

CHICAGO CHAPTER BOARD OF GOVERNORS GENERAL GUIDELINES

Committees for the life-blood of the Chicago Chapter of the Institute of Internal Auditors. Not only are they instrumental in producing quality results in their assignments, but they also provide a medium through which future leaders of the Chapter are introduced. Every effort should be made to staff the various committees with quality people of a number which can best handle the job. In no instance should a committee chairperson attempt to be a 'one man' show. In the next section of this manual you will find the duties and responsibilities of the Chapter's committees and officers.

GOVERNING STRUCTURE

In the Chicago Chapter we have 23 voting members of the board as follows:

- 6 officers
- 17 governors; including 2 past presidents (one-third with terms expiring within one-year, one-third within two-years, and one-third with three-year terms).

CHAPTER MISSION STATEMENT

The IIA-Chicago Chapter is composed of internal audit and other professionals who generously give the time and talent to help advance the internal audit profession. The Board encourages active and lively discussion of what the chapter should do and how it should do it. Once these issues are settled, however, all Board members are expected to take responsibility for DOING what it has discussed. We are a working board.

This philosophy can be summarized as:

Think and act.
Plan and achieve.
Dream and do.

OBJECTIVES

Chapter officers and governors together constitute the governing body of the chapter. In addition to their collective responsibility, it is recommended that each member of the Board of Governors be given an individual responsibility. In some chapters, governors chair major committees; in some larger chapters, responsibility for one or more specific committees is assigned to a designated governor.

Annual goals for chapter committees should be documented and reviewed with the Board of Governors by September 30 (preferably before the first regular chapter meeting of the year). It is suggested that monthly meetings of the Board of Governors be held to review the progress reports from each of the reporting committees.

RESPONSIBILITIES COMMON TO ALL CHAPTER COMMITTEES

Each committee has the responsibility to recognize the following in all of its planning and action:

1. The chapters primary function is to help member internal auditors be more effective in their work.
2. The normal difficulty of contact and interchange of information among members.
3. The need to test all committee planning and action by the standard: 'Does this contribute to optimal chapter growth?'
4. The need to select and evaluate committee members to identify for further chapter service those members of particular abilities.
5. The chapter's need for all committee chairpersons and members to view their functional responsibilities in the most imaginative manner.
6. The need to bring to the attention of the officers and the Board of Governors those problems and opportunities not considered to fall within the committee's function area. Also, to keep other committees informed of this committee's activities, plans, etc.
7. The need to recognize committee targets and all procedural guidelines.
8. Responsibility for measuring the committee's progress toward the established objectives on a monthly basis.

Chairpersons shall attempt to attend all Board of Governors' meetings and present written reports on their committee's activities. If they cannot attend, written reports should be furnished to the respective officer in advance of the meeting.

COMMITTEE REPORTS

Improved chapter management begins with self-appraisal. Following this, there should be a clearly defined assignment of authority and responsibility for chapter functions and an establishment of individual objectives. These objectives may also serve as standards against which to appraise actual performance. It is suggested that each committee chairperson make a formal progress report at each meeting of the chapter Board of Governors.

A system of monthly progress reports has definite advantages. Monthly progress reports:

1. Require the committee to be active. A no-progress' report is embarrassing and should either spur action by the incumbent committee chairperson or alert the Board of Governors to the need for a reappointment.
2. Require planning of the committee activity. To measure progress, objectives must be spelled out, defined and related to specific target dates.

3. Provide a measure of progress toward goals. This should provide chairpersons either stimulus to act or a sense of pride in the committee's accomplishments. The report can also serve as a direction indicator, serving to alert the Board of Governors to any divergence of purpose.
4. Give proper recognition to the importance of committee work. Members are usually willing to work if they are convinced their effort is making a contribution toward overall progress. A monthly progress report reminds the committee worker that chapter governors are interested in the committee and in the committee's work.
5. Instill good managerial habits. Having delegated authority and responsibility, approved goals, and the timetable for their achievement, management must periodically follow progress. The requirement of monthly progress reports is a form of discipline that instills good habits both for the reporter and the manager.
6. Contribute to the effectiveness in the conduct of chapter operations.
7. Provide a communication medium between activities and committees to avoid overlaps and conflicts.

Following are suggested reports to be required from all committee chairpersons:

1. Annual statement of goals and objectives, to be submitted to Board of Governors.
2. Annual budget proposal.
3. Monthly (or quarterly) activity report to be submitted to president or presented to Board of Governors.
4. Annual report achievements made during the year and recommendations for successor.

ESTABLISHING, MEASURING AND MEETING COMMITTEE OBJECTIVES

During the course of the year, identify those members who appear to have the interest, ambition and ability to perform the many and varied tasks involved in running a chapter (including actively seeking out talent).

Encourage the Nominating Committee to select as officers and Board members only those people who have the ability and willingness to contribute.

Require each Board member to assume the responsibility of a committee. (No committee other than the Audit Committee should be headed by a nonboard member, if at all possible. Subcommittees within general committees are exceptions to this rule.)

Encourage the committee chairpersons to staff all committees with able, progressive and imaginative members. Run the risk of being overstaffed on committees in order to identify more of the able people in the chapter.

Upon assignment of a specific committee responsibility, obtain a commitment from the chairpersons to perform all the responsibilities normally assigned to that committee or as stated within this manual.

Solicit their ideas regarding objectives, targets, and special plans they wish to set for their term of office (in addition to the specific job responsibilities). This should be submitted within two months of appointment to the president for evaluation, comment and presentation to the Board.

Solicit suggestions from officers regarding the objectives, targets, and special projects for each committee to assure that the overall chapter needs and responsibilities are accounted for within the specific committee's plans.

Try to tie these goals to a major theme as a means of focusing committee and general membership attention and to provide the means for a coordinated chapter plan.

Find the special stimulant or key to involvement for each committee chairperson. For example:

1. Personal ambitions or plans;
2. Special skills, abilities or talents;
3. Position within his/her company or community or other professional organizations.

Expect and demand results on two fronts:

1. The basic committee responsibilities.
2. Their special objectives for the year.

Provide some means of reporting and recording achievement.

1. Insist on a written report at each Board meeting with copies to all Board members.
2. Single out critical committees for special progress reporting.
3. Provide for recognition at the head table of the committee chairpersons at least twice a year.

Advertise all achievements.

1. At every Board meeting, comment upon goals achieved and progress made.
2. Contact the Editorial Department at Institute headquarters and obtain publicity in *[Audit]Wire* (formerly *IIA Today*).
3. Pass along reports, ideas, plans to the district and regional officers, director of membership development, and to other chapters for their guidance, and demonstrate the contribution being made by the committee.
4. Report to the membership by means of (1) chapter newsletter, (2) chapter Website, (3) presentations at general meeting as appropriate, and (4) special mailings of material.

Demonstrate to each committee member that the officers, and particularly the president, feel involved with the committee's goals and are willing to assist in any way possible. Back this up

with specific ideas, suggestions, personal get-togethers.

Always set the goal a little bit beyond what the chairperson thinks can be accomplished and the person will invariably not only achieve that goal but go much further.