

## DESCRIPTIONS OF OPEN BOARD POSITIONS

### Introduction

The Board of Directors (the “Board of Directors”) of PWN Paris (the “Network” or the “Association”) consists of 4-12 board members.

As elected representatives of the Network, the Board of Directors creates the strategy and objectives of PWN Paris. It ensures and supports the planned execution of programs to support our mission. Board Members are the “working ambassadors” for the organisation and represent it in a variety of capacities.

### Purpose

The Board of Directors exists in order to:

- Ensure that we are in compliance and alignment with all legal responsibilities and requirements related to French law regulating Associations. The President, Secretary General and Treasurer, as Board Members, have added legal responsibility which requires their alignment and attention to act on necessary matters.
- Provide a forum for the exchange of information between the Board, the Board sub-committees and the Paris Network membership about programs, events, management strategies and administrative matters;
- Coordinate and develop our Partnerships;
- Assure PWN Paris representation and involvement in the business, political and social environment in which the Association operates;
- Serve as a point of coordination for the development and operation of Network programs in cooperation with other City networks and the PWN Global Federation Board;
- Maintain the current level of membership of PWN Paris, and be the guardians of our respected brand name both inside and outside the Association;

### Principal Activities

All board members have an operational role on top of their elective responsibilities.

With the support of the staff of the Association, the Board of Directors carries out the following activities:

- Definition and delivery on their roadmap, according to PWN guidelines and with a balanced budget.
- Recruitment and leadership of a resource bank of reliable and high calibre volunteers who can take on short term and long term projects.
  - Turnover can be important amongst volunteers which may require strong leadership skills, flexibility and ability to constantly renew the team.
  - The larger the volunteer team the more we can spread the power of influence and accountability. The Board Member becomes responsible for strategic thinking and ensuring that the team delivers excellence;
  - Each VP can delegate a significant part of her activities to an identified and dedicated member of her team however the VP will ultimately be responsible of

all actions and the delegate will not be able to sit at the board meetings except upon invitation to update on projects.

- Collaboration with other Board Members and the broader network to ensure mutualisation and efficient use of resources, in alignment with the Association strategy;
- Representation of PWN Paris and dissemination of information about Paris City Network and Global Federation driven initiatives to PWN Paris members, stakeholders and the public;
- Creation of strategic alliances and partnerships with organisations that support the mission of the Associations as well as with its Partners.
- Attendance to all board meetings and to as many events as possible, and at least the Annual General Assembly and 3 events organized by PWN Paris, especially the Congress and the main networking events (Christmas Cocktail, Spring Party, etc.)

### **Standard of Conduct**

Once elected, each of the Board Members must perform their duties in a highly professional manner and in the best interests of the PWN Paris Network and in accordance with our code of conduct.

### **Conflicts of Interest**

As a general principle, Board members should avoid any actions or situations that might result in or create the appearance of using their association with the PWN Paris for private gain, giving unwarranted preferential treatment to any individual or organization, losing independence or impartiality, or adversely affecting the Association's reputation or confidence in its integrity. Candidates should disclose any other affiliations or Board roles that could be perceived as a conflict. For instance, if s/he is actively engaged in leadership with other networks or leading research for another Gender Balance organisation.

The Board will consider questions of possible conflicts of interest of Board Members and will develop and review a practical conflict of interest policy and procedure for disclosure by Board Members. All material developed while at PWN Paris is considered proprietary to PWN Paris.

Members of the Board of Directors are elected for a period of two years, after which they can seek re-election. It is up to each board member to identify potential successors during their term that would ensure a smooth transition provided these persons will be elected.

### **Confidentiality**

All Board meeting agendas, background materials, and deliberations are confidential within the Board of Directors. Once the minutes have been distributed, Board Members are free to discuss an issue that has been designated non-confidential. However, under no circumstances can a Board Member discuss the Board's internal deliberations, such as who supported or didn't support an issue, or share the background materials unless specified as unrestricted.

### Required Skills and Qualifications:

Required skills and qualifications common to all Vice Presidents, on top of those described for each specific role.

- Must have a track record of collaboration, openness, and sharing of knowledge as well as effective delegation. Ability to influence and facilitate discussions is key.
- Team spirit, positive attitude, professionalism.
- Minimum one-year membership of PWN Paris and / or demonstrated interest in fostering women's leadership and gender balance in the economic environment
- Ability to speak, write and present clearly and effectively in English and in French.
- Significant volunteering experience and other board experience is a plus.

### Time Commitment

The Board of Directors meets monthly for 2-3 hours for its regular board meeting, twice a year for a Strategy day and upon request of the President / Board Members.

On top of board meetings' attendance, most positions require a time investment of approximately 0.5 day per week except for the co-Presidents role which duty is heavier.

### PWN Paris Board Positions and Structure

Following are the ten Board positions.

1. Co-Presidents (2)
2. Secretary General
3. Treasurer
4. VP Communications
5. VP Membership Experience
6. VP Partnerships
7. VP Network
8. VP Develop
9. VP Inspire
10. VP Share

This structure, titles and number of board members with specific responsibilities can be adapted to the needs of the network once the board is elected into office and the bylaws are approved and revised.

All board members are elected and responsible for delivering on their duties for the time of their mandate, i.e. 2 years. Approximately half of the mandates (up to 60%) is renewed every year.

In 2019, the following mandates are up to election :

- **Co-Presidents (2)**
- **Treasurer**
- **VP Communications**
- **VP Membership Experience**
- **VP Partnerships**
- **VP Network**

The job descriptions of these positions are listed below.

## CO-PRESIDENTS

The specific activities outlined below are in addition to assuming the duties and responsibilities of all Board Members in accordance with the law, good governance and management practices.

The Co-Presidents (this function may be assumed by one person, but it is recommended to have two persons) are responsible for providing overall leadership in the development and implementation of strategies to achieve growth and sustainability of the Association as a whole.

The Co-Presidents lead the Board Meetings, encouraging a full and fair discussion of issues while maintaining control of the process. The Co-Presidents also preside over the meetings of the General Assembly.

The Co-Presidents do not act in isolation. In advance of taking any action they consult regularly with fellow Board members – and for matters relating to the wider PWN Paris, with members of the Federation Board – as the ability to plan and unite is critical. The Co-Presidents, and other designated representatives, have general authority to speak on behalf of PWN Global.

### Mission:

- Lead and coordinate the strategic vision to ensure growth, continued relevance and sustainability of PWN Paris.
- Drive the network's development strategy ensuring members' satisfaction, network's visibility and representativeness amongst the civil society and institutions.
- Ensure good governance and financial sustainability of the association
- As representative of the major city network of PWN global, contribute actively to the development of PWN Global and its aura

### Duties and responsibilities include:

#### 1. Association Governance and Strategy

- Develop clear goals for PWN Paris that are consistent with developed and agreed strategies. Set priorities in terms of our investment in specific activities and assignments and identify which programs will best achieve agreed objectives.
- Validate the business model (including the pricing strategy) and budgets
- Ensure that all Board members adhere to and deliver against their defined roles and responsibilities.
- Provide strong strategic introductions to the network and raise money for the network to ensure PWN Paris has the funds to realise its programs and operating costs in a sustainable fashion. Drive with the VP Partnership the development of partnerships and entertain relationships with Partners.
- Chair and develop an agenda for monthly Board meeting, annual strategy meetings and the Annual General Assembly meeting in close collaboration with the General Secretary.

#### 2. Communication (externally, within PWN Paris and with PWN Global)

- Develop influence, visibility and representativeness of PWN Paris with institutional bodies (incl. government) and partners
- Define with the VP Communications the communication strategy (on-line, social media, press...) and the editorial line; contribute to the different publications with editorials.
- Support the visibility and media presence of the association, its board members, members and activities, with the support of a communication agency and the VP

Communications. Serves as a spokesperson to the media on developing network stories.

- Represent PWN Paris in events hosted by third parties that further the mission of the network.
- Communicate with the members of PWN Paris. Develop proximity with members participating to several events, especially speakers' dinners, networking events, Congress, PER.
- Manage the relationship with the Federation and contribute actively to the PWN Global community, representing the interests of PWN Paris
- Attend the PWN Federation Annual General Meeting and the monthly online City President's Leadership Council meetings.

### 3. People management:

- Lead the team of volunteers to deliver on the PWN Paris strategy and programs. Define with board members key programs and implementation plan.
- Manage the employees of the association.
- Ensure that roles, responsibilities and reporting lines are clear to Board and staff members.
- Support and coach Board members in the development of their activities. Monitor progress against milestones and deadlines. Regularly discuss performance at Board meetings, by telephone and other face-to-face meetings and provide feedback and coaching to other Board members and staff as requested or appropriate.
- Encourage risk-taking and support creativity and initiative.
- As required, with the help of the Bureau and when necessary the Board approval, appoint interim and special committees, task forces and representatives, and makes replacement appointments.

### Skills required:

- Leadership and thought leadership
- Demonstrated management capabilities in a multicultural and non-remunerated environment.
- Ideally has experience serving as a Board member.
- Thorough understanding of PWN, its mission and values and a passion for the progress of women in business: minimum two years membership of PWN. Able to demonstrate active volunteering experience in the PWN Paris network as member of a subcommittee or Club.
- Speak, write and present clearly and effectively.
- Experience in managing high level business contacts in international organizations.
- Track record of collaboration, openness, and sharing of knowledge as well as effective delegation.
- Strong interpersonal and diplomatic skills; able to establish and maintain relationships with a broad range of people to understand needs and gain support; able to anticipate and resolve conflicts by pursuing mutually agreeable solutions.
- Drive for change and improvement; does not accept the status quo and shows the courage to take unpopular stands if necessary.
- Fluency in written and spoken English and French.

### Time commitment:

This role requires 7-10 hours per week plus attendance at Board meetings and selected events.

## TREASURER

The specific activities outlined below are in addition to assuming the duties and responsibilities of all Board Members in accordance with the law, good governance and management practices.

The Treasurer is the primary steward of the Association's financial resources – to guarantee financial stability of the association and constantly looking for solutions to provide the associations with financial resources to achieve purpose and development of the Association. The Treasurer serves as an advisor to the Board on the financial impact of all significant decisions of PWN-Paris, ensures that the financial aspects are managed in conformity with French Law and Regulations and PWN Paris Internal rules (if applicable).

### Duties and responsibilities include:

1. Submit monthly financial situation to the Board and forecast of the year end / budget for the following years and provides comments regarding revenues (corporate and individual members) and costs;
2. Coordinate / ensure
  - Chartered Accountant relationship: manage contractual relationship; ensure all accounting documents are transmitted to the chartered Accountant; review monthly financial situation produced by the accountant to ensure that all revenues/ expenses are properly booked;
  - PWN Global relationship: maintain regular exchanges with PWN Global's Treasurer & team to obtain the detail of revenues received through the platform (access to payment platform to check and reconcile revenues), coordinate efforts to decrease administrative burden linked to accounting / share best practices, exchange information about financial situation of Global and vice versa communicate on actuals / budget of PWN Paris;
  - Banks' relationship: manage contractual relationship; ensure access to the bank accounts and payment means (checks, credit cards) and execute payments; validate list of people authorized to have "read / sign" level on the bank accounts;
  - Employee's relationship: ensure that all legal obligations are met (with the employees) and manage relationship with social / healthcare organizations (URSSAF; Assédic; mutuelles Generali..); make sur all salaries, social contributions are paid on time
  - Internal PWN Paris relationship: collaborate with PWN Paris employees / external providers to ensure administrative & accounting process is under control (authorization of expenses, invoices, contracts signed with corporate, transmission of information to chartered accountant)
  - Handle correspondence with external experts as required
3. Review annual financial statements prepared by chartered accountant, present them to the Board Meeting and General Assembly for approval; prepare and present annual budget to General Assembly

### Skills required:

- Previous professional experience in finance or accounting mandatory.
- Strong communicator with presentation and writing skills
- A track record of collaboration, openness, and sharing of knowledge as well as effective delegation, experience of managing external suppliers, pro-active.

## VP COMMUNICATION

The specific activities outlined below are in addition to assuming the duties and responsibilities of all Board Members in accordance with the law, good governance and management practices.

The VP Communication is responsible for the visibility of PWN Paris to its current and potential members, partners, and more generally for its influence on gender-balanced leadership in business and society.

### Duties and responsibilities include:

- Propose and implement yearly a communication plans, using input from brainstorming with its team of volunteers, activities of other Board members, soliciting and filtering suggestions from member surveys, etc.
- Co-organize press conferences and press packs with the PR agency for programs and events including the Prix Entrepreneur Responsable, the Congress and for relevant topics of other PWN Paris Board subcommittees.
- Prepare and edit weekly and monthly online Newsletter.
- Manage internal / external communications (Press Relations, standard PowerPoint presentations...).
- Manage social media strategy, training and supporting content editors (VP, Leaders, etc)
- Manage and update website content with the support of the web manager. Recommend and produce print material (brochures, leaflets, etc.).
- Evaluate effectiveness of campaigns as much as possible.
- Recruit and manage a team of volunteers to join the Communications Subcommittee.
- Participate in as many PWN Paris events as possible to ensure its communication.

### Skills required:

- Experience in, and a passion for communications.
- Social media knowledge, and an appetite to stay up to date on these skills
- Strong communicator with presentation and writing skills
- Excellent interpersonal skills, with a sense of diplomacy and collaborative leadership
- Team and project management experience
- Strong networking skills
- A track record of collaboration, openness, and sharing of knowledge as well as effective delegation; experience of managing external suppliers, pro-active.
- Fluency in written and spoken English and French.

## VP MEMBERSHIP EXPERIENCE

The specific activities outlined below are in addition to assuming the duties and responsibilities of all Board Members in accordance with the law, good governance and management practices.

The goal of the VP Membership Experience is to strengthen and broaden the membership base of PWN Paris, develop and maintain the sense of belonging of PWN Paris members community and understand members needs to identify new tracks of actions for PWN Paris.

### Duties and responsibilities include:

1. Understand membership drivers and define PWN Paris related strategy
  - Define overall membership strategy including recruitment, integration, retention and development of members (individual and corporate);
  - Work in close collaboration with all VPs and more particularly with the VP Corporate Partnerships and the VP Marketing & Communication;
  - Collaborate with other VPs to leverage the new joiners demands and adapt if necessary PWN offers;
  - Identify new audiences or targeted groups and define relevant programs to attract and retain them;
2. Implement specific deliverables to mobilise PWN membership
  - Organise a monthly networking event (Welcome Cocktail) for new and prospective members to present the network and facilitate integration;
  - Develop on-boarding tools to support new members, e.g. welcome package, support material, etc.;
  - Measure membership satisfaction (e.g. via an annual survey) and propose actions to the board and other VPs to address insights of the survey (target groups, interest areas, expectations...);
  - Better understand the membership base through statistics to adapt PWN offers and messages;
3. Manage relations with PWN Paris members and other PWN Chapters peers
  - Manage the membership applications and be the interface on a daily basis with members or prospective ones having questions, issues...;
  - Recruit and lead the Membership Team;
  - Ensure coordination on Membership matters with the Federation and other chapters' Membership VPs.

### Skills required:

- Strategic, analytical and synthesis skills;
- Presentation, audience understanding, networking communications;
- Team and project management.



## VP PARTNERSHIPS

The specific activities outlined below are in addition to assuming the duties and responsibilities of all Board Members in accordance with the law, good governance and management practices.

### Duties and responsibilities include:

- Define overall Partnership Strategy while keeping a close attention to its numerous configurations (Partners i.e. organizations who register their women staff into the network; Sponsors, i.e. organizations who subsidize specific network events or initiatives ; logistics and in-kind partners i.e. who provide meeting rooms or other kind of support).
- Identify targets and potential partners, leveraging contacts provided by board members or members
- Negotiate adequate contract taking into account partner's specificity and needs
- Entertain on-going relations with the partners all along the contract duration in order ensuring delivery of network commitments in a timely manner and preparing for contract renewal. It includes proper feedback and reporting.
- Work in close collaboration with the President, the Treasurer and the VP Membership and transversally with all other Board members, especially for events requiring additional partnerships (e.g. Congress, Prix Entrepreneure Responsable), in a spirit of joint effort and consistency across the network
- Recruit & manage the Partnership team (all volunteers), coordinate with PWN Paris assistant to ensure long-term consistency of partnerships.
- Ensure coordination on Partnerships matters with the Federation and other city network's VP Partnership.

### Skills required:

- Business development and/or key accounts and/or customer relationship experience
- Selling skills
- Leadership and team management
- Leadership, Innovative mindset to propose partnerships on-demand, coaching skills, experience in leading cross-functional projects
- Good understanding of the network strategy and programs and sufficient prior experience of the network (2-3 years with active participation is recommended)
- Strong written and oral communication in corporate settings.

## VP NETWORK

The specific activities outlined below are in addition to assuming the duties and responsibilities of all Board Members in accordance with the law, good governance and management practices.

The role of the VP Network is to deliver on PWN number one promise to our members: networking. The VP Network will build and run major events that enable networking amongst participants of PWN Network in pleasant settings.

### **Duties and responsibilities include:**

1. Define and implement a program for networking events
  - Set a yearly program and theme for networking events
  - Organize the events : select venue, suppliers, potential animation and / or speakers, ensure the smooth running of the event, etc.
  - Work with the VP Communications and with PWN Paris permanent staff to attract participants and communicate before and after the event.
  - Coordinate with the VP Partnerships to find ad hoc sponsors when necessary
  - Analyze post-event survey and adapt upon feedback
2. Drive consistency across all events of PWN Paris, in close collaboration with other VPs and with PWN Paris permanent staff
  - Define and update a repository of venues, suppliers, types of animations, potential speakers, etc.
  - Coordinate the overall calendar of events

As the events organized by the VP Network are large events, i.e. complex to organize and driving a large number of participants, it is recommended that the VP Network appoints leads or co-leads for each event. Examples of current events organized by the VP Network : Congress, Christmas Party, Spring Cocktail...

### **Skills required:**

- Project management experience, ideally previous experience in event organization
- Facilitation skills
- Team management
- Creativity
- Wide network
- Reactivity, problem solving skills
- Ability to manage complexity, to set priorities
- Attention to detail
- Finance and budget attention