



European Association for People Management

OPERATIONAL GUIDANCE





EAPM Operational Guidance

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1. EAPM Board

1.1 Composition of the Board

The composition of the Board is defined in the Statutes and detailed in the Regulations.

1.2 Terms of Reference

The Terms of Reference for the Officers and Board Members detail the guiding standards to fulfil the requirements. The Officers are the President, Vice President and Treasurer; there are also elected (voting) and appointed (non-voting) Board Members. The EAPM Board is ultimately responsible for the overall strategic and financial management of EAPM.

1.2.1 Financial responsibilities

To fulfil these responsibilities, it is anticipated the Board:

- approves the annual budget for presentation to the Annual Meeting of the Delegates Assembly,
- reviews and approves all contracts that generate recurring costs over five thousand (5000) Euros or that are out-of-budget
- regularly monitors and reviews the financial and operational progress
- approves mid-year budget revisions in case of extraordinary deviations from the original budget

1.3 Officers: President

1.3.1 Responsibilities

The President is expected to provide inspirational leadership in shaping the agenda and impact of the EAPM. They facilitate cross-border exchanges and conceptual work on HR issues in Europe. They guide the work of all internal governance bodies while liaising regularly with senior representatives from National Associations across Europe.

1.3.2 Activities

To fulfil these responsibilities, it is anticipated the President:

- promotes the vision, strategy, values and purpose of the EAPM,
- acts as a Sounding Board for the Secretariat,
- leads on the annual planning process,
- enables projects and activities at European level,
- supports National Association members and visits them, if necessary,
- facilitates active involvement of National Association members in EAPM activities,
- chairs formal EAPM meetings,
- ensures transparent decision-making,
- facilitates priority-setting,
- participates actively in the day-to-day management of the EAPM in his/her capacity as a Board member,

- acts as mediator in solving problems or conflicts within the Board and/or National Association members if appropriate,
- acts as an ambassador of and spokesperson for the EAPM,
- establishes and enhances partnerships with other European and/or international bodies and organisations,
- ensures EAPM maintains positive and productive relationships with National Association members, media and other third party organisations,
- represents the EAPM at the level of WFPMA, submits reports to its Board, and ensures timely and appropriate feedback of WFPMA decisions and actions to EAPM National Association members, and
- performs any other duties as necessary.

1.3.3 Candidate profile

A successful candidate will likely have the following experiences and competencies:

- professional experience in a HR role that combines strategic and managerial leadership,
- experience operating at international level and/or with multi-cultural teams,
- professional competence and knowledge in HR,
- natural leadership and intercultural communication skills,
- outstanding negotiation and advocacy skills,
- strong capacity to create and promote an environment for open and effective communication,
- good presentation and speaking skills,
- ability to maintain effective and inclusive working relationships with volunteers,
- prior experience in an active role within a national HR association,
- ability to ensure fair and transparent decision-making processes,
- conflict management skills that allow handling tense situations with diplomacy and tact,
- ability to establish and maintain broad strategic networks and partnerships with other European and/or international bodies and organisations,
- creative thinking that allows new approaches and strategic innovations,
- fluency in written and oral English, and
- prior experience in an official EAPM function.

1.4 Officers: Vice President

1.4.1 Responsibilities

The Vice President is expected to closely collaborate with the President in shaping the agenda and impact of the EAPM with a particular focus on delivering value for National Associations members.

1.4.2 Activities

To fulfill these responsibilities, it is anticipated the Vice President:

- assists the President in the strategic planning process and policy development in consultation with National Association members,
- liaises closely with National Association members and facilitates their active involvement in EAPM activities,
- establishes and enhances links with the wider business community on behalf of EAPM,

- maintains positive and productive relationships with third parties,
- supports and explores new partnership initiatives,
- actively participates in the leadership of the EAPM, and
- performs any other duties as necessary.

1.4.3 Candidate profile

A successful candidate will likely have the following experiences and competencies:

- professional experience in a HR role that combines strategic and managerial leadership,
- experience operating at international level and/or with multi-cultural teams,
- professional competence and knowledge in HR,
- natural leadership and intercultural communication skills,
- outstanding negotiation and advocacy skills,
- strong capacity to create and promote an environment for open and effective communication,
- good presentation and speaking skills,
- ability to maintain effective and inclusive working relationships with volunteers,
- prior experience in an active role within a national HR association,
- outstanding leadership skills and ability to ensure fair and transparent decision-making processes,
- ability to establish and maintain broad strategic networks and partnerships with other European and/or international bodies and organisations,
- fluency in written and oral English, and
- prior experience in an official EAPM function.

1.5 Officers: Treasurer

1.5.1 Responsibilities

The Treasurer is responsible for:

- financial planning, budgeting, and reporting,
- general financial oversight, and
- banking, bookkeeping, and record keeping.

The Treasurer is expected to ensure that adequate funds are available to meet the immediate and mid-term requirements of the EAPM. The Treasurer is responsible for establishing and maintaining accurate financial records and accounts in line with Swiss law.

They should effectively plan, manage and control the financial affairs of the EAPM and support its financial sustainability. As a member of the Board, they also contribute to the strategic direction of the EAPM and have general oversight of its affairs.

They are involved in the selection and appointment of any bookkeeper and ultimately responsible for any delegated tasks including the preparation of the accounts, accounts payable processing, cash receipts input, journal entries for general ledger, as well as bank reconciliations.

Acting as an information and reference point for the President and other Board members in clarifying financial implications of proposals and outlining the current financial status of the EAPM, the role of the Treasurer requires a Senior HR Professional with a solid background in financial matters.

1.5.2 Activities

To fulfill these responsibilities, it is anticipated the Treasurer:

- on behalf of the Board, takes the lead for the effective planning, management, and control of EAPM's financial affairs within agreed policies,
- ensures financial information is available for Board meetings,
- prepares and presents an annual budget for approval at the Delegates Assembly, and presents a revised financial forecast in the current year based on actual spend,
- advises the Board on financial implications of strategic and operational plans, and suggested project initiatives,
- advises the Board on EAPM's compliance with its financial reserves policy,
- monitors the financial performance and forecasting against budget, and advises the Board whether to authorise expenditure beyond the approved budget,
- perform regular reviews of EAPM's financial activities
- approve payment of invoices or reimbursement of expenses as necessary,
- oversees all financial transactions and assets of the EAPM,
- follows a conservative, low risk asset management policy, thereby sustaining and preserving the financial assets of EAPM and, at the same time, enabling investment in projects and activities proposed by the Board and approved by the Delegates Assembly,
- acts as liaison with the EAPM banks and arranges inter-account transfers as required,
- establishes appropriate systems for book-keeping and payments,
- ensures all financial obligations are paid in a timely manner,
- ensures proper records and transaction documentation is maintained,
- liaises with the auditor and organises the annual audit,
- prepares annual accounts and an annual financial statement to be presented for approval at the Annual Meeting of the Delegates Assembly in the subsequent year,
- presents the proposed budget for the following year at the Annual Meeting of the Delegates Assembly,
- actively participates in the leadership of the EAPM, and
- performs any other duties as necessary.

1.5.3 Candidate profile

A successful candidate will likely have the following experiences and competencies:

- professional experience in a HR role that combines strategic and managerial leadership,
- demonstrated knowledge in financial matters,
- recent and relevant financial experience and be competent to supervise the financial affairs of the EAPM,
- good presentation and speaking skills,
- ability to maintain effective and inclusive working relationships with volunteers,
- prior experience in an active role within a national HR association,

- ability to establish and maintain broad strategic networks and partnerships with other European and/or international bodies and organisations, and
- fluency in written and oral English.

1.6 Elected Board Members and Officers

1.6.1 Responsibilities

The responsibilities of Elected Board Members and Officers are to:

- regularly attend and actively participate in Board meetings,
- be actively involved in sub committees/working groups,
- engage in operational activity to deliver outputs for National Association members,
- liaise with National Association members, building collegial working relationships,
- facilitate engagement with and across National Association members,
- participate actively in the annual planning and evaluation cycle,
- provide timely responses to queries from National Association members, and
- perform any other duties as necessary.

1.6.2 Activities

To fulfill these responsibilities, it is anticipated Elected Board Members:

- stay informed about EAPM matters and ongoing projects,
- prepare any necessary Board papers, and
- provide timely responses to requests from the Secretariat.

1.6.3 Candidate profile

A successful Elected Board Member candidate will likely have the following experiences and competencies:

- professional experience in a senior HR role,
- prior experience in an active role within a national HR association,
- fluency in written and oral English, and
- prior experience in an official EAPM function.

1.7 Ex-officio Board Member: Head of EAPM Secretariat

1.7.1 Responsibilities

The Head of the EAPM Secretariat is expected to ensure the solid functioning and effective coordination, management, and administration of the EAPM. They are responsible for ensuring that the EAPM Board and National Association members are aware of and fulfill their governance responsibilities and conduct business effectively and efficiently. As an ex-officio, non-voting member of the Board, they also contribute to the strategic direction of the EAPM. The Head of the EAPM Secretariat often acts as an information and reference point for National Association members and other stakeholders.

1.7.2 Activities

To fulfill these responsibilities, it is anticipated the Head of the EAPM Secretariat:

Meetings

- ensures effective organisation and preparation of EAPM Board and Delegates Assembly meetings in close collaboration with the President,
- prepares, co-ordinates and collates all Board and Delegates Assembly papers and circulates in a timely manner,
- prepares project proposals and co-ordinates the activity of working groups/ sub-committees as appropriate,
- communicates decisions by the Board and the Delegates Assembly to all National Association members and follows up on agreed actions,
- manages the EAPM calendar,

Annual meeting of the Delegates Assembly

- supports and/or arranges the Annual Meeting,
- supports the Treasurer to present the previous year's financial statement,
- presents a review of the activity in the current year,
- shares an overview of the activities planned or the subsequent year,

Projects and surveys

- undertakes annual planning and evaluation activities,
- prepares proposals for new initiatives and project manages those which are approved,
- co-ordinates and engages with working groups/sub-committees to support deliver of outputs,
- undertakes stakeholder management of agreed National Association members and third party organisations,
- organises and manages a programme of events,

Communication and partnerships

- manages and coordinates the preparation regular communication with National Association members,
- manages and maintains the EAPM website and other social media, and liaises with National Association members to encourage the provision of content,
- facilitates enhanced networking and knowledge sharing among National Association members,
- regularly reviews and further enhances communication tools/platforms/systems,
- coordinates inquiries between National Association members and third parties,
- liaises and maintains strong connections with the WFPMA Secretariat,

Administration and operations

- acts as the main point of contact,
- manages membership enquiries and facilitates the application process,
- develops and updates processes and formats for the effective management of the EAPM,
- annually updates contact information for National Association members,
- maintains records of EAPM meetings and activities,

Governance

- ensures operational compliance with the Statutes and Regulations, and
- proposes necessary amendments to all governance documentation,
- aligns activities with finance in co-operation with the Treasurer and Auditor.

Finance

- coordinates the preparation of the annual budget,
- approves all planned purchases and/or up to a maximum of two thousand (2000) EUR.
- validates expenditures within the parameters of the annual budget confirming factual accuracy of invoices,
- maintain relevant background documentation of all EAPM-funded activities, and
- create and update operating procedures to ensure adherence to policies.

1.7.3 Candidate profile

A successful candidate will likely have the following experiences and competencies:

- professional experience in a governance role that combines strategic and managerial leadership,
- professional experience in project management, ideally in the HR sector
- experience operating at international level and/or with multi-cultural teams,
- natural leadership and intercultural communication skills,
- strong managerial and coordination skills
- outstanding negotiation and advocacy skills,
- good presentation and speaking skills,
- ability to maintain effective and inclusive working relationships with volunteers,
- ability to ensure fair and transparent decision-making processes,
- conflict management skills that allow handling tense situations with diplomacy and tact,
- ability to establish and maintain broad strategic networks and partnerships with other European and/or international bodies and organisations,
- creative thinking that allows new approaches and strategic innovations, and
- fluency in written and oral English.