



National Contract Management Association

Chapter Chartering Manual

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FOREWORD

Thank you for your interest in forming a new chapter of the National Contract Management Association (NCMA), and we extend a hearty welcome from the chapters and members of NCMA. This manual is provided to assist you in applying for a charter and organizing your local chapter.

NCMA's enthusiastic acceptance by thousands of professionals has shown repeatedly that it is meeting the vital needs of the contract management profession. Government, industry and academia at all levels of management have endorsed the participation of their contracting personnel.

Since you have indicated there are people in your area who share our interests in the continuing educational and professional growth of the contract management community, we invite your careful attention to the enclosed procedures for chartering a NCMA chapter.

We welcome your interest and are eager to do everything possible to assist you in chartering a new chapter.

PREFACE

The National Contract Management Association is a non-profit association which was incorporated by a predecessor association in Los Angeles, California in 1959. It is an association of individuals from industry, government and academia who deal in the fields of acquisition, contracting, and procurement. NCMA membership has grown to over 19,500 in 118 chapters located throughout the United States and internationally.

OUR VISION, MISSION, AND VALUES

I. Our Vision

NCMA will lead and represent the contract management profession. Our vision is that enterprises will succeed through improved buyer-seller relationships based on common values, practices, and professional standards.

II. Our Mission

NCMA exists to enable the workforce to grow professionally, assess individual and organizational competency against professional standards, establish values, develop best practices, and provide access to skilled individuals, enabling enterprises to improve their buyer-seller relationships.

III. Our Value Propositions

We enable our members to develop professionally by offering: access to a diverse contract management community of practice, a sanctioned Code of Ethics, an organized body of knowledge and an accredited certification program. Through its international chapter network, publications, programs and activities, NCMA provides the tools, resources, and leadership opportunities to enhance each member's professional career and gain recognition for their voluntary accomplishments.

We enable our chapters to successfully establish an organized local presence, sustain a voice in the professional community, and advance the objectives of the association by providing a national infrastructure, organizational support, strong branding, and access to training and marketing resources. Chapters, in turn, provide a local venue and distribution system to support the national brand, attract new members, retain current members, and generate revenue to advance the goals of the local and national organization.

We enable organizations that employ members of our community of practice to advance their organizational goals by facilitating ready access to skilled human capital, learning resources, and best practices, standards, and metrics of the profession. We uphold the professional standing of our members to improve contract management performance and bring strategic value to those organizations.

We enable other external customers such as researchers, consultants, trainers, recruiters, and universities to gain broad access to defined segments of our community of practice and our body of knowledge for the purpose of advancing the profession and fulfilling their individual goals.

IV. Our Values

We are committed to:

- Principled professional conduct and achievement, as dictated by our Code of Ethics;
- An open exchange of ideas in a neutral forum;
- A culturally and professionally diverse membership;
- Excellence in everything we do, especially our service to our members and the contract management community;
- Continuing education, training and leadership opportunities through a network of local chapters;
- Remaining the preeminent source of professional development for contract professionals;
- Growing the association to serve the widest possible constituency in the field of contract management;
- Recognizing and rewarding professional excellence and superior individual achievement in support of the contract management profession;
- Demonstrated professional achievement through certification;
- Quality volunteer leadership; and
- Members' independence of purpose, freedom of action, and responsibility to the people and organizations they serve.

CONTRACT MANAGEMENT CODE OF ETHICS

Each member of the contract management profession (“the profession”) accepts the obligation to continuously improve one’s professional knowledge and job performance in the field of contract management, and to abide by the letter and spirit of the ethical standards set forth below.

Each member of the profession shall:

1. Strive to attain the highest professional standard of job performance, to exercise diligence in carrying out one's professional duties, and to serve the profession to the best of one’s ability.
2. Conduct oneself in such a manner as to bring credit upon the profession, as well as to maintain trust and confidence in the integrity of the contract management process.
3. Avoid engagement in any transaction that might conflict or appear to conflict with the proper discharge of one's professional duties by reason of a financial interest, family relationship, or any other circumstances.
4. Comply with all laws and regulations that govern the contract management process in the jurisdictions in which one conducts business, including protection of competition-sensitive and proprietary information from inappropriate disclosure.
5. Keep informed of developments in the contract management field, utilizing both formal training and ad hoc means, to continuously increase knowledge, skill, and professional competence.
6. Share one’s knowledge and experience openly to contribute to the development of other professionals, improve performance quality, and enhance public perception of the profession.
7. Not knowingly influence others to commit any act that would constitute a violation of this code.

ABOUT THE PROFESSION

Procurement and contract management are actually mirror images of each other. Both professions describe the broader process of sales or acquisition between two parties. Some objectives of buyers and sellers are distinctly different, while others are surprisingly similar. A mutually beneficial contract can often be challenging to craft. Buyers want the lowest price, whereas sellers want to maximize it. Both, however, should strive to meet the quality, delivery, and performance expectations of each other. Working together, they form a group of professionals under the "procurement" umbrella.

Procurement consists of evaluation and selection of suppliers based on availability, reliability, and price to obtain the highest quality products at the lowest price. Buyers attend trade shows and conferences and they visit suppliers' plants to examine products and stay abreast of industry trends. They must develop a working technical knowledge of the goods or services they buy. Often, they forge a strong working relationship with their supplier counterparts—the contract managers—to optimize the outcome for both parties.

Contract management is a niche within the procurement profession, but it has a very broad perspective in terms of the responsibilities assigned to a contract manager. The job scope ranges from the administrative skills of managing, organizing, and planning, to the excitement and challenge of negotiating the price of a major contract with extensive terms and conditions.

Both procurement and contract management demand competence in such areas as pricing, finance, contract law, administration, accounting, psychology, management, and planning.

What skills do you need?

A contract manager's skills are developed through continuing education and practice. A successful contract manager has developed skills in three main areas: technical, conceptual, and human relations.

Technical skills are demonstrated by competently performing the tasks required, such as preparing and issuing solicitations, preparing bids and proposals, preparing or analyzing terms and conditions, or analyzing procurement requirements and supplier capabilities. Training for these skills can be accomplished in degree, certificate, professional continuing education, or specialized programs.

Conceptual skills relate to the manner in which the contract manager visualizes the contract's organization in terms of the agency's or company's goals. These skills involve the ability to see and use the "big picture" for greater organizational and personal success.

Human relations skills focus on the "people" aspect of contract management. Effective performance requires the cooperation of many others over whom the contract manager has little or no organizational control. Dealing with government and contractor representatives from a diverse range of disciplines requires strong relational and communication skills. Many contract managers consider competency in human relations to be the most important skill for the future of their jobs and careers.

MEMBERSHIP OVERVIEW

The association currently has seven classes of membership:

(1) Regular Member: An individual member who belongs to a chapter and is current in all obligations to the association. This applies to all individuals not eligible for any of the other membership categories.

(2) New Professional Member: An individual member who belongs to a chapter, is current in all obligations to the association, and who is age 33 or younger on the date of his/her join or renewal date. This membership class is new to NCMA starting July 1, 2010.

(3) Retired Member: An individual member who is now a retired person (not employed), who was previously a Regular or New Professional member of NCMA.

(4) Corporate Memberships: Corporate Memberships may be established in accordance with policies approved by the Board of Directors.

(5) Student Member: An individual member who is a full-time student in an accredited, degree-granting institution, and does not hold full time employment in contract management or a related field.

(6) ProVita : An individual member who belongs to a chapter and is current in all obligations to the association, and who pays a one-time fee to be a member of NCMA for his/her lifetime.

(7) Organizational Memberships: an individual member who pays reduced dues under the terms of an agreement between his/her employer and NCMA. Organizational memberships may be by group or as individuals who belong to an affiliated organization.

The Associate Member class of membership within NCMA will expire on July 1, 2010. The qualification requirements for the associate membership class are GS-7 or below (if federal employee), E-4 and below (if military), and annually salary of \$45,000 or less (if other than federal or military). This category of membership is also available to unemployed members.

Please contact NCMA's Customer Service team at memberservices@ncmahq.org or 800-344-8096 x400 for more information or pricing.

All members, regardless of class, have the right to one vote at chapter level and to hold any elective office and/or appointive position at chapter and national levels.

NCMA provides contract professionals in the private and public sectors, buying and selling worlds, the knowledge that offers lifetime career management through...

- *Contract Management Magazine*—Up-to-date, practical information and industry news from our full-color, monthly publication.
- *Journal of Contract Management*—In-depth, scholarly articles on theory and practice through our annual research-based publication.
- Professional Certification Programs—Certified Professional Contract Manager (CPCM), Certified Commercial Contracts Manager (CCCM), and Certified Federal Contracts Manager (CFCM).
- Online Education Center - Online courses are now available for certification preparation and continuing education in support of re-certification. Study at your own pace, at a time and place that is convenient for you!
- E-Learning and Webinars available at your fingertips!
- Annual Conferences - Government Contract Management Conference, Aerospace and Defense Contract Management Conference, and World Congress.
- www.ContractManagementJobs.com - Niche market career site for contracting professionals looking for the perfect job, and employers searching for the qualified job seeker.
- Networking Opportunities with Industry Leaders—NCMA's Executive Advisory Council boasts a who's who of experienced and influential executives. Representatives from companies including The Boeing Company, General Electric, BAE Systems, Lockheed Martin, and Fluor, as well as leaders from government organizations including the Department of Defense, Veterans Administration, General Services Administration, Department of Energy and Defense Acquisition University constitute our advisory council.
- Inclusion in one geographical chapter and any virtual chapters of your choice. Chapters provide local, cost effective, networking and training opportunities. Each chapter is led and operated by volunteer members. Chapters always need more volunteers, with roles ranging from chapter leadership to occasional helper at chapter events.
- The opportunity to expand your specific contracting knowledge by joining our *Communities of Practice*.

The association does not lobby nor does it take positions on pending legislation or regulations. NCMA provides for formal and, perhaps more importantly, informal discussion of policy issues by individual members from both government and industry.

HOW TO CHARTER A CHAPTER

Establishing a new NCMA chapter is similar to deciding to open up a small business. Your chapter is responsible for “selling NCMA” in your location. So think of this as establishing your business case or your sales floor plan for starting up your new small business. What would you need to do if you were planning on starting up a new storefront franchise of a national coffee shop? Think of your new chapter as the new coffee shop on the block. Who are you marketing to? What is your NCMA product line that you are selling? What is in your inventory? Who is your local competition? What is your financial plan of income and expenses? What would be your cash flow and timing? What personnel (volunteer leaders) do you need to open your storefront and execute your business plan?

Basic Requirements for Establishing New Chapters

- **Membership** – Pursuant to Article VII of the National Bylaws, 25 or more members eligible for membership in the association may petition or present application for a new chapter. The NCMA president approves or denies chapter charter petitions.
- **Procedure** - The recommended steps to charter a new chapter of NCMA are described in the following paragraphs. This is a workable sequence of events, but it is not the only way to get a new chapter chartered. Any process which results in the election of pro tem officers, keeps all the interested parties informed as to progress, and results in the submission of a charter petition from a group of 25 or more individuals (current members or paid applicants) is acceptable.

Preliminary Organizational Meeting

Upon receipt of your request for information about establishing a new chapter, the NCMA office will send you promotional information and materials, a copy of the NCMA Chapter Guide, and the contact information for the NCMA chapter nearest to you. You should contact these individuals to make them aware of your intention to petition for a chapter charter and enlist their assistance in planning for your new chapter.

One of the first tasks is to find a sponsoring chapter and/or a sponsoring member to work closely with you and other interested individuals in your area to hold a preliminary organizational meeting. This can be an informal get-together to organize the membership drive (Note: A sponsoring chapter/member is not a requirement to become a new chapter).

Election of Pro Tem Officers

The petitioning group should hold a formal meeting for the purpose of electing a President Pro Tem, Secretary Pro Tem, and Treasurer Pro Tem to serve in the capacities normally delegated to those officers until replaced by permanent officers. *Those elected to these positions must be members of NCMA in good standing or have submitted a complete membership application with payment.*

- **Pro Tem Officer's Responsibility** - The elected chapter officers are responsible for conducting all formal meetings under the sponsorship of NCMA for the purpose of exchanging professional ideas, concepts, gaining new job knowledge, and encouraging potential applicants to join the association. The meeting format may include guest speakers, panels, and/or workshops. The subject matter of program meetings should be drawn from the broad spectrum of government and commercial prime contracting/subcontracting and related topics.

Copies of all invitations to attend chapter formation meetings and the minutes of each meeting should be sent to the NCMA office for the purpose of keeping all interested parties informed as to the organizational progress of each petitioning group.

Organizational Meeting/Charter Petition

This should be a larger meeting than the preliminary meeting discussed above. While this can be an information meeting, the goal should be to prepare a formal petition for your new chapter. Formal petitions for chartering a new chapter should contain the names of all members in good standing or bona fide applicants that will form the new chapter. A minimum of 25 current members or paid applicants is required to charter a new chapter. The charter petition should be submitted promptly to the NCMA Office.

Chapter Environment

Answers to the following questions should be documented and submitted with the charter petition.

- What is the local business base? Is it growing or shrinking?
- Are there geographical reasons for establishing a new chapter, e.g.; would the new chapter be located outside the normal commuting distance of an existing chapter?
- Is there a sponsoring chapter? Sponsoring NCMA members?
- If there is an existing local chapter, what is the potential impact of chartering a new chapter? How would your chapter affect their chapter operations?
- What are the potential sources of new membership?

- How does the chapter intend to support itself financially? (Attach a copy of the budget prepared by the pro tempore chapter officers.)
- Has the petitioning group established a particular education program focus?
- Is there a group of leaders who are committed to the cause of helping start a new chapter?

Charter Petition

The pro tem officers of the petitioning group should submit an organization progress report to the Chapter Relations Manager. It should contain appropriate information such as the proposed new chapter name; the names of charter members to be included on the charter, together with any other appropriate organization information and membership data. If the charter petition has not yet been submitted, it may be included with the progress report.

Processing of Chapter Charter Petition

Upon receipt of a charter petition, it is the responsibility of the Chapter Relations Manager to:

- Verify that all required information has been provided.
- Verify that all charter members are current members of NCMA in good standing or have submitted a membership application with payment.
- Coordinate with others, as deemed appropriate, to assure that approval of the petition will promote orderly growth of chapters and membership and enhance the accomplishment of NCMA's mission.
- Prepare and present a recommendation to the Board of Directors regarding the approval/denial of the petition.
- Notify the president pro tem of the petitioning chapter of the decision made by the NCMA president with regard to the petition.
- Upon approval of the petition, provide the newly established chapter with a start up kit to include \$500 startup funds, a copy of Quicken software, a chapter banner, and a formal charter listing all charter members. A Share Point site will be established for the chapter on the NCMA Intranet.

In preparing a recommendation regarding the approval/denial of your petition, the Chapter Relations Manager will consider the location of your proposed chapter (its distance from or proximity to existing NCMA chapters), number of petitioning members and the potential impact on any neighboring chapters, NCMA leadership experience represented in your potential membership, and comments and support provided by any sponsor(s) for your petition. Information on these considerations may be included in your petition, and through this self-evaluation you can further confirm the need for a long-term viability of your chapter.

Membership Recruiting

The key to chartering a new chapter is having 25 current members or new member applications with payment. To help achieve this milestone, work with your sponsor or local established chapter. They will help you with ideas and people-power to reach your membership goals. The Chapter Relations Department at the NCMA office can also help by providing ideas, techniques, and promotional materials that have worked for other chapters.

Chartering Meeting

Upon approval of your petition by the NCMA president and Board of Directors, the NCMA office, working with the members of the Board of Directors and the sponsor(s), will assist you in scheduling a national officer to present your charter. This person will work with your pro tem officers to fix a time and place for a chartering meeting. The pro tem president should send out a formal meeting announcement to all interested parties. The announcement should contain the following information as a minimum:

- Date, time and place of the formal chartering meeting.
- That a charter will be formally presented to the petitioning group during the meeting.
- That formal election will be held for the offices of the President, Vice President(s), Secretary, Treasurer for the “interim period”.
- Other pertinent information concerning the chapter chartering meeting.

The national representative at this meeting will install the newly elected officers and present the chapter charter, chapter banner, and start up funds.

Chapter Bylaws

Your next step, shortly after formation, will be for the new chapter executive committee to formulate chapter bylaws to ensure that the chapter is run in accordance with the national organization bylaws. A template for chapter bylaws is available on the NCMA Intranet. Once drafted and the bylaws are approved by your chapter membership, they should be submitted to NCMA through the Chapter Relations Manager, for formal approval from the NCMA Governance Committee.

Where to find assistance

Your NCMA sponsoring chapter or nearby chapters are a great source of information. The NCMA Chapter Relations Manager can always be contacted for information or for assistance in finding additional resources for your chapter success. The email contact is: chapterrelations@ncmahq.org

We are excited that you are taking steps to form a new NCMA chapter. We wish you every success and are ready to help you foster contracting professionalism to your community. We want to see your smiling faces in our publications and we are eager to meet your leadership and members at NCMA events.