



# **BCI Groups Terms of Reference**

## **November 2019**

### Table of Contents

A1	Introduction	1
A2	Member committees	3
A3	Professional Conduct and Appeals committee	3
A4	Technical Review Panel	3
A5	Awards Judging Panel	4
A6	Community Groups	4
A7	Board nominated committees	7
A8	Finance, Audit and Risk committee	7
A9	Remuneration Committee	8

## A1 - Introduction

A number of BCI groups exist to carry out various functions for the institute. This document lays out the terms of reference for each group. All groups are bound by the BCI Articles of Association and Bylaws. In particular the following clauses from these documents should be noted;

Articles of Association

16 – Conflicts of interest

Bylaws

A2 – Quorums

A3 – Rules of debate

A4 – Code of conduct

Each of the groups listed in this document has a dedicated member of the BCI executive team assigned to it for administrative purposes as listed in this table.

<b>Group</b>	<b>Lead Executive</b>
Professional conduct and appeals committee	Head of Communities and Operations
Technical Review Panel	Head of Communities and Operations
Finance, Audit and Risk committee	Head of Finance
Remuneration Committee	Head of Finance
Awards Judging Panel	Head of Communities and Operations
BCI Community Groups	Head of Communities and Operations

The BCI is committed to diversity and inclusion within its workforce and volunteer community, and encourages all members, irrespective of gender, nationality, religious and ethnic backgrounds, including persons living with disabilities, to become actively involved with the organization.

## A2 - Member committees

### A3 - Professional conduct committee and appeals committee

A3.1 The Professional Conduct Committee and appeals committee shall be responsible for hearing complaints about breaches of the BCI Code of Conduct by BCI members and any subsequent appeals.

A3.2 A list of members of the Professional Conduct Committee shall be approved by the BCI board.

A3.3 There will be up to 24 places available on the committee for BCI certified members

A3.4 There will be up to 5 places available on the committee for lay members who may not be (or have been at any time) members of the BCI or the BCI board.

A3.5 In the event of a complaint being received under the BCI Code of Conduct then the Executive Director may convene a committee from this pool of people as outlined in the BCI Professional Conduct Procedural Rules.

A3.6 The BCI board shall review the list of members every three years and may decide to refresh the membership list by terminating the tenure of some or all committee members and call for new nominations.

A3.7 Members of the Professional Conduct committee and appeals committee shall not be reimbursed for their time but may claim out of pocket expenses as per the BCI Expenses Policy.

### A4 - Technical Review Panel

A4.1 The Technical Review Panel shall be responsible for providing feedback and advice on BCI knowledge products such as training courses, videos, books, web content, guides or standards. This is not an exhaustive list.

A4.2 A list of members of the Technical Review Panel shall be maintained by the Executive Director or delegated authority. BCI membership is not a requisite for membership of this panel.

A4.3 There will be no limit on the number of places available on the Technical Review Panel nor on the tenure of membership.

A4.4 When a need for feedback or advice arises from the leader of a BCI project to produce products as described in A3.1 then an appeal for suitably qualified people will be made to the Technical Review Panel.

A4.5 Members of the Technical Review Panel will not be obliged to take part in any particular project.

A4.6 Project leaders shall have the authority to choose which members of the Technical Review Panel that they wish to take part in any review and shall not be obliged to take into account any

feedback or advice received. A non-disclosure agreement may need to be signed by panel members taking part in any project.

A4.7 Members of the Technical Review Panel shall not be reimbursed for their time but may claim out of pocket expenses as per the BCI Expenses Policy.

Panel members who agree to take part in a project but then fail to deliver their agreed outputs may be asked to leave the panel and / or may not be invited to take part in future projects.

## A5 - Awards Judging Panel

A5.1 The Awards Judging Panel shall be responsible for judging entries to the BCI regional and global awards and the gifted grades scheme.

A5.1 The board will approve the appointment of the Head of Judges based on the recommendation of the Executive Director.

A5.2 A list of members of the Awards Judging Panel shall be maintained by the Executive Director or delegated authority. BCI membership is not a requisite for membership of this panel.

A5.3 There will be no limit on the number of places available on the Awards Judging Panel nor on the tenure of membership.

A5.4 When a need for judging of a particular award arises then an appeal for interested people will be made to the Awards Judging Panel.

A5.5 Members of the Awards Judging Panel will not be obliged to take part in any particular programme.

A5.6 The BCI Head of Judges shall have the authority to choose which members of the Awards Judging Panel that they wish to take part in any programme.

A5.7 Members of the Awards Judging Panel shall not be reimbursed for their time but may claim out of pocket expenses as per the BCI Expenses Policy.

A5.8 Panel members who agree to take part in a programme but then fail to deliver their agreed outputs may be asked to leave the panel and / or may not be invited to take part in future programmes.

## A6 - BCI community groups

A6.1 The BCI is a keen supporter of volunteer involvement in the activities of the institute and encourages the formation of community volunteer groups that can contribute to achieving the strategic goals and objectives of the institute. Generic aims of volunteer groups are to;

- Arrange a programme of events that allow members, industry professionals and interested people to
  - Network with other professionals
  - Learn about the latest developments within the profession
  - Share experiences with other members, industry professionals and interested people

- Keep themselves up to date with the activities of the BCI
- Contribute to the development of the profession
- Encourage local members, industry professionals and interested people to provide BCM expertise and support to local communities.
- Identify and develop relationships with national & local government departments, educational institutes, local associations and local business networks
- Encourage members, industry professionals and others to undertake voluntary work for the BCI and to promote membership of the BCI among persons eligible for membership.

A6.2 Volunteer groups and the central office team are expected to work together as ‘co-producers’ rather than working in isolation on duplicated, conflicting or competing tasks.

A6.3 Funding and administrative support can be made available to volunteer groups from the BCI central office. Requests for funding or administrative support need to meet the following criteria

- Be within BCI budgetary and resourcing limits
- Have clearly defined benefits identified
- Support activities that are aligned to the BCI’s strategic goals and objectives

A6.4 Where funding is agreed the preferred method of disbursement is via the central office. Funding will only be remitted to other entities for onwards use where local legislation makes this mandatory or attractive.

A6.5 A geographical group, known as a ‘chapter’ may be set up following the approval of the BCI global board. The size of the group may vary and be at city, region, province or country level but this must be defined clearly in the groups approval request. In considering a request the global board will consider;

- The number of BCI members in the community’s area of operation
- The potential for BCI membership growth in the community’s area of operation
- The business environment in the community’s area of operation
- The presence of existing or neighbouring BCI communities

A6.6 The BCI Global Board may decide to discontinue the group at any time although before taking this step they will explore other options for resolving any concerns.

A6.7 For some communities there may be times when a formal collaboration is needed with other BCI communities. This could be a ‘one-off’ collaboration such as a group of city based communities collaborating on a national conference or a more permanent collaboration where issues such as national standards or engagement with national organizations are managed. In this case the membership of each collaboration group will be formed of the leaders of each constituent community.

A6.8 Any such group will be named as a regional working group and will not generally have a public profile.

A6.9 The group members will appoint one of their members as the regional working group leader. At any time the group members may by majority vote choose to change this leader.

A6.10 A regional working group leader shall be expected to meet the same requirement as a volunteer group Leader, as described in A6.15

A6.11 An interest group may be set up with the approval of the BCI global board. The focus of the group must be clearly defined in the groups approval request. In considering a request the global board will consider;

- The existence of any other BCI SIG and its topic focus
- The alignment of the groups proposed topic focus with the BCI global strategy

A6.12 An interest group based on a defined attribute, such as age, gender, nationality etc may be set up following the approval of the BCI global board. The aim of the group must be defined clearly in the groups approval request. While the group may have an aim of supporting members and professionals associated with the defined attribute, it must be inclusive and be open to involvement from any member or professional who shares the aim of the group. Any group must also comply with relevant legislation in its country of operation.

A6.13 The BCI Global Board may decide to discontinue the group at any time although before taking this step they will explore other options for resolving any concerns.

A6.14 All volunteer groups must, as a minimum, have the following leadership structure

- Group leader
- Deputy group leader

A6.15 People referred to in clause A6.14 in these roles must meet the following criteria

- Must be a Voting Member of the BCI
- Must not work for the same organisation as each other
- Must not be an employee or volunteer role holder for the DRI
- Not have any personal financial ownership interest or management role in a BCI Training Partner at either a global or regional level.

This requirement will be applied from November 2020 onwards;

A6.16 Organising committees can be larger than the 2 leadership roles defined above and can be structured as required to meet the aims of that group. Beyond the 2 leadership roles defined above, membership of the BCI is desirable but not essential. The concept of micro volunteering is supported and encouraged by the BCI. Micro volunteering has 8 key features

- Duration - it involves small increments of time, sometimes very small, almost tiny actions that could be completed in minutes or even seconds although mostly it involves perhaps a couple of hours or half a day.
- Access – it is easy to get started and do. An individual should be able to identify the micro-volunteering opportunity and start without having to go through a complicated recruitment process or initial training
- Immediacy – it is quick to start and complete, and requires minimal planning
- Convenience – you decide when and where. With micro-volunteering the volunteer has control over their participation. An individual can choose the action that suits them best and decide when it is most convenient for them to do it.
- Level of formality – no formal agreement between the organisation and the volunteer is needed
- Frequency – it can be a one-off or repeated. There is no commitment on behalf of the volunteer to complete the action more than once, so their involvement can be just a one-off. However, that is not necessarily the case and some micro-volunteering opportunities can be

repeated. If it is repeated it does not need to be at regular intervals, so people are able dip in and out

- Activity – it involves discrete actions. Micro-volunteering generally involves very specific and well-defined actions that have a beginning and an end. The focus is on individual tasks rather than roles.
- Location – it can be online or offline Micro-volunteering involves actions that can be completed online or offline, onsite or offsite. Very short actions are more likely to be online.

A6.17 The principle of inclusion should be followed by all volunteer groups and no offer of contribution (that aligns with this guidance) should be refused. In most cases, the organisation of volunteer contributions can be managed amicably and by consensus which means that formalities such as leadership elections and AGMs can be avoided. If this is not the case then a formal committee election is sometimes necessary. To instigate an election a request must be submitted to the BCI Central Office with the signatures of 10 Voting Members, (resident in that region for a geographic group). No election request may be submitted within 12 months of the previous election.

A6.18 If an election for leadership roles in a volunteer group takes place then the following will be observed;

- The election will be administered by the BCI central office
- Only the leader and deputy leader roles will be available for election
- Only BCI Voting Members (based in that region for geographic groups) will be eligible to vote

## A7 - Board nominated committees

## A8 - Finance, Audit and Risk Committee

A8.1 The Finance, Audit and Risk Committee has overall responsibility for:

- Providing assurance for the Board in relation to the risk management framework; business continuity management practices; risk identification, monitoring and reporting; and other risk related procedures.
- Reviewing, monitoring and challenge internal controls.
- Ensuring that the Risk Register is reviewed on a (minimum) six monthly basis.
- Reviewing and, where necessary, challenging aspects of financial reporting and report concerns and risk exceptions.
- Providing assurance to Board in relation to the financial aspects of the Annual Report.
- Considering annually whether there is a need for internal audits/monitoring reviews to take place.
- Liaising with internal or external Auditors, where required.

A8.2 The Finance, Audit and Risk Committee shall be appointed by the Board and consist of up to four (4) members of the Board as follows:

- Two “member elected” Board members, one of whom will Chair of the committee.
- One Non-Executive Director.
- One further member, who may be a “member elected” Board member or a Non-Executive Director.

- The Executive Director and Head of Finance may be invited to attend in an ex-officio capacity.

A8.3 A quorum of at least three members is required.

A8.4 The Finance, Audit and Risk Committee will meet at least four (4) times per year to support key activities and timescales within the BCI calendar and in accordance with the committee's terms of reference as published by the BCI.

A8.5 The members of the Finance, Audit and Risk Committee may make representation to the Chair of the Board if they desire the removal of the Chair of the Finance, Audit and Risk Committee.

A8.6 Only a vote of the full Board can remove and replace the Chair of the Finance, Audit and Risk Committee.

A8.7 The Finance, Audit and Risk Committee shall operate under acceptance of Qualified Privilege.

## A9 - Remuneration Committee

A9.1 The Remuneration Committee has overall responsibility for:

- Oversight of the work, remuneration and benefits of the BCI's staff
- All matters relating to hiring and termination of employment of the Executive Director
- Delegation of day to day responsibility for the Central Office and Regional Office staff matters to the Executive Director, with the committee being the final arbiter in any dispute. This includes Performance management, objective setting and monitoring along with training, development and succession planning
- Oversight of all employee benefits including pension rights, fringe benefits and holidays
- Selection of prospective Non-Executive Directors with recommendations for Board approval, according the agreed procedure and published by the BCI.

A9.2 The Remuneration Committee shall consist of three (3) members appointed by the Board as follows:

- The Chair of the committee who ideally will be the current Vice Chair of the Board. However if that person declines the role, the Board will nominate a suitable alternative
- The Chair of the Board
- One further member, who shall be a Non-Executive Director.
- The Executive Director, and other BCI staff may be invited to attend in an ex-officio capacity

A9.3 The Remuneration Committee will meet at least three (3) times per year to support key activities and timescales within the BCI calendar and in accordance with the committee's terms of reference as published by the BCI.

A9.4 The term of office of members of the committee will be two (2) years or such lesser period as may be determined at the time of appointment. Members will be eligible for appointment for two



(2) further terms of two (2) years, up to a maximum of six (6) consecutive years, at which point the member must stand down for at least one (1) year.

A9.5 The members of the Remuneration Committee may make representation to the Chair of the Board if they desire the removal of the Chair of the Remuneration Committee.

A9.6 Only a vote of the full Board can remove and replace the Chair of the Remuneration committee.

A9.7 The Remuneration Committee shall operate under acceptance of Qualified Privilege.