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# International Association of Facilitators

## Board of Directors role statement

### Background

The International Association of Facilitators (IAF) is registered as a tax-exempt, not-for-profit Association with the Office of the Attorney General in the State of Minnesota in the United States of America.

The Association is governed by a volunteer global Board of Directors comprising the officers of the Association (Chair, Vice Chair, Secretary and Treasurer), strategic initiative directors and a regional director for each IAF region.

All Directors, except the Chair and Vice Chair, are elected by the IAF membership. The Chair and Vice Chair are selected by the Board of Directors from amongst the Board of Directors.

### Responsibilities

All board members are responsible for:

- Ensuring the Association complies with its bylaws and all relevant legislation and regulations, according to its legal registration.
- Ensuring the Association pursues its non-profit objects as defined in its bylaws.
- Ensuring the Association uses its resources exclusively in pursuance of its non-profit objects.
- Contributing actively to the Board's role in giving firm strategic direction to the Association – setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- Safeguarding the reputation, code of ethics and values of the Association.
- Ensuring the transparent, effective and efficient administration of the Association.
- Ensuring the financial stability of the Association.
- Protecting and managing the property of the Association and ensuring the proper investment of its funds.
- Appointing an Executive Director and any other paid staff or contractors and monitoring their performance.

## Expectations

All board members are expected to participate fully and share in the strategic governance of the Association, on behalf of its membership and in service to the facilitation profession.

Board members are expected to:

- Engage with Association members, represent their needs and involve them in the life and activities of the Association.
- Attend and participate in the annual face-to-face board meeting.
- Participate in monthly board meetings including:<sup>1</sup>
  - preparing for meetings in advance by submitting and reviewing resolutions and financial, membership and status reports
  - providing input to topics requiring decisions
  - voting on resolutions.
- Assist in succession planning by:
  - identifying and encouraging qualified candidates to stand for election
  - reviewing and revising role statements
  - conducting transition sessions with incoming board members who will replace them at the end of their term and supporting the new board member for up to 3 months.
- Use their specific skills, knowledge and experience to help the Board reach sound decisions which may involve:
  - scrutinising board papers
  - leading both exploratory and consensus-building discussions
  - strategising around key issues
  - providing guidance and leadership for initiatives
  - working on issues for which the Director has special expertise.

## Working arrangements

The Board:

- meets face-to-face at least once a year, usually in January, and virtually each month for around 90 minutes<sup>2</sup>
- uses a range of virtual tools to communicate between meetings, consider and vote on resolutions out-of-session and project manage initiatives.

A policies and procedures manual is available to all board members.

The IAF Office supports the operation of the Board by providing administrative, financial and membership services.

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<sup>1</sup> Under Bylaw 4.09 Participation, Directors are expected to participate in at least 75% of the board meetings each year. Failure to meet the participation requirement is considered an automatic voluntary resignation from the Board.

<sup>2</sup> Under Bylaw 4.07 Meetings, the Board is required to meet at least four times a year and at least one meeting is to be held face-to-face. A board meeting schedule is developed at the beginning of each calendar year.

## Screening criteria

The following criteria is used to determine if a member has the necessary qualities to stand for election to a position on the Board of Directors:

Criteria	Essential qualities	Desirable qualities
Commitment to the IAF and its values	<p>IAF member in good standing.</p> <p>Agrees to support the purposes of the Association as stated in its bylaws.</p> <p>Acts and communicates in a manner consistent with IAF core values.</p>	<p>Active within the last three years e.g. has served on a project team, demonstrated local leadership, assisted with an IAF conference or event.</p>
Demonstrated leadership and management skills	<p>Understands and accepts the legal duties, responsibilities and liabilities of a being a board member for a non-profit organisation.</p> <p>Exercises strategic vision.</p> <p>Understands the role applied for and its responsibilities and duties.</p>	<p>Experience in leadership, governance or management with another international non-profit or membership association.</p> <p>Understands the Association's structure, operations and strategic initiatives.</p>
Time and energy	<p>Willing and able to devote the necessary time and effort to:</p> <ul style="list-style-type: none"> <li>• participate in Board meetings</li> <li>• attend at least one IAF conference per year.</li> </ul>	<p>Willing and able to devote the necessary time and effort to lead or participate in additional committees, task forces or teams.</p>
Personal Attributes	<p>Good English verbal and written communication skills.</p> <p>Ability to work effectively as a member of a team.</p> <p>Capacity to collaborate remotely using email and other virtual collaboration tools.</p> <p>Willing and able to travel as necessary.</p> <p>Dependable – proven track record of delivering on commitments.</p> <p>Good independent judgment, ability to think creatively, and share opinions candidly.</p> <p>Exercises the principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.</p>	<p>Experience of working in multi-cultural environments.</p> <p>Possess attributes that help the Board to better reflect the diversity of its membership and the profession e.g. age, gender and culture.</p>
Role-specific qualities	<p>Additional essential qualities for the specific role the individual is applying for – see role specific statements for details.</p>	



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## Role statement<sup>1</sup>

# Secretary

### Responsibilities

The Secretary is responsible for:

- Ensuring high standards of documentation, reporting and accountability within the Board and between it and the Association's members.
- Supporting board members and the Board fulfil their legal and regulatory responsibilities.

### Duties

**Key duties** of the Secretary are to:

- Lead the Board in setting an annual schedule of board meetings.
- Ensure board members have proper notice of meetings.
- Ensure board records and documents are maintained and made available as required and archiving minutes, organisational policies, decisions, procedures and accomplishments.
- Supporting the Chair in the scheduling and practical arrangements for members' and board meetings, including ensuring timely distribution and accessibility of clear and complete meeting schedules, agendas, documents and joining and polling instructions.
- Ensuring that board and members' meetings are properly minuted and that minutes are made available in a timely fashion (supported by the IAF Office).
- Ensuring that the Association's bylaws, policies and procedures are regularly reviewed, recorded and accessible as necessary.
- Ensuring and overseeing the filing of any non-financial returns that may be required under applicable laws.

**Additional duties** as required:

- Support the Executive Team on behalf of the Board between board meetings to ensure decisions are implemented and follow up on action items (may be supported by the IAF Office).
- Ensure outgoing directors comply with Records Retention Policy and transfer records to incoming board members.
- With support of the Executive Team, orient new board members to the Board Policies and Procedures Manual.
- May be called upon to help review contracts and requests for proposals.

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<sup>1</sup> This statement should be read in conjunction with the Board of Directors role statement.

- May be called upon to recommend technology improvements (document storage, collaboration or project management tools and conference calling applications).
- Maintain the Board Policies and Procedures Manual; working with board members to schedule and conduct regular reviews and updates.
- Act as liaison for board members and provide support to the strategic initiatives.
- Advise the Board on the legal and regulatory implications of any strategies or decisions under consideration and on the mitigation of any legal and regulatory risks.
- Keep the Board informed about its legal and regulatory responsibilities and support board members to fulfil them.

## Screening criteria

Criteria	Essential qualities	Desirable qualities
Role-specific qualities	<p>Ability to access, understand and explain details of the legal and regulatory framework under which the Association is registered in Minnesota.</p> <p>Ability to assess and explain the legal and regulatory implications of proposed strategies or decisions.</p>	<p>Knowledge and/or experience of association governance and management, law and regulation.</p> <p>Knowledge management experience.</p>



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## Role statement<sup>1</sup>

# Director of Conferences and Global Events

## Responsibilities

The Director of Conferences is responsible for:

- Leading the Board in developing appropriate global strategy and policy for IAF global and regional conferences particularly in relation to the financial, branding and reputation aspects of conferences.
- Supporting Regional Directors and conference teams to organise successful conferences in alignment with global strategy and policy.
- Helping to identify and propagate best practice between the regions organising conferences.
- Providing accountability and sound governance in relation to the IAF's financial and contractual obligations in relation to conferences.

## Duties

Key duties of the Director of Conferences are to:

- Monitor the implementation of the three tier conference policy – global, regional and national conferences.
- Lead the organising committee for the global conference held every 3 years.
- Work with the Regional Directors to develop work plans and budgets for conferences and advise the Board on key issues of governance and accountability.
- Monitor delivery of conference work plans by volunteers (and staff and contractors if contracted), problem-solve issues and report regularly to the Board on progress and risks.
- Support Regional Directors and conference teams in developing and delivering IAF conferences that attract members.
- Gather and share best practices between regions organising global conferences, including seeking feedback from members on the conferences.
- Negotiate with suppliers to procure products (e.g. apps) to support conferences.
- Maintain a database of past participants, workshop leaders and keynote speakers for global and regional conferences.
- Lead the promotion of and publication of events being held during for International Facilitation Week.
- Deliver the Global Flipchart Webinar Panel programme.

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<sup>1</sup> This statement should be read in conjunction with the Board of Directors role statement.

- Deliver an online learning programme for members.
- Liaise with the Online Facilitation Unconference organising team (annual).

## Screening criteria

Criteria	Essential qualities	Desirable qualities
Role-specific qualities	Attended at least one IAF conference. Experience organising: <ul style="list-style-type: none"> <li>• an IAF or facilitation-related conference, or</li> <li>• at least two professional development conferences.</li> </ul>	Event management experience. Marketing and branding experience.



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## Role statement<sup>1</sup>

# Director of Marketing

### Responsibilities

The Director of Marketing is responsible for:

- Leading the Board in developing appropriate global strategy and policies for marketing.
- Monitoring marketing activities globally and in each region to track contributions to financial flows, ensure alignment with global strategy and policies and identify and promote recognised good practices.
- Providing facilitative leadership to volunteers, staff and contractors involved in marketing, ensuring alignment with global strategy and policy.
- Managing the marketing budget and any contracts with suppliers.

### Duties

**Key duties** of the Director of Marketing are to:

- Develop an annual work plan and budget for marketing to contribute to the IAF's overall business plan and budget.
- Ensure adequate capacity to manage and deliver the work plan, by creating and managing member volunteering opportunities and/or contracts with external suppliers.
- Monitor delivery of the work plan by volunteers, staff and contractors, problem-solve issues and report regularly to the Board on progress and risks.
- Review and approve suppliers' invoices and other expenditures for payment from the marketing budget.
- Ensure and oversee effective communication and co-ordination amongst volunteers, staff and contractors involved in marketing and any counterparts within regional teams and/or chapters.

**Particular duties** of the Director of Marketing are to:

- Spearhead the formation and renewal of a global team of IAF members and work with them to develop and maintain policies and practices that:
  - Promote the profession of facilitation and the Association, and the benefits accruing from IAF marketing activities.
  - Support the realisation of global and regional marketing activities that provide additional revenue streams to the association.
  - Support marketing activities related to conferences and other member benefits.

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<sup>1</sup> This statement should be read in conjunction with the Board of Directors role statement.

- Review all global marketing opportunities for alignment with agreed policies and present to the Board for approval.
- Track marketing activities and financial flows in regions, and identify and promote recognised good practices in line with established global strategy and policies.
- Work with the Director of Communications and Vice Chair to maximise use of communications tools (especially website features) for marketing and partnerships.
- Assist in finding advertisers for the IAF Journal.

## Screening criteria

Criteria	Essential qualities	Desirable qualities
Role-specific qualities	Knowledge and experience of marketing. Ability to manage budgets and contracts with sponsors and suppliers. Good networking and communication skills.	Experience in sponsorship and programme management.



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## Role statement<sup>1</sup>

# Director of Communications

### Responsibilities

The Director of Communications is responsible for:

- Leading the Board in developing appropriate global strategy and policy for communications.
- Monitoring communications activities in each region, to provide advice and guidance and to identify and propagate best practices.
- Providing facilitative leadership to volunteers, staff and contractors involved in communications, ensuring alignment with global strategy and policy.
- Managing the communications budget and any contracts with suppliers.

### Duties

Key duties of the Director of Communications are to:

- Develop an annual work plan and budget for Communications to contribute to the IAF's overall business plan and budget.
- Ensure adequate capacity to manage and deliver the work plan, by creating and managing member volunteering opportunities and/or contracts with external suppliers.
- Monitor delivery of the work plan by volunteers, staff and contractors, problem-solve issues and report regularly to the Board on progress and risks.
- Review and approve suppliers' invoices and other expenditures for payment from the communications budget.
- Ensure and oversee effective communication and co-ordination between volunteers, staff and contractors involved in communications and any counterparts within regional teams and/or chapters.
- Oversee and manage the IAF's online presence. This includes:
  - Manage the IAF's social media presence on appropriate sites such as LinkedIn, Twitter, Facebook, YouTube.
  - Work with other board members to maintain current online information.
  - Maintain linkages between all social media efforts.
  - Manage the IAF website:
    - > Work with other board members to establish website policies and keep website information current.
    - > Work with the website editor to ensure updates are made appropriately.

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<sup>1</sup> This statement should be read in conjunction with the Board of Directors role statement.

- > Work with IAF Office staff to answer website policy questions.
- > Make improvements to the website layout, structure, and navigation as needed to improve performance and usability.
- Oversee and manage the IAF's communications with its members:
  - Establish global member communication policies and schedule, including month emails with association updates.
  - Answer member inquiries or requests regarding communication policies and practices.
- Work with IAF leadership and regional conference chairs to provide global communications support.
- Provide support for the appropriate use and application of the IAF's global brand assets and manage designers.
- Provide communications support for the creation and distribution of content for the IAF's activities throughout the year, namely the Facilitation Impact Awards, regional conferences, International Facilitation Week, chapter-led initiatives, the Hall of Fame, the Annual General meeting and other events throughout the year.
- Support IAF publications:
  - Grant permissions to use IAF materials, as requested.
  - Global Flipchart
    - > Coordinate the production schedule for the quarterly publication of the IAF's global newsletter.
    - > Lead and coordinate the global editorial team responsible for the articles and content produced.
    - > Solicit updates and inputs from the entire Board.
    - > Undertake editing and layout of the Global Flipchart in English and Spanish for online publication.
  - IAF Journal
    - > Establish and oversee the work of the IAF Journal Editorial Board and participate as needed.
    - > Promote new issues of the IAF Journal.

## Screening criteria

Criteria	Essential qualities	Desirable qualities
Role-specific qualities	<p>Ability to manage budgets and contracts with suppliers.</p> <p>Knowledge or experience of communications and public relations strategies.</p>	<p>Familiarity with or experience in print mediums such as book publishing and authoring articles.</p> <p>Experience in website design or authoring.</p> <p>Knowledge or experience in external communications, social media expertise and/or public relations.</p>



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## Role statement<sup>1</sup>

# Regional Director

### Responsibilities

In addition to their responsibilities as a board member, Regional Directors are responsible for communicating, promoting and supporting the work of the IAF in his or her region.

There is a Regional Director for each geographic region:

- Africa
- Asia
- Canada
- Europe and the Middle East
- Latin America and the Caribbean
- Oceania
- United States of America.

The Regional Director for the United States of America is also responsible for serving as the President of the IAF US Foundation.

### Expectations

All Regional Directors are expected to:

- Be responsive in a timely fashion to regional, chapter and membership needs.
- Be a champion for global initiatives, such as the Facilitation Impact Awards and International Facilitation Week.
- Uphold the values, policies and strategies of the IAF in all activities.
- Keep the Board informed of financial and reputational concerns in a timely manner so that intervention, if needed, can be taken.
- Ensure that there is appropriate succession to the Regional Director's role before the expiry of the term.

### Duties

Key duties of Regional Directors are to:

#### Board

- Participate in all board meetings.
- Contribute to and support, as necessary and appropriate, all global board policies and operational discussions between board meetings providing a regional perspective as appropriate.

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<sup>1</sup> This statement should be read in conjunction with the Board of Directors role statement.

- Participate in (directly or indirectly) Board working groups, task forces and/or committees as agreed to from time to time, especially ones whose work will have a direct impact on regional issues.
- Manage the region's budget.

### **Administration**

- Prepare and submit regular reports to the Board on the region's activities.
- Provide budget requirements to the Treasurer as requested.
- Bring to the Board's attention issues that may affect other regions.
- Establish and maintain means of communications with the region's members (e.g. newsletters, web updates, etc.).

### **Conferences**

- Establish and support conference organising team and related activities.
  - Ensure volunteers have the capacity to deliver a regional conference and follow global policies and guidelines, particularly all financial matters.
  - Act as the liaison and communication link between the conference organising team and the Board via the Director of Conferences and Events.
  - Keep the Board advised and updated of the regional conference status and any concerns. Ask for help as needed.
  - Share relevant documents from the IAF global system as appropriate.
  - Prepare a final conference report within 60 days after the conference is completed.

### **Chapters and membership**

- Keep in touch and consult with the Director of Membership and Chapters as required to resolve issues or concerns in a consistent way.
  - Review and respond to membership inquiries in a timely manner, following the guidelines established by the Board, and/or as recommended by the Director of Membership and Chapters.
  - Keep a big picture view of the region's membership fluctuations.
- Establish and maintain a mechanism by which the region's membership can contact and communicate with the Regional Director.
- Establish and maintain a regional team to:
  - Inspire and engage IAF members to volunteer for roles about which they are passionate, and which need to be undertaken to promote the power of facilitation within the region.
  - Maintain regular contact with members in the region and in alignment with the IAF's global policies and strategies (e.g. webpages, publishing regular communications, welcoming new and renewing members, responding to inquiries, etc.).
  - Organise and deliver conferences and/or other professional development events in the region and in alignment with the IAF's global policies and strategies.
  - Expand the regional membership and its involvement with the IAF (e.g. initiating local groups and ultimately chapters of IAF members, and connecting members with each other).

- Provide guidance and support to Chapter Leads for chapter activities.

If no regional team is established, the Regional Director will be expected to complete the above tasks.

## Screening criteria

Criteria	Essential qualities	Desirable qualities
Role-specific qualities	<p>An IAF member in good standing for a minimum of 2 years.</p> <p>Knowledge of and experience with the IAF at some level (e.g. global, regional, chapter).</p> <p>Extensive knowledge of and experience in the facilitation profession either as an “internal” or “external” facilitator.</p> <p>Good networking, administrative, communications, presentation and inter-personal skills.</p> <p>Experience in administering and managing budgets and projects.</p> <p>Computer literate and adaptive to the IAF’s technology advances and applications.</p> <p>Able to commit to and participate in Board related functions and activities.</p> <p>Familiar with and be in alignment with IAF’s global governance, policies and strategies.</p>	<p>Have prior leadership experience within the IAF at the regional or chapter level.</p>