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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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# 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>	