



promoting the power
of facilitation worldwide

Role statement¹

Chair and Vice Chair

Chair

The Chair is responsible for:

- Providing leadership for the Board and the Association.
- Ensuring the effective governance of the Association.
- Holding the Board accountable to the membership.

Key duties of the Chair are to:

- Lead in planning and setting the agenda of each board meeting.
- Attend and chair and/or facilitate board meetings.
- Bring impartiality and objectivity to board decision-making.
- Represent the Association through official correspondence as necessary, including (in the absence of an Executive Director) to sign and execute contracts and other official agreements on behalf of the Association.
- Represent the Association and the Board at conferences and other events, including opening IAF conferences as requested.
- Monitor that Board decisions are implemented.
- Lead the Board in developing policy and long-term strategy.
- Lead the Board in developing and monitoring an annual budget and business plan.
- Support and challenge individual Directors and the Board to continually improve their performance.
- Work with Directors to resolve issues, concerns and work-related problems.
- Help Directors ensure they have the resources and support they need to fulfil their responsibilities.
- Ensure effective and transparent communication between the Board and the membership, including writing a regular “Note from the Chair” for the Global Flipchart.
- Serve as principal point of contact between the Board and Executive Director, to support him/her on behalf of the Board and to lead his/her annual performance appraisal.
- Support the Vice-Chair to learn and ultimately assume the role of Chair.

¹ This statement should be read in conjunction with the Board of Directors role statement.

Vice Chair

The Vice Chair is selected by the Board from amongst the members of the board the year before the person takes office.

In alternating years, the Vice Chair is selected to serve:

- as Vice Chair for one year and then Chair for two years, or
- as Vice Chair for one year with no expectation of serving as Chair.

The Vice Chair is responsible for:

- Supporting and deputising as necessary for the Chair.
- Preparing to assume the role of Chair, as required.
- Leading the Board in developing appropriate global strategy and policy for partnerships.
- Planning for and supporting the Annual General Meeting.
- Managing the annual board election process and supporting the Nominations Committee to ensure the open and transparent election of qualified members to fill vacant board positions each year.
- Managing the IAF Hall of Fame nomination process.
- Implementing the Board's risk management policy.

Key duties of the Vice Chair are to:

- Deputise for the Chair as necessary.
- Maintain regular communications with the Chair to ensure an effective partnership.
- Work with the Chair to oversee the Association's operations and strategic initiatives.
- Work with relevant board members to implement the partnership strategy.
- Take the lead in the face-to-face meeting planning work done during the quarter preceding his or her taking on the role of Chair, where applicable.

Screening criteria

Criteria	Essential qualities	Desirable qualities
Role-specific qualities	Currently serving as a member of the IAF Board. Strong leadership skills. Good communication skills, tact and diplomacy. Impartiality, fairness and the ability to respect confidences.	Knowledge and/or prior experience of the Board leadership and governance, ideally in a comparable association or non-profit organisation.



promoting the power
of facilitation worldwide

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:¹
 - 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 minutes²
- 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.

¹ 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.

² 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"> • participate in Board meetings • attend at least one IAF conference per year. 	<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>	