



promoting the power  
of facilitation worldwide

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

# Treasurer

### Responsibilities

The Treasurer is responsible for:

- Ensuring a high standard of financial management, governance and accountability.
- Supporting directors and the Board in fulfilling their financial responsibilities.
- Overseeing and supporting the Association's financial management function on behalf of the Board.

### Duties

Key duties of the Treasurer are to:

- Take lead responsibility on behalf of the Board for the safety and prudent use of Association funds.
- Advise the Board on the financial implications of any strategies or decisions under consideration and on the mitigation of any financial risks.
- Keep the Board informed about its financial duties and responsibilities and support board members to fulfil them.
- Lead the development of the Board's annual budget to support its business plan.
- Support the Board in ensuring that Association funds are expensed in accordance with the approved budget.
- Report to the Board on a monthly basis on the financial status of the Association against the approved budget.
- Report to the members on an annual basis on the financial status of the Association and explain any important issues in an understandable way.
- Approve expenditures for payment in line with the approved budget and procedures.
- Ensure that any equipment and assets are adequately maintained and insured.
- Ensure that appropriate financial policies, procedures and controls are in place, by leading the Board as necessary to develop and regularly review them (such as working with the Director of Conferences and Global Events and respective Regional Directors to track revenue generation by conference organising activities).
- Monitor the Association's financial management relative to its financial policies, procedures and controls and advise the Board as necessary on any issues.

---

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

- Oversee the preparation and audit of the Association’s annual accounts and any other external scrutiny as required.
- Ensure and oversee the annual filing of Form 990 (Return of Organization Exempt from Income Tax) with the US Internal Revenue Service, and/or any other financial returns that may be required under applicable laws.
- Maintain list of global contracts and the Board member responsible for them and ensure that contracts are regularly reviewed.
- Manage the IAF bursary fund.

## Screening criteria

Criteria	Essential qualities	Desirable qualities
Role-specific qualities	<p>Financial qualifications and/or experience.</p> <p>Experience of audit or other financial accountability procedures.</p> <p>Ability to assess and explain financial implications of proposed strategies or decisions.</p> <p>Attention to detail.</p> <p>Availability to approve the payment of expenses in a timely fashion.</p>	<p>Knowledge and/or experience of the Association and non-profit finance.</p>



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:<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.

---

<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>	