

Committee performance feedback mechanism

- The Institute's current policy is to provide all committee members, at the start of the appointment, a list of "*Expectations on the performance of Committee Chairs and Members*" ("**Expectations**") (**Annex 1**) as well as the policy and criteria for the evaluation of members' performance as stated below. The evaluation process starts at least six weeks before the Nomination Committee considers the nomination for committee appointments for the following year. All committee members are requested to complete the "*Committee Performance Feedback Form*" within 4 weeks. When evaluating the performance of committee members, their contributions in the committee are considered.
- The policy and criteria for the evaluation of members' performance will be as follows:
 - (a) Member and chair will provide self-evaluation on his/ her performance. S/he will also provide feedback on the overall effectiveness of the committee.
 - (b) Evaluation of the committee members will be based on the performance evaluation by the committee chair.
 - (c) Evaluation of the committee chair will be based on the performance evaluation by the committee members.
 - (d) The HKICPA Chief Executive and/or the director-in-charge of the committee may provide comments on the performance of the members, chair and overall effectiveness of the committee.
 - (e) The criteria for performance evaluation should be based on the list of Expectations.
 - (f) To reduce the administrative burden from having to quantify the ratings for each component in the list of Expectations, it is proposed that a qualitative approach be adopted such that pertinent factors and considerations are documented.
 - (g) If a committee member or chair is being considered for re-appointment, the evaluation should also include the determination of whether the individual is "Recommended" or "Not Recommended" for re-appointment.
 - (h) Performance evaluations of members and chair being considered for re-appointment will be submitted to the Nomination Committee during the nomination process.
 - (i) The above evaluation process and outcome will be appropriately documented by the director-in-charge of the committee.

- (j) The feedback will be provided to the relevant committee member and/or chair. For the feedback on the chair, the names of the feedback providers will not be disclosed.
- (k) If a member does not agree with his/ her performance review, s/he is encouraged to discuss the matter with the chair in the first instance and, if not resolved, communicate the matter to the Nomination Committee.
- (l) If a chair does not agree with his/ her performance review, s/he is encouraged to communicate the matter to the Nomination Committee.



Expectations on the performance of Committee Chairs and Members

Expectations on the performance of committee chairs

Expectations	Explanations
Leadership and Vision	<ul style="list-style-type: none">▪ Focus on the goals and priorities of the board or committee.▪ Adherence to the role of the board or committee within the Institute's mission and strategy.▪ Effective response to challenges and pressures in the professional environment.
Management of Work Plan	<ul style="list-style-type: none">▪ Progress on delivering work plan of the board or committee.▪ Organized delegation of tasks.▪ Promotion of a sense of shared accountability for executing the work plan.
Adherence to Procedures	<ul style="list-style-type: none">▪ Adherence to due process and the rules and procedures of the board or committee, as specified in its terms of reference.
Communication	<ul style="list-style-type: none">▪ Responsiveness to communications from members.▪ Conveying clearly internal and external (when required to do so as a subject matter expert) messages, spoken and written.
Facilitation of Cooperation among Members	<ul style="list-style-type: none">▪ Facilitation of participation by, and synergy among members.▪ Engendering constructive debate that considers diverse viewpoints.
Commitment to the Public Interest	<ul style="list-style-type: none">▪ Leadership in ensuring that the public interest prevails in the decisions and actions of the board or committee.▪ Impartiality with respect to different interests, or other professional or commercial concerns (e.g., the views of the chair's employing organization or a specific subset of the accounting profession).



Expectations on the performance of committee members

Expectations	Explanations
Attendance	<ul style="list-style-type: none">▪ Minimum percentage (50%) of meetings attended by the member during the year.▪ Attendance in person is encouraged.
Contribution	<ul style="list-style-type: none">▪ Adequate preparation for meetings.▪ Active participation in meetings.▪ Initiative in taking on projects.▪ Willingness to assume responsibility.
Work Quality	<ul style="list-style-type: none">▪ Quality work supported by detailed research and technical excellence.▪ Ability to place information in the context of the professional environment or other factors, such as economic, political, or commercial conditions.
Cooperation	<ul style="list-style-type: none">▪ Willingness to cooperate with others on the board or committee in a constructive and productive manner.▪ Awareness of the importance of the contributions of others, demonstrated by good listening skills, a considerate attitude in discussions, and awareness of individual differences.▪ Ability to look beyond the different backgrounds of members and focus on achieving common positions based on commitment to the interest of the profession and the public.
Communication	<ul style="list-style-type: none">▪ Proficiency in oral and written language. Ability to present ideas and convey messages in a clear and coherent manner.▪ Responsiveness to communication related to the board or committee, such as e-mails from the board / committee chair or staff.
Commitment to the Public Interest	<ul style="list-style-type: none">▪ Focus on maintaining or improving the integrity and reputation of the accountancy profession and on discharging its responsibility to the public.▪ Ability to reflect the wider public interest in the decision-making process and in executing the work plan of the board, committee, advisory group or panel.