
President-Elect**

Optimizing Board Governance: Strategies and Initiatives for Enhanced Effectiveness

VP of Operations/President-Elect

2024 Priorities set at the Annual Business Meeting (2 of 2)

- Ensure fiscal responsibility and resource management to support PMI-LA's initiatives.

- Update PMI-LA's current Diversity, Equity, and Inclusion (DEI) Position Statement and implement a DEI Committee for our chapter

- Engage with members, stakeholders, and volunteers to support and expand the PMI-LA's community and impact.

- Spearhead leadership succession planning by cultivating a pipeline of capable leaders who can guide our chapter towards a prosperous future.

- Develop KPIs for our Chapter and for the Operations team

- Prepare for the presidency by understanding all aspects of the PMI-LA's operations and board governance.

- Represent the organization in external engagements and foster partnerships that advance PMI-LA's mission.

**David Doan,
2024 VP of Operations/
President-Elect**

2024 Operations Initiatives | General Updates

#	2024 Project/Initiative	Description	Planned Completion Date	Assigned to	Resources	Next Steps
1	**2024 Organization Chart**	Create/Update the 2024 Organization Chart. Need to include the various teams that fall under each VP and include names of the respective volunteers.	29 February	• Guillermo Sagastume • David Doan	• [Organization Charts](#)	• **03/23:** Guillermo completed two versions of the 2024 Organization Charts: 1) With current volunteer names; 2) Generic with no volunteer names
2	**Volunteer Toolkit**	Create a Toolkit to improve the volunteer experience in five parts: • **Part 1:** Benefits and Value of Volunteerism and how to sign up • **Part 2:** Volunteer candidate submits their online application up through when they are assigned to a VP; Volunteer Onboarding and Offboarding Checklist • **Part 3:** PMI-LA Chapter Volunteer Orientation • **Part 4:** Team Orientation	28 June	• Guillermo Sagastume • Janet Schwartz • Jen Shetland • Vaarun Mahesh • David Doan	• [Volunteer Toolkit](#) • [PMI Resources](#)	• **02/28:** David to complete the shell PPTs for Parts 1-4 with a proposed outlined for each part • **02/28:** David to complete the first draft of the Volunteer Onboarding Checklist • **02/28:** David to schedule a meeting with this team • **02/28:** David to invite Barb and Alex to the planning meeting

2024 Operations Initiatives | General Updates

| #	2024 Project/Initiative	Description	Planned Completion Date	Assigned to	Resources	Next Steps
3	**Volunteer Attrition Program**	Develop a Program that would reduce the volunteer attrition rate. Ideas include creating a volunteer survey followed by a focus group, and putting some standards around the exit interview process.	31 May	• Mahsa Sadri • David Doan	• [Resources](#) • [Volunteer Engagement Program_PMI-LA Volunteer Exit Interview Questions.docx](#) • [Volunteer Engagement Program_PMI-LA Volunteer Experience Survey.docx](#) • [Volunteer Engagement Program_PMI-LA Volunteer Focus Group Questions.docx](#) • [Volunteer Engagement Program_Strategies to Reduce Volunteer Attrition Rates.docx](#)	• Mahsa to review the resources. In the Word document, I have included links to 10 good resources. • Mahsa to reach out to Barb to see if there are historical data on the volunteer attrition rate • Mahsa to reach out to Barb to see if have standard questions that have been used for exit interviews to review and eliminate rework • Mahsa to provide a plan and approach on what should be included in the Program • Mahsa to coordinate a call with David when the above tasks are complete • I have created four documents for you to review and comment. See the links in the Resources column.
4	**Board of Directors and Trustees Interviews**	Create a list of interview questions to be asked of the Vice Presidents to understand their role, team structure, volunteers that they have on their team, challenges that they might face, and ideas that they have to improve their team's effectiveness. The goal is to identify improvement opportunities.	31 May	• Deneane Ratchford • Dinah Tomas • David Doan • Faye Wu • Jennie Yamaki	• [Resource](#) • [Board of Directors and Trustees Interviews](#)	• **02/28:** Dinah to review the draft the interview questions and provide comments and feedback • **02/28:** After the interview questions are finalized, then start to schedule meetings with the Board members and Trustees

2024 Operations Initiatives | General Updates

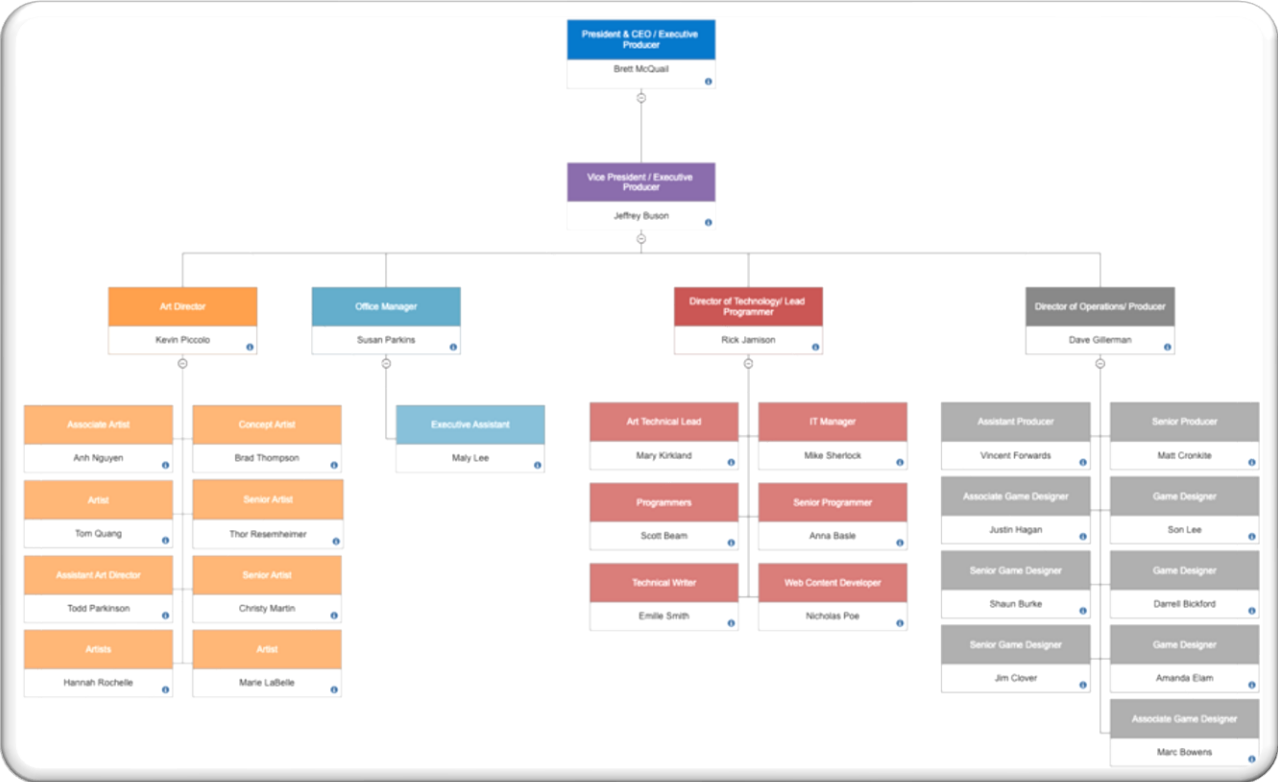| #	2024 Project/Initiative	Description	Planned Completion Date	Assigned to	Resources	Next Steps
5	**Leadership Succession Planning Program**	Develop a Program to ensure that there is a pipeline of future leaders who are ready to take serve as PMI-LA Board member.	31 May	• David Doan • Deneane Ratchford • @Abdulaziz Altawijri: Are you interested in helping with this initiative?	• Leadership Succession Planning Program_Strategies and Recommendations.docx	• **02/28:** David to work on the first draft of the PPT to include the proposed apprenticeship program • **02/28:** David to follow up with Abdulaziz to see if he's able to help out with this initiative
6	**DEI Committee Launch**	Develop a plan to determine if a DEI Committee would provide benefits and value to PMI-LA members. For 2024, will create a member survey to assess their DEI needs followed by a focus group to gather information on the best approach to roll out a DEI Committee and program by end of 2024.	28 June	• David Doan • Dinah Tomas	• 2024 Launch • Charter • Member Survey • Policy and Procedures • Workplan	• **02/28:** David has updated the DEI Member Survey and send it to the Board for review • **02/28:** Once the survey is finalized, Dinah will help to convert it to an online version

2024 Operations Initiatives | General Updates

#	2024 Project/Initiative	Description	Planned Completion Date	Assigned to	Resources	Next Steps
7	**Policies and Procedures**	Identify opportunities to document more policies and procedures in support of Board governance	Ongoing	• Ad hoc volunteers	• N/A	• **02/28:** Identify areas where policies and procedures should be developed or updated • **02/28:** These opportunities will be identified through the VP interviews • **02/28:** Will assign ad hoc volunteers to create/update certain policies and procedures as needed
8	**Board Member Onboarding and Offboarding Checklist**	Create a checklist to document all of the steps that need to be completed in support of the onboarding and offboarding process	Ongoing	• David Doan	• Current Board members	• **02/28:** David will provide a first draft for the Board members to review
9	**Midyear Strategy Meeting (13 July)**	The Operations Team plans and coordinates annual in-person Midyear Strategy Meeting	01 July	• Operations Team	• Current Board members	• Location: BioscienceLA • **02/28:** Need to create a PPT and follow up with the Board and Trustees for them to provide updates on their 2024 initiatives
	Board Retreat (TBD)	The Operations Team plans and coordinates annual in-person End of Year Strategy Meeting	01 November	• Operations Team	• Current Board members	• Location: BioscienceLA • **10/10:** Need to create a PPT and follow up with the Board and Trustees for them to provide updates on their 2024 initiatives

REVIEW OF OPERATIONS INITIATIVE DELIVERABLES
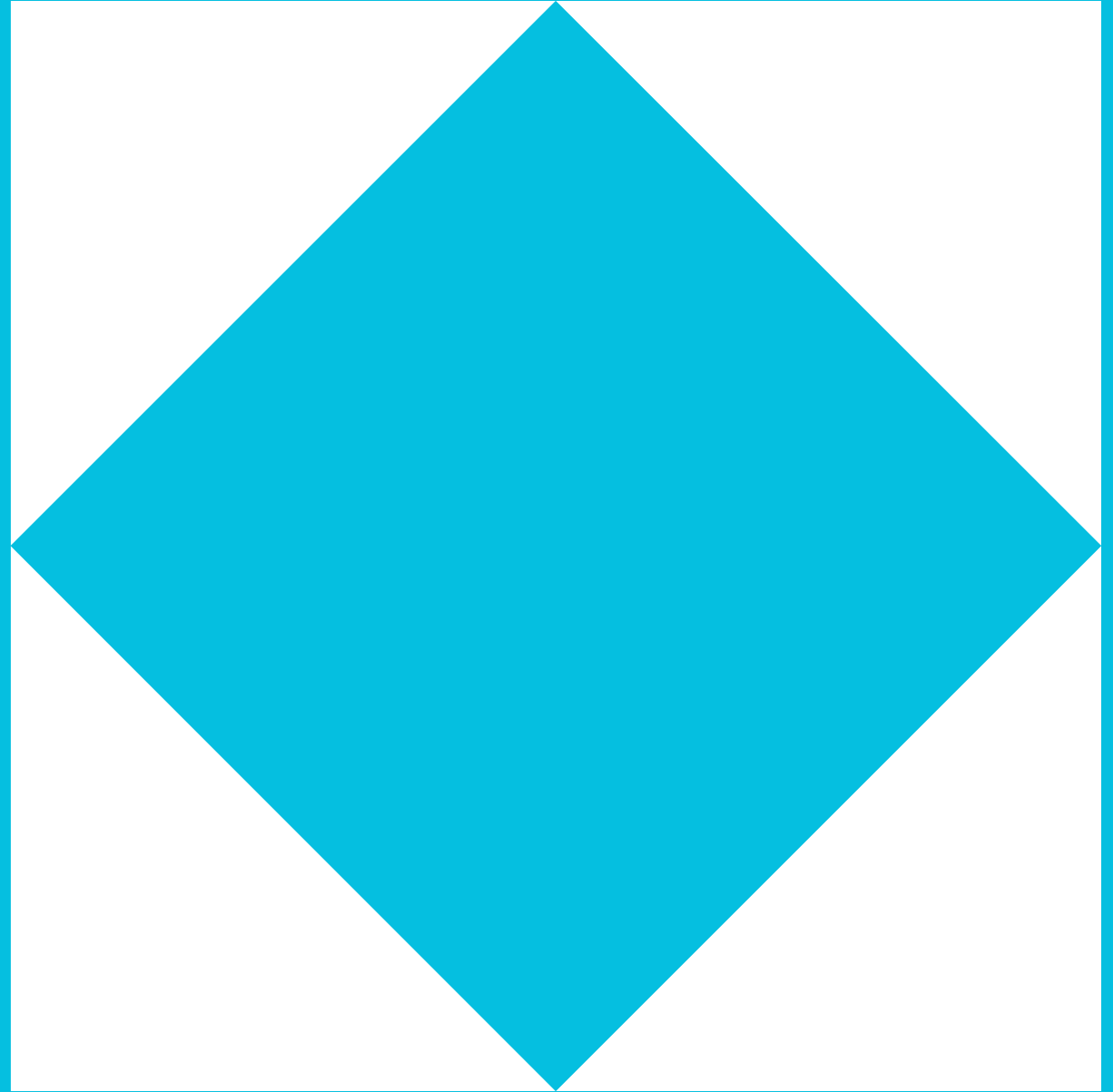
Organization Charts

- The organization charts are maintained by the Operations Team

- Two versions were created:
  - Named Version
  - Generic Version

Organization Chart | 2024

President
Debra Covey

Immediate Past-President
Svetlana Averbukh

VP Operations/
President-Elect
David C. Doan

Trustees
AJ Jafari
Barb Cooke
Kay Rathfelder
Ida Harding

VP Career Development
Vick Madenian

VP Finance
Meeta Autrey

VP Marketing & Communications
Rose Otowo

VP Membership
OPEN

VP PMO & Administration
Sean Kennedy

VP Programs
Pardha Akalamkam

VP Technology
James Jackson

Operations | David C. Doan
Named Version


```
                        VP
                    David C. Doan
                          |
                  Associate VP
                     Vacant
                          |
```

| Operations Specialist Guillermo Sagastume | Operations Specialist Janet Schwartz | Operations Specialist Jen Shetland | Operations Specialist Mahsa Sadri | Operations Specialist Dinah Tomas | Operations Specialist Vaarun Mahesh | Operations Specialist Wilson Yu |
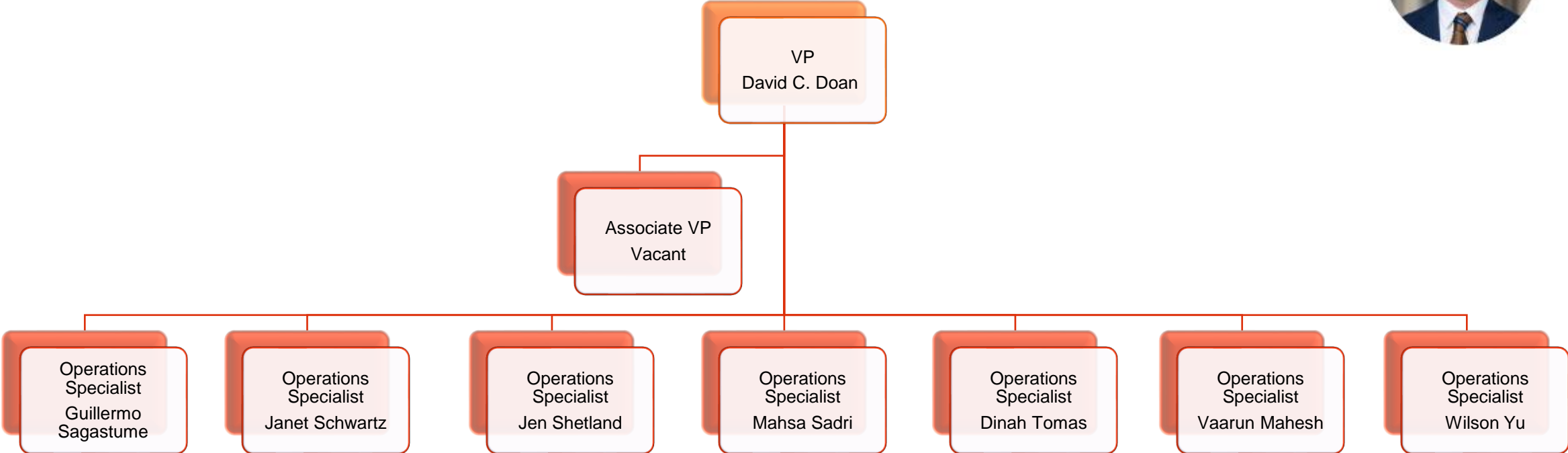
Operations | David C. Doan
Generic Version


```
                          VP
                     David C. Doan

              Associate VP
                Vacant

Operations    Operations    Operations    Operations    Operations    Operations    Operations
Specialist    Specialist    Specialist    Specialist    Specialist    Specialist    Specialist
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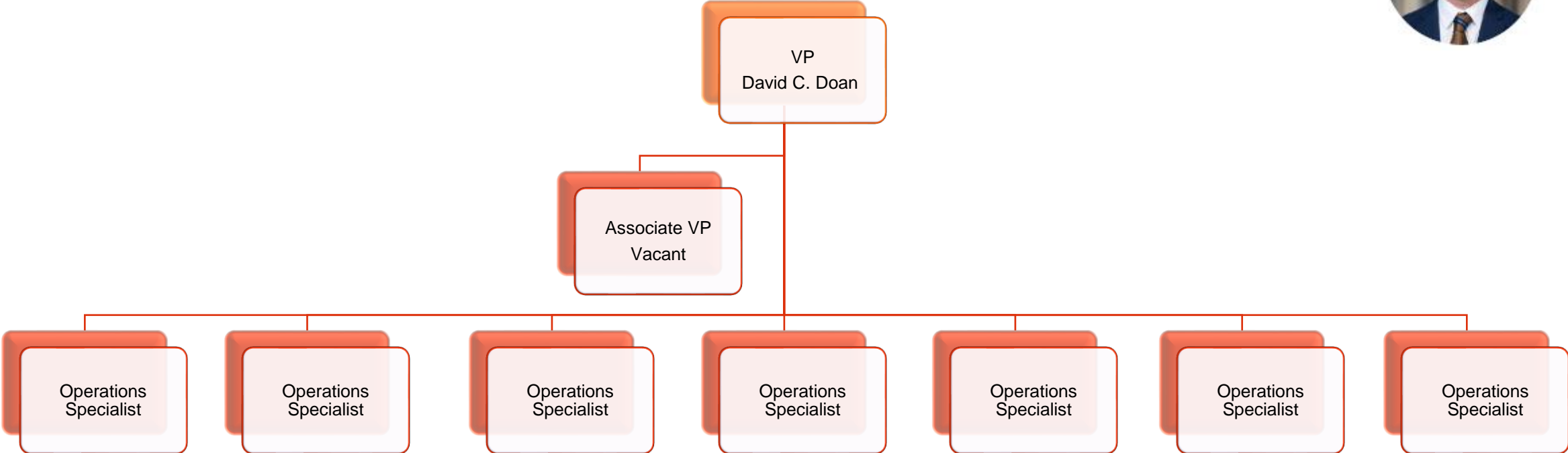
Operations | David C. Doan

- ## Overall Functions of Team
  - Lead the development and implementation of process improvements and operational policies.
  - Collaborate with the board to establish long-term goals, strategies, plans, and policies.
  - Ensure fiscal responsibility and resource management to support PMI-LA's initiatives.
  - Update PMI-LA's current Diversity, Equity, and Inclusion (DEI) Position Statement and implement a DEI Committee for our chapter t
  - Engage with members, stakeholders, and volunteers to support and expand the PMI-LA's community and impact.
  - Develop KPIs for our Chapter and for the Operations team
  - Prepare for the presidency by understanding all aspects of the PMI-LA's operations and board governance.
- ## Open Positions (3)
  - Need 3 more volunteers to help with the following 2024 initiatives:
    - Volunteer Engagement Toolkit
    - Volunteer Attrition Program
    - Leadership Succession Planning Program
    - DEI Committee Launch
    - Strategy Meeting and Board Retreats
    - Policies and Procedures

Volunteer Toolkit

- PMI-LA has not implemented a formal volunteer onboarding program
- There is variability in how each vice president onboard their team's volunteers
- There is variability of volunteers' first impression of PMI-LA and their onboarding experience
- Volunteers do not have a good understanding of the history of PMI-LA and what other teams are working on
- There is no formal process to onboard and offboard a volunteer

Volunteer Toolkit

- The Volunteer Toolkit is composed of four parts that represent the distinct steps in the volunteer onboarding process
- Each part serves a distinct purpose and is facilitated by different roles
- Part I: Benefits and Value of Volunteering with PMI-LA
- Part II: Volunteer Application and Team Assignment
- Part III: PMI-LA Chapter Volunteer Orientation
- Part IV: Team Orientation

Volunteer Onboarding and Offboarding Checklist

- An Excel checklist was created to provide structure, standardization, and consistency to the volunteer onboarding and offboarding processes
- Explored other option such as Microsoft Forms but Excel seems to be the most effective way to track tasks across multiple people
- 3 worksheets were created:
  - Instructions
  - Volunteer Onboarding Checklist
  - Volunteer Offboarding Checklist
- The checklist is organized by the following roles:
  - Director of Volunteers
  - Vice President

PMI-LA Volunteer Onboarding and Offboarding Checklist

Instructions

Step	Instructions
1	**Accessing the Checklist** Download the "PMI-LA Volunteer Onboarding and Offboarding Checklist" spreadsheet from the PMI-LA Microsoft Teams "All Volunteers" site > "Volunteer Onboarding and Offboarding Checklist" channel
2	**Understanding the Checklist** • Review the checklist thoroughly to understand its structure, sections, and requirements for both onboarding and offboarding processes. • Note any specific instructions, guidelines, or references provided within the checklist. • Make sure to complete this Checklist using the live version on Microsoft Teams. That is, don't download the spreadsheet to your computer and make updates as others will not be able to view your updates.
3	**Completing the Volunteer Onboarding Checklist** • For onboarding, begin by entering the relevant details of the new volunteer, including their name, email address, and start date. • Follow each task listed in the onboarding checklist sequentially, ensuring that all tasks and steps are completed in a timely and thorough manner. • For each task, document the "Start Date," "Complete Date," and "Status" as you work through the checklist. Enter any comment in the "Comment" column as needed for others to see and for reference purpose. • If any tasks require additional information or follow-up actions, document them accordingly in the checklist for future reference.
4	**Completing the Volunteer Offboarding Checklist** • For offboarding, enter the exiting volunteer's details, including their name, email address, and end date. • Proceed through each item in the offboarding checklist systematically, addressing all necessary tasks and procedures for a smooth transition. • For each task, document the "Start Date," "Complete Date," and "Status" as you work through the checklist. Enter any comment in the "Comment" column as needed for others to see and for reference purpose.

Instructions | Volunteer Onboarding Checklist | Volunteer Offboarding Checklist

Volunteer Onboarding and Offboarding Checklist

	PMI-LA Volunteer Onboarding Checklist					
	Volunteer Name: <<FIRST LAST>> | Email Address: <<EMAIL ADDRESS>> | Start Date: <<MM/DD/YYYY>>					
Task #	**Task**	**Owner**	**Start Date**	**Complete Date**	**Status**	**Comments**
Director of Volunteers Intake Process						
1	Send email to volunteer candidate to acknowledge receipt of Volunteer Management System "Application Form - PMI Los Angeles Chapter" and coordinate the interview	Director of Volunteers	March 30, 2024	March 31, 2024	Blocked	
2	Confirm that volunteer candidate is a PMI-LA member. If not, then follow up with volunteer candidate accordingly and provide them with the instructions to become a PMI-LA member.	Director of Volunteers			Completed	
3	Interview volunteer candidate and review relevant job description(s) of open positions, as needed	Director of Volunteers			Completed	
4	Send follow-up email after the interview	Director of Volunteers			In Progress	
5	Confirm with volunteer the team and specific role that they are interested	Director of Volunteers			Not Started	
6	Confirm that all required forms (e.g., Code of Ethics, Confidentiality, etc.) are signed by the new volunteer	Director of Volunteers			Not Started	
7	Send email to the VP who the new volunteer will be working with	Director of Volunteers			Not Started	
8	Send email to new volunteer confirming that they have been assigned to the VP of their assigned team	Director of Volunteers			Not Started	

Instructions | **Volunteer Onboarding Checklist** | Volunteer Offboarding Checklist | ⊕

Volunteer Onboarding and Offboarding Checklist

	PMI-LA Volunteer Onboarding Checklist					
	Volunteer Name: <<FIRST LAST>> | Email Address: <<EMAIL ADDRESS>> | Start Date: <<MM/DD/YYYY>>					
Task #	**Task**	**Owner**	**Start Date**	**Complete Date**	**Status**	**Comments**
VP Onboarding						
9	Confirm receipt of email sent from the Director of Volunteers	VP of Operations			Not Started	
10	Send email to the new volunteer to schedule an introductory call	VP of Operations			Not Started	
11	Meet with new volunteer to provide an overview of the team and clarify/confirm the specific role that the new volunteer will be doing	VP of Operations			Not Started	
12	After the introductory meeting with the new volunteer, send an email to the Director of Volunteers to confirm that they have officially joined the team.	VP of Operations			Not Started	
13	Add new volunteer to Microsoft Teams ("All Volunteers" and team-specific (e.g., "Operations Team") sites	VP of Operations			Not Started	
14	Log into "ADMIN LOGIN" > "Accounts" and search for the new volunteer's name and click on the "Edit" icon under the "Actions" column. Check the "Volunteer" box and select the appropriate "Department" drop-down menu	VP of Operations			Not Started	
15	Add new volunteer to the appropriate email distribution list(s) (e.g., "Operations Team," "Social Impact," etc.)	VP of Operations			Not Started	
16	Make a request to the VP of Technology to have the new volunteer access to the "ADMIN LOGIN"	VP of Operations			Not Started	

Instructions | **Volunteer Onboarding Checklist** | Volunteer Offboarding Checklist | (+)

Board of Directors and Trustees Interviews

- **Goal:** To interview the PMI-LA Board of Directors and Trustees to understand their roles, team structure, challenges, and ideas for improvement

- The collective responses to the interview questions should solicit a comprehensive understanding of the Board and Trustee roles, team dynamics, challenges, and improvement opportunities within PMI-LA, helping to identify areas where enhancements can be made to increase the effectiveness of the organization.

Leadership Succession Planning

- Goal: Develop a Program to ensure that there is a pipeline of future leaders who are ready to take serve as PMI-LA Board member.

- To learn more about this initiative, come to my next session on Saturday at 2:30 pm in Chaco I:
  - "Navigating Leadership Development Succession Planning: Strategies for Sustainable Nonprofit Growth"

Diversity, Equity, and Inclusion (DEI) Committee Launch

- **Goal:** To develop a plan to determine if a DEI Committee would provide benefits and value to PMI-LA members.

- I hope you enjoyed yesterday's General Session:
  - "Driving Diversity, Equity, & Inclusion: A Roadmap for Launching a DEI Committee"

INCLUSION
Thoughts, ideas and perspectives of all individuals matter

Over saturation of similarity, homogeneous culture, and simplified points of view

The dominant group or ideology is deferred to for decision making, opportunities and promotions

BELONGING
An org that engages full potential of the individual, where innovation thrives, and views, beliefs and values are integrated

EQUITY
Constantly and consistently recognizing and redistributing power

Culture assimilation results in disengagement and low retention

DIVERSITY
Multiple identities represented in an organization

Policies and Procedures

- Goal: To assess and identify areas where policies and procedures needed to be created or updated
- All policies and procedures are reviewed and updated annually
- Within each team, there is also an opportunity to create job aids to provide simple instructions on how to complete a task or achieve a goal

Mid-Year Strategy Meeting

- **Goal:** To help ensure that the organization stays on track, adapts to changes, and remains focused on its long-term goals
- Operations Team manages the budget and meeting planning and coordination
- Conducted in person
- Typically held in July
- All volunteers are invited to participate
- Format:
  - VPs review progress against goals and priorities set at the Annual Business Meeting (in January)
  - Identify challenges and opportunities
  - Adjust strategies, as needed
  - Realign resources and priorities, as needed
  - Plan for the remaining calendar year
  - Foster collaboration and communication
  - Celebrate achievements

Board Retreat

- The goals and objectives of a Board Retreat include:
  - Strategic planning
  - Team building and collaboration
  - Evaluation and reflection
  - Education and development
  - Problem solving and decision making
  - Visioning and innovation
  - Governance and policy review
- Strategize and plan for the upcoming year
- Budget, plan, and coordinate the in-person Board Retreat
  - It is typically a 2- to 3-day retreat where all Board Members and Trustees
  - Having everyone together in one place promotes productivity and efficiency coupled with optimal networking, team building
  - It is a priceless investment

GENERATING IDEAS FROM PARTICIPANTS

Optimizing Board Governance: Strategies and Initiatives for Enhanced Effectiveness   19 May 2024
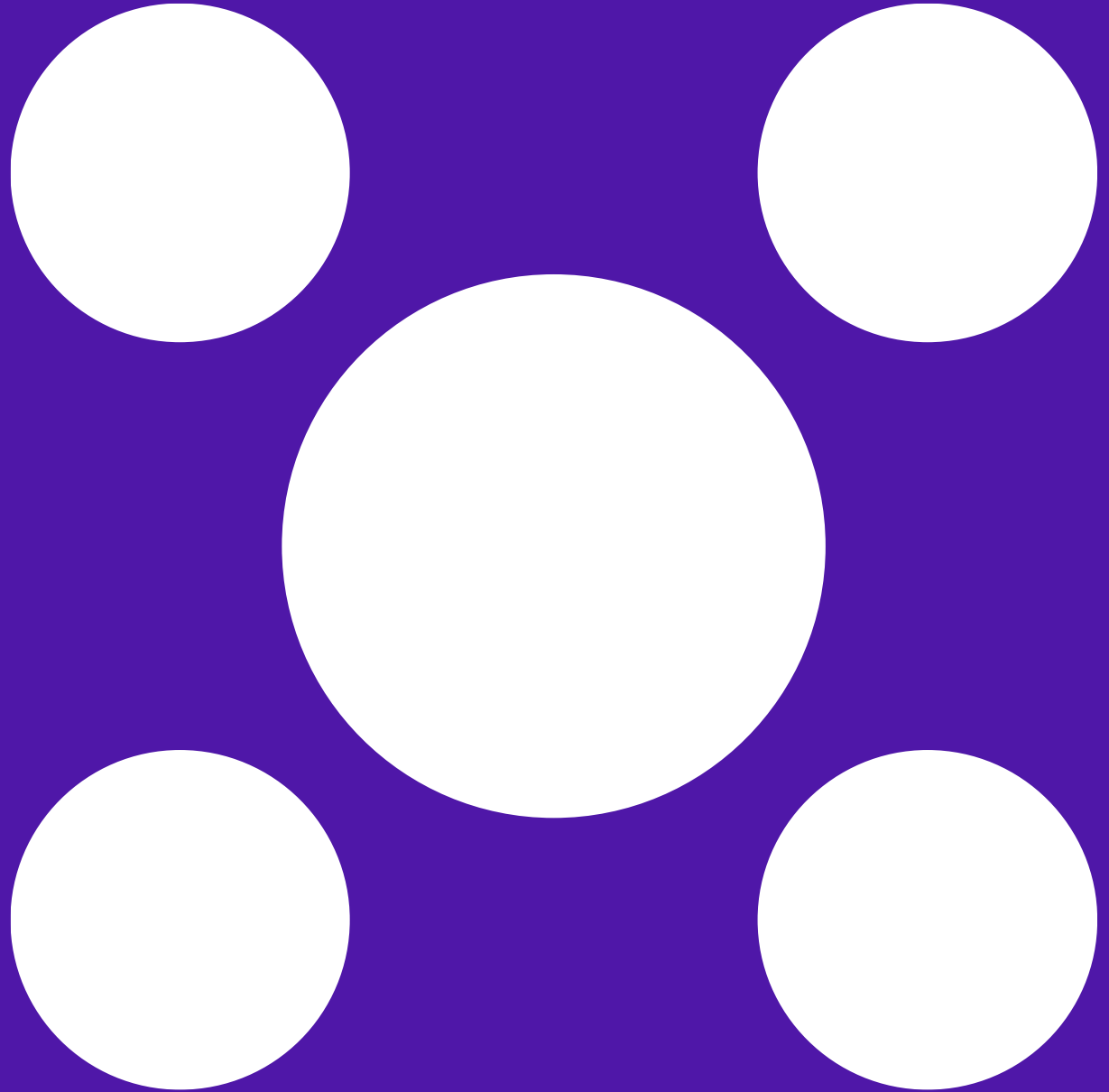
Generating Ideas from Participants

- What other strategies, priorities, and initiatives that you have to optimize board governance?
- Ideas may include:
  - Financial oversight
  - Technology utilization (e.g., project management tools, reporting tools, data analytics, etc.)
  - Committee and task force structure
  - Stakeholder engagement including transparent communication and feedback mechanisms
  - Others?

How to obtain PDUs for this session:

1. Scan this QR code to the Mentimeter Survey

2. Enter Your Name

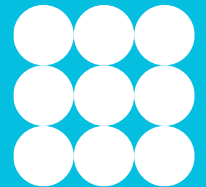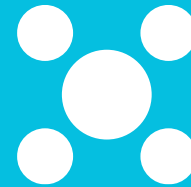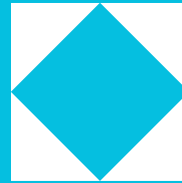3. Complete the Presentation Evaluation

If you are having issues with scanning the QR code, then either use the URL listed below or see the session facilitator or registration desk for assistance.

URL: https://bit.ly/4dL9sS6

THANK YOU

DAVID C. DOAN
LinkedIn: https://www.linkedin.com/in/david-c-doan/