

# International Association of Facilitators

## Board Roles

### 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 governing body of the Association is the Board of Directors. Directors do not receive compensation. The board comprises the four officers of the association (Chair, Vice Chair, Secretary, and Treasurer) and one director representing each IAF region. Directors do not receive compensation. All Directors, except the Chair and Vice Chair, are elected by 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 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, deciding their compensation 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.
- Share information with other board members and identify synergies across strategic initiatives and regions.
- Attend and participate in the annual face-to-face board meeting.
- Participate in board meetings including:<sup>1</sup>
  - preparing for meetings in advance by reviewing documents, resolutions and financial, membership and status reports
  - Initiating conversations and 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 support 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
  - 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 according to the Board meeting annual schedule<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 governance support, 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 are 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 IAF committee, demonstrated leadership, and assisted with an IAF regional conference or global event.</p>                                             |
| Demonstrated leadership and governance skills | <p>Understands and accepts the legal duties, responsibilities and liabilities of 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 time and effort to:</p> <ul style="list-style-type: none"> <li>participate in Board meetings and governance committees</li> <li>attend major IAF online events, and when possible, face to face conferences</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Willing and able to devote the time and effort to lead or participate in additional initiatives, 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>Capacity to dedicate time to the work of the board including setting aside dedicated time to attend board meetings.</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>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                  |

Specific role statements for each position are set out below.

## Chair and Vice Chair

### Chair

The Chair is responsible for:

- Ensuring Board activities are conducted in accordance with the Bylaws
- Providing leadership for the Board and the Association.
- Along with the Executive Director, serving as a representative of the IAF
- Supporting the work of the Executive Director and leading annual performance reviews of the Executive Director
- Ensuring board accountability

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.
- With the Executive Director, represent the Association through official correspondence as necessary, including (in the absence of an Executive Director) signing and executing 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, including partnerships.
- 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 providing a report in the AGM.
- Serve as principal point of contact between the board and the Executive Director to support them on behalf of the Board and to lead their annual performance appraisal.
- Support the Vice-Chair to learn and ultimately assume the role of Chair.

### 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 strategic initiatives.
- Support the office in face-to-face meeting planning work done during the quarter preceding their 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.<br>Strong leadership skills.<br>Good communication skills, tact and diplomacy.<br>Impartiality, fairness and the ability to respect confidences. | Prior experience of the Board leadership and governance.<br>Prior service of one term or more in the IAF or a comparable non-profit, trade, or member association. |

# Treasurer

## Responsibilities

The Treasurer is responsible for:

- Supporting the financial management of the organization to ensure a high standard of financial management, governance and accountability.
- Supporting, in the absence of an Executive Director, directors and the Board in fulfilling their financial responsibilities.

## 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.
- Support the Executive Director in the development of the Board's annual budget to support its business plan.
- Ensure reporting to the Board on a regular basis on the financial status of the Association against the approved budget and to the members on an annual basis on the financial status of the Association.
- Approve any expenditures for payment that exceeds the Executive Director's spending limit in line with the approved budget and procedures.
- Ensure that the Board has appropriate financial policies, procedures and controls in place, by leading the Board as necessary to develop and regularly review them.
- Monitor the Association's financial management in relation to its financial policies, procedures and controls and advise the Board as necessary on any issues.
- 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.
- Ensure that the Executive Director maintains a registry of contracts with approved sub-contractors and partners and ensures that contracts are regularly reviewed.
  - Manage the IAF bursary fund.

## Screening criteria

| Criteria                | Essential qualities                                                                                                                                                                                           | Desirable qualities                                                                                          |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Role-specific qualities | Financial qualifications and/or experience.<br>Experience of audit or other financial accountability procedures.<br>Ability to assess and explain financial implications of proposed strategies or decisions. | Previous experience in a similar role within an association or non-profit, ideally with international scope. |

## 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:

- Maintain the Board Governance Policy Manual; working with board members to schedule and conduct regular reviews and updates.
- Supporting the Executive Director in the preparation and scheduling for board meetings, including oversight to ensure timely distribution and accessibility of clear and complete meeting schedules, agendas, documents and meeting minutes.
- 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 Director, orient new board members to the Board Governance Policy Manual.
- Help review contracts and requests for proposals, as required.
- 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 | Ability to access, understand and explain details of the legal and regulatory framework under the country where the Association is registered. | Knowledge and/or experience of association governance and management, law and regulation, preferably at international level. |
|                         | Ability to assess and explain the legal and regulatory implications of proposed strategies or decisions.                                       | Knowledge management experience.                                                                                             |



# Executive Team Mandate

## Purpose of the Committee

The Executive Team is established as a standing committee of the Board of Directors. The Board is the governing authority for the organization. The primary role of the Executive Team is to assist the Board through the exercise of any or all of the delegated powers of the Board (with the exception of those prohibited by law) between regularly scheduled meetings of the Board and by performing other responsibilities that are delegated or assigned to it by the Board.

While the Team has the authority to act on behalf of the Board, its powers will be used only as necessary and appropriate on routine or urgent matters that cannot and should not be delayed until the Board's next regular meeting or until a Special Meeting of the Board can be called. Any such action shall be reported back to the full Board.

## Responsibilities

Subject to the authority of the Board, the Executive Team shall perform the following duties:

- 1) Provide directions in the establishment of the agendas for Board meetings;
- 2) Examine and review the Board's policies and recommend to the Directors any additions, deletions or changes;
- 3) Oversee the Board nominating process, making recommendations to the vice-chair and the nominating Committee as approved by the Board;
- 4) Assess meetings, board performance, Executive Director and Directors performance (through a peer review process before any term renewals);
- 5) Recommend any new committees or task forces to the Executive Director and Directors;
- 6) Act on behalf of, and with full authority of the Board, on matters that arise between regularly scheduled Board meetings or in circumstances where the Board has specifically delegated such authority to the Committee with the exception of any delegated authorities prohibited by law; and
- 7) Perform other such duties as the Directors may delegate.

## Accountability

The Committee is accountable to the Board and will report through the Committee Chair.

The Chair will provide a written or verbal report as needed at regularly scheduled Board meetings.

## Committee Composition

The Executive Team is made up of the Officers of the Corporation, namely the Chair, Vice Chair, Secretary and Treasurer.

The Executive Director is a non-voting member of the Executive Team.

The Board Chair shall act as Chair of the Executive Team.

## Term

As stated in the bylaw per each role.

## Voting

Business arising shall be decided by a majority of votes.

The Executive Director is a non-voting member.

No committee member shall be entitled to vote by proxy.

### **Quorum**

A quorum shall consist of a simple majority of 50% plus one of the voting members of the committee.

### **Resources**

The Board Secretary or designate serves as secretary to the committee. Other resources and support services will be provided to the committee through the Executive Director, as approved by the Board.

### **Meeting notes**

The committee must maintain a record of its meetings in which it will record all decisions and actions taken by it. Notes must be approved and released in due time after each meeting by the committee. Notes will be made available to other Board members, kept and stored in accordance with the organization's document management practices.

### **Meeting Frequency**

The committee will meet regularly (at least quarterly) before each Board meeting or as the Board directs. Additional extra-ordinary meetings may be held as deemed necessary by the Chair. Meetings may be by electronic or other means.

### **Approved by the Board**

*19 June 2025*

# Director of Professional Development

## Responsibilities

The Director of Professional Development is responsible for:

- Involving the Board in providing input to the Executive Director in the development of an appropriate global strategy and policy for the Professional Development portfolio which includes the:
  - IAF Professional Development Path including the Mentorship Programm and IAF Certification Programmes (IAF Endorsed™ Facilitator, IAF Certified™ Professional Facilitator, IAF Certified™ Professional Facilitator Master and IAF Certified™ Professional Facilitator Emeritus)
  - IAF Endorsed™ Training Programme
  - IAF Funding Assistance Programme.
- Contributing to the definition of the Association's strategic directions on Professional Development and to the identification of emerging themes and trends that the Association should address through its Conferences, Events, and Research activities.
- Advising the Board on how to contribute to the development of the IAF professional development activities; providing advice and guidance, identifying and propagating best practices.

## Accountability

- This role is accountable to the Board with budget and expense control by the Executive Director.
- The Director will provide a written or verbal report as needed at each regularly scheduled Board meeting.

## Duties

**Key duties** of the Director of Professional Development are to:

- Assist the Executive Director in the development of an annual work plan and budget for professional development to contribute to the IAF's overall business plan and budget.
- Assist the Executive Director in the development and recruiting of member volunteering opportunities related to the portfolio.
- Report to the Board and professional development-related risks.
- Provide the strategic framework for further development of the IAF credential system, including compatibility with the IAF Core values and Code of Ethics
- Support the Executive Director's work with staff to ensure the following takes place:
  - Promote certification and recertification activities globally.
  - Ensure that a permanent record of programme documents/forms is maintained.
  - Liaise with Board members on how to strategically integrate Professional Development in other IAF activities, initiatives and programmes

## Screening criteria

<Screening criteria no longer needed as this role will be completed no later than December 31,

2026> This position should require CPF certification.

# Director of Conferences and Global Events

## Responsibilities

The Director of Conferences is responsible for:

- Chairing the Board Conferences and Events Committee in 2026.
- Supporting the Executive Director 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.
- Providing guidance to 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.
- Propose monitoring criteria / indicators to evaluate IAF conferences and events.

## Accountability

- This role is accountable to the Board with budget and expense control by the Executive Director.
- The Director will provide a written or verbal report as needed at each regularly scheduled Board meeting.

## Duties

Key duties of the Director of Conferences are to:

- Lead the Board's Conferences and Events Committee in the development of the three-years conference policy – global, regional and national conferences.
- Chair the organising committee for the global conference held every 3 years.
- Work with the Executive Director to ensure that Regional Directors develop work plans and budgets for conferences and advise the Board on key issues of governance and accountability.
- Report regularly to the Board on conference and event-related 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.

## Screening criteria

| Criteria                | Essential qualities                                                                                                                                                                                                                            | Desirable qualities                                                                                                                                                           |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Role-specific qualities | Attended at least one international IAF conference.<br><br>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> | <ul style="list-style-type: none"><li>● Event management experience.</li><li>● Marketing and branding experience.</li><li>● IAF™ Certified Professional Facilitator</li></ul> |

# Regional Director

## Responsibilities

In addition to their responsibilities as a board member, Regional Directors are responsible for supporting the communication, promotion and support of the work of the IAF within their region, fostering effective linkages between IAF Global and the region and for ensuring a two-way link between IAF Global and the region and its members.

There is a Regional Director for each geographic region:

- Africa
- Asia
- Europe and the Middle East
- Latin America and the Caribbean
- North America
- Oceania.

## Accountability

- This role is accountable to the Board.

## Expectations

All Regional Directors are expected to:

- Serve as a member of the Board's Conferences and Events Committee.
- Be a liaison between the Board, Chapters and Members.
- 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 regional and chapter activities.
- Share insights with and support other regional directors to improve the member experience and enhance cooperation between regions.
- Keep the Executive Director and 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

- Collaborate with Board members and the Executive Director to develop strategies for expanding and strengthening the regional community.
- Contribute to and support, as necessary and appropriate, all global board policies and operational discussions between board meetings providing a regional perspective as appropriate.
- Participate in (directly or indirectly) Board working groups, Working Groups and/or committees as agreed, especially ones whose work will have a direct impact on member experience and IAF regions growth
- Contribute to effective communication and the implementation of administrative procedures

supporting regional activities, including conferences, in alignment with IAF's global and regional priorities and within budget.

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### **Regional Leadership team**

- Establish and maintain a regional team to:
  - help in the elaboration of an adequate strategy for the region, and provide the board with regional feedback adequate for the formation of a global strategy.
  - 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.
  - Work with the Executive Director to maintain regular contact with the leadership team in the region and in alignment with the IAF's global policies and strategies.
  - Promote conferences and/or other professional development events in the region in alignment with the IAF's global policies and strategies.
  - Facilitate the dialogue with 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.

### **Administration**

- Support the Executive Director in preparing and submitting regular reports to the Board on the region's activities.
- Support the Executive Director in managing and implementing regional objectives and managing the region's budget.
- Provide budget requirements to the Executive Director as requested.
- Bring to the Board's attention issues that may affect the IAF Global and IAF regions.
- Work with the Executive Director to establish and maintain means of communication with the region's members (e.g. newsletters, web updates, etc.).

### **Conferences**

- Participate in Regional Conferences and Events, as the annual budget allows.
- Establish and support conference organising teams and related activities.
  - Ensure volunteers have the capacity to deliver a regional conference and follow global policies and guidelines, particularly all financial matters.
  - Facilitate and ensure effective communication between the conference organising team, the Executive Director and the Board.
  - 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.

### **Chapters and membership**

- Keep in touch and consult with the Executive Director as required to resolve issues or concerns

in a consistent way.

- Ensure a big-picture view of the region's membership fluctuations.
- Work with the Executive Director to establish and maintain a mechanism by which the region's membership can contact and communicate with the Regional Director.

### 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 (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>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> <p>Governance experience, having worked on other boards.</p> |