

MESSAGE FROM THE PRESIDENT

Good Governance Anticipates the Horizon:

Like a house, PMAC is only as strong as its foundation. For a professional association, its foundation is its system of governance. Governance is about how an organization directs itself, setting expectations, defining roles and monitoring performance.

According to the [Institute on Governance](#), a Canadian non-profit think tank, the need for governance exists anytime a group of people come together to accomplish an end. In the case of PMAC, the members of our association are that group of people and that “end” is our shared vision of world-class strategic supply chain management. If the group is too large to efficiently make all necessary decisions, it creates a body to facilitate the process. Group members delegate decision-making responsibility to this body. At PMAC, this body is our National Board of Directors.

The [PMAC National Board of Directors](#), on which I serve as Chair, provides the strategic direction to the association to ensure that policies and programs are continually focused on our purpose and objectives. Meanwhile, management staff develops, implements and administers PMAC policies and programs. This governance structure, separating the strategic planning, or the “what”, from the implementation, or the “how”, is the best practice approach.

Being an association of task-oriented people (in our respective workplaces, we are often the ones who do, fix, investigate) it is easy for us as volunteer leaders to cycle down into the details. However, good governance means the Board is anticipating the horizon and management is making sure the vessel is still operating. In other words, the Board’s focus is tomorrow; the staff’s focus is today.

There are 16 positions on the PMAC National Board of Directors. Directors serve three-year terms. Each of our 10 [Provincial and Territorial Institutes](#) appoint a Director to the Board. Two Directors are elected from the members of PMAC and three Directors are appointed by the Board. These appointed positions are typically held by non-members with expertise outside of our field of practice of supply chain management. Appointments to the Board are ratified at the PMAC Annual General Meeting. The PMAC President also serves on the Board, but in a non-voting capacity.

As I’ve written about earlier in this series, the PMAC National association and the Institutes are incorporated independently. Each has its own Board of Directors and bylaws. The National association and the Institutes also have distinct areas of responsibility. The National association develops national accreditation programs and standards, while the Institutes deliver the programs and grant the professional designation within their regions. Binding the Institutes and National association together are affiliation agreements that commit the partners to working together to promote mutual objectives and provide portability for our designation throughout Canada.

The PMAC National Board strives to balance keeping a national perspective, while acknowledging regional interests and differences. Directors participate in a collective dialogue, deliberating towards what is in the best interests of the entire membership and the profession. During the discussion, they bring forward the beliefs, values and interests of the stakeholders they know the best.

Governance is not a straightforward process. By its nature, it can be fluid, complicated by the fact that it involves multiple stakeholders who sometimes hold divergent views. For PMAC, stakeholders include Institutes, members, employers, prospective members and post-secondary institutions, among others. As decision-makers, the National Board must absorb this input into the decision-making process.

Beginning in September, the PMAC National Board will be undertaking a strategic renewal initiative to establish the direction for the association for the next three to five years. Based on PMAC’s proud history, the varied experience of its Directors, and the willingness this Board has demonstrated to embrace change, we are well positioned for this important exercise. As a Board, it is our fundamental stewardship role to ensure the health and well-being of the future of PMAC.

The cornerstone of a successful association is effective governance. It enables us to do our work and fulfill

our mission. PMAC members are being well served by a governance structure that respects unique roles and responsibilities but keeps all partners focused on the continuous development of the strategic supply chain management profession.

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Yours truly,

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