iaf

promoting the power
of facilitation worldwide

Governance policy
Facilitation Impact Awards

Contents

Purpose of the awards

The purpose of the International Association of Facilitators (IAF) Facilitation Impact Awards (FIA) is to:

- promote the positive impact of professional facilitation in helping organisations to address challenges and achieve results
- reward the use of facilitation within organisations, communities and society in general
- recognise excellence in facilitation practices
- provide evidence of the power of facilitation
- acknowledge outstanding contributions by IAF members and other facilitators
- promote the IAF, IAF membership and IAF conferences as vehicles for advancing the profession of facilitation.

Guiding principles

Non-competitive and inclusive

In keeping with the spirit of the IAF, the Facilitation Impact Awards is a non-competitive, inclusive awards programme designed to highlight how organisations have successfully used facilitation to bring about positive and sustainable change.

An award will be given to every eligible submission that achieves a given threshold of points. The awards are not a competition, but instead a recognition of the positive impact of professional facilitation.

Multi-level

Awards are given at a platinum, gold or silver level based on points achieved. The multiple award levels recognise that facilitation can have a powerful impact even when circumstances and outcomes are not perfect and, at the same time, sets a standard towards which organisations and facilitators should strive.

Awareness vehicle

As our primary purpose is to promote the positive impact of facilitation, it is essential to focus as much energy on publicising awards—and encouraging awardees to publicise their award—as it is to focus on evaluating submissions fairly and consistently and holding quality award ceremonies.

Impact focused

Likewise, as our primary purpose is to promote the positive impact of facilitation, the highest weighting is given to the organisation impact evaluation criteria.

Organisation awards and facilitator recognition

Awards are given to the organisation as well as facilitators supporting the organisation. Highlighting organisations increases the visibility of the types of organisations benefiting from facilitation and emphasises the importance of the organisation's role in the impactful use of facilitation.

Conference catalyst

Though not a key purpose, one of the benefits of the awards is to increase awareness of and attendance at IAF conferences by having award presentations at conferences wherever possible.

Scope and deliverables
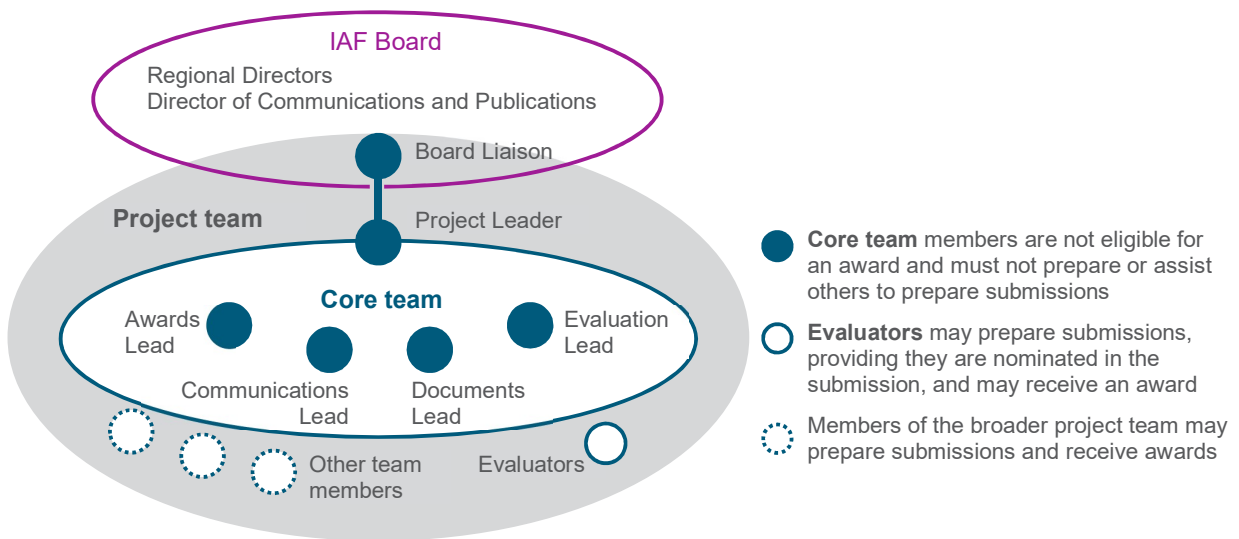
The scope of work to be completed for an award round is set out below. Key deliverables are the presentation of Facilitation Impact Awards and submission of a FIA Annual Report to the Board.

Obtain Board approval, confirm budget
Establish core team and engage with Regional Directors
Review FIA Annual Report for previous year
Set milestones and performance targets

Seek stakeholder feedback via surveys
Evaluate performance against targets
Hold team debrief
Submit FIA Annual Report to Board

Stage 1
Initiate project

Stage 6
Evaluate outcomes

Stage 2
Prepare materials

Review and update FIA Guidelines, submission form, web pages and marketing materials

IAF policies, statement of values and code of ethics

Engage supplier to produce award artefacts
Plan/hold award ceremonies
Update web pages
Publicise awards given using IAF and awardee channels

Stage 5
Announce awards

Stage 3
Attract submissions

Promote awards using IAF channels and other networks
Hold information sessions for potential nominees
Maintain register of potential nominees and submissions

Stage 4
Evaluate submissions

Recruit and train evaluators
Receive submissions and verify eligibility
Evaluate submissions
Provide feedback to unsuccessful nominees

Roles and responsibilities

An overview of governance arrangements is set out below.

IAF Board
Regional Directors
Director of Communications and Publications

Board Liaison

Project team
Project Leader

Core team
Awards Lead
Communications Lead
Documents Lead
Evaluation Lead

Other team members
Evaluators

Core team members are not eligible for an award and must not prepare or assist others to prepare submissions

Evaluators may prepare submissions, providing they are nominated in the submission, and may receive an award

Members of the broader project team may prepare submissions and receive awards

Board Liaison

A member of the IAF global Board of Directors appointed by the Board for one term. Responsible for

- obtaining Board approval to initiate an award round and securing a budget for the project
- appointing the Project Leader
- overseeing the project to ensure it is aligned with the Association's direction and values
- approving any proposed changes to award rules and criteria or, if appropriate, referring these to the Board for approval
- working with other members of the Board as required to resolve any issues that may impact the delivery of the project on time and within budget
- addressing any risks or issues that may adversely impact the Association's reputation with the Board

The Board Liaison has ultimate veto authority if he or she believes any intended strategy or tactic is not aligned with the Association's direction or values.

Project Leader

A member of the Association appointed to deliver an award round for a specific year. Term ends 60 days after the FIA Annual Report has been submitted to the Board. Responsible for:

- recruiting members from across the Association's global membership base to form the core team
- establishing key milestones and performance targets for the project in collaboration with the Board Liaison
- leading and managing the core team to deliver the project on time, within budget and in accordance with IAF policies
- keeping the Board Liaison informed of progress against milestones and any risks or issues that may adversely impact the Association's reputation
- submitting a FIA Annual Report within 100 days of the awards being announced
- ensuring appropriate records are stored in an IAF controlled record keeping system.

Subject to the policies set out in this document, the Project Leader has the full authority of the Board to lead and manage the project.

Core team members

Members of the Association appointed by the Project Leader to deliver an award round for a specific year. Term ends 60 days after the FIA Annual Report has been submitted to the Board.

In addition to working as a team with the Project Leader to deliver the award round, each core team member is responsible for leading a stream of work.

Documents Lead

Responsible for coordinating the annual update of FIA related documents. Scope includes:

- confirming proposed changes with core team members and the Board Liaison
- preparing updated documents in accordance with IAF branding guidelines
- managing the approval process to finalise documents in English
- recruiting translators and managing the translation of documents into other languages.

Communications Lead

Responsible for managing FIA worldwide communications. Scope includes:

- working with the Director of Communications and Publications and Regional Directors to develop and implement a communications matrix—key message by channel and timing—to attract submissions, recruit evaluators and publicise the awards
- maintaining the submission database and preparing award announcement material for publication on IAF World
- communicating the outcome of the evaluation process to nominees
- liaising with awardees to obtain their approval of award announcement material and help them to publicise their award.

Evaluation Lead

Responsible for ensuring the integrity of and managing the evaluation process. Scope includes:

- recruiting and training evaluators
- ensuring evaluators complete team member declarations
- assigning evaluators to teams and allocating submissions to teams
- responding to questions from evaluators
- receiving scores from evaluators, determining the average score for a submission and identifying the outcome for each submission
- monitoring progress and ensuring all evaluations are completed by the due date.

Awards Lead

Responsible for purchasing awards and working with Regional Directors to distribute awards. Scope includes:

- sourcing suitable awards
- managing suppliers and approving proofs
- working with Regional Directors to finalise an awards distribution plan for each region
- distributing awards to Regional Directors as agreed in the distribution plan
- developing standard materials for use at award ceremonies
- liaising with Regional Directors to obtain photos of award ceremonies
- maintaining records of when and how awards were distributed.

Reporting Lead

Responsible for reporting on the award round. Scope includes:

- confirming any proposed changes to performance measures with the core team
- ensuring the data required to report against performance measures is gathered
- maintaining FIA statistics
- conducting a survey and analysing responses to gain insights from people involved in the awards (e.g. nominees, awardees, evaluators and team members) on their experience and any opportunities for doing things differently
- preparing a FIA Annual Report to the Board in consultation with core team members and the Board Liaison.

Core team members may recruit other members of the Association to join the project team to perform a specific role or complete tasks as and when required.

If a person is recruited to perform a role associated with the evaluation process, he or she is to be a member of the core team.

Director of Communications and Publications

Responsible for:

- helping the Communications Lead to use IAF global communication channels to attract submissions, recruit evaluators and publicise awards
- leading the design and construction of award announcement web pages on IAF World
- working with the core team to determine the optimum working arrangements for creating content to be published on award announcement web pages in short timeframes.

Regional Directors

Responsible for:

- helping the Communications Lead to use regional communication channels to attract submissions, recruit evaluators and publicise awards
- working with the Awards Lead to develop award distribution plans and plan award ceremonies
- presenting awards at award ceremonies wherever possible or making alternative arrangements to distribute awards.

Probity

If a person considers someone has breached the probity requirements set out below, he or she should contact the Project Leader or Board Liaison to have the matter resolved in accordance with the Association's policy on code of ethics violations.

Transparency and fairness

The award rules, criteria and scoring framework must be publicly available from the time nominations open until 60 days after awards have been announced.

Evaluators must undertake to assess submissions fairly and consistently in accordance with the award criteria and scoring framework.

Confidentiality

Project team members must not disclose any information in a submission other than that which is made publicly available via IAF communication channels with the permission of nominees.

Evaluators must not:

- discuss submissions or evaluation scores with anyone other than:
  - another evaluator
  - a member of the core team

- retain any submissions or evaluation scores for longer than 60 days after the awards are announced.

The Project Leader must ensure that all information in a submission that has been identified by the nominee as confidential information is:

- clearly identified in the submission as confidential information
- not included in any IAF material associated with announcing the awards
- deleted from the submission stored in IAF controlled records 60 days after the awards have been announced.

Conflict of interest

Submissions and nominations

A core team member:

- must not prepare or make a submission
- must not provide any assistance to a person making a submission other than providing information about the awards through formal IAF channels such as publicly available webinars held for people interested in making submissions
- is not eligible to receive an award.

An evaluator may prepare and make submissions, providing he or she is nominated in the submission, and may receive an award.

A member of the broader project team may prepare and make submissions and may receive an award.

Evaluations

An evaluator:

- must not evaluate a submission if he or she is nominated in the submission or associated in any way with the project covered in the submission
- must not evaluate a submission if he or she has a conflict of interest
- must declare any potential or real conflict of interest to the Evaluation Lead when it arises.

Examples of when an evaluator would have a conflict of interest include submissions involving:

- an organisation or sponsor the evaluator has worked with as an employee or consultant
- a facilitator the evaluator has worked with
- any person the evaluator has a close personal or business relationship with
- any person the evaluator has a strong emotional reaction to—whether positive or negative—that may cloud his or her ability to objectively evaluate the submission
- a facilitator or organisation that is, or others could reasonably perceive to be, a close competitor of the evaluator.

Team member declarations

The people performing the following roles must complete a team member declaration when they start their role:

- core team members including the Project Leader
- evaluators
- any other project team member who has access to the software applications used to manage the awards project.

Issues resolution

Wide spread in evaluation scores

If the evaluation process results in a submission receiving less than the threshold number of points to achieve an award and, the spread of individual evaluator scores is equal to or greater than 15 points, the Evaluation Lead may refer the submission to a review panel to evaluate the submission.

The review panel will consist of:

- the Board Liaison
- the Project Leader
- an IAF member selected by the Board Liaison.

If any of the above people evaluated the submission in the first instance, the Board Liaison must select an alternate panel member to replace that person.

Project team members

If a team member has any concerns regarding the project, he or she should raise the matter with the Project Leader. If the matter cannot be resolved within 7 days, the Project Leader is responsible for escalating the issue to the Board Liaison for resolution.

Board members

If a Board member has any concerns regarding the project, he or she should raise the matter with the Board Liaison. If the matter cannot be resolved within 7 days, the Board Liaison is responsible for escalating the issue to the IAF Chair for resolution.

Other stakeholders

If any other stakeholder—for example, an IAF member, unsuccessful nominee or other association we have contacted to promote the awards—has any concerns or issues regarding the project, he or she should contact the Project Leader outlining their concerns and any proposed resolution.

The Project Leader is responsible for:

- resolving the matter in collaboration with the concerned party and any other stakeholders
- keeping the Board Liaison informed of any matters raised that have the potential to adversely impact the reputation of the IAF.

If the concerned party is not satisfied that the matter has been resolved or feels uncomfortable raising the matter with the Project Leader, he or she should contact the Board Liaison. The Board Liaison is responsible for resolving the matter in collaboration with the concerned party and other stakeholders and keeping the IAF Chair informed of any matters raised that have the potential to adversely impact the reputation of the IAF and the awards.