COMMITTEE HANDBOOK

This Handbook describes the procedures governing the operation of Actuarial Society of South Africa committees.

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1. Introduction

- This Handbook has been prepared both as an induction and a guide for secretaries, Chairs and members of the Society committees. It is hoped that it will promote high standards and consistency across the committees. Committee secretaries and Chairs should familiarise themselves with the guide and understand the format of committee documentation that has been adopted as the Society standard.

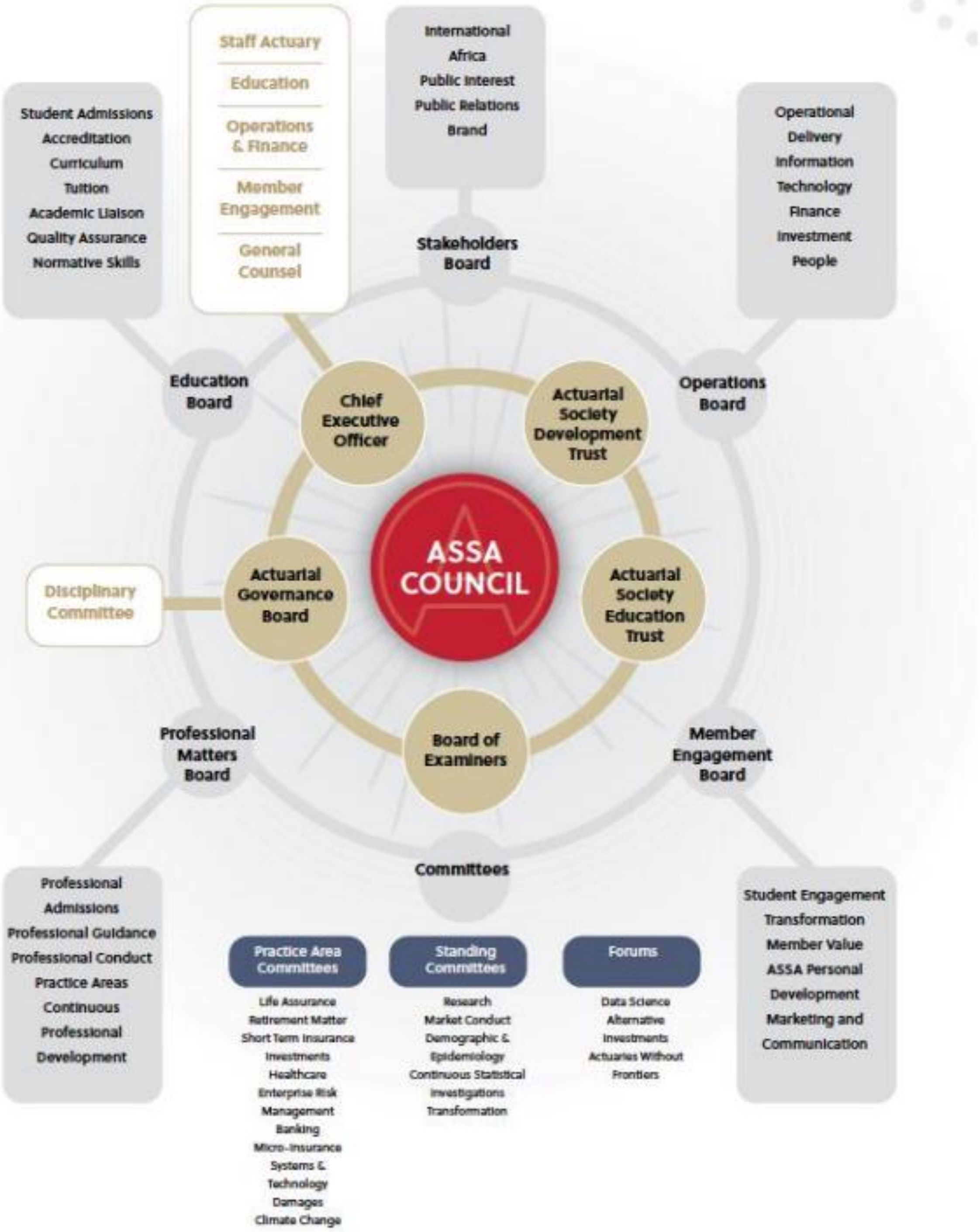
- Committees are a vital part of the fabric of the Society that require a significant investment in volunteer and staff time. Participants in committee meetings should therefore ensure that business is conducted as effectively and efficiently as possible, without compromising the quality of the decisions that emerge or the accuracy of their recording.

- There are many factors which contribute to the success of a committee. The Chair has an important role to play in managing the meeting and verifying that the record of the meeting is complete, correct and clear. A good Secretary facilitates effective decision making and keeps abreast of relevant developments and policy so that the committee is well informed.

- If you have any comments or queries about the content of this Handbook, please contact: Niel Fourie on nfourie@actuarialsociety.org.za.

2. Committee Interrelationships and Purpose

- Below is an overview of the ASSA structure:



The roles of the committees are different to those of the operational boards of the Society. The purpose of the committees is as follows:

Practice Area Committees: Support members in the main established industries in which actuaries operate and promote high standards of actuarial practice. Responsible for: the development of knowledge and research, CPD opportunities, responses to legislation, education - syllabus and core reading (only review not development of core reading), professional guidance, practising certificates, communication to members, engaging with regulators and other stakeholders. Report to Council on a quarterly basis.

Current committees: Life Assurance, Retirement Matters, Short Term Insurance, Investments, Healthcare, Financial Risk and ERM, Finance and Banking, Micro-insurance and Damages, Climate Change Committee.

Council Standing Committees: Support the Practice Areas Committees in areas that impact the whole actuarial landscape and are of strategic or critical importance to Council. These areas are not standalone areas of actuarial practice. A consistent approach (and in many instances unique skills) in these areas are required for all Practice Areas. Responsible for: supporting and doing research, knowledge sharing, educating members, interaction with external stakeholders. Report to Council on a quarterly basis.

Current committees: Research, Market Conduct, Demography and Epidemiology and CSI.

Operational Boards: The role of the four operational boards is to strategically steer the Society along with Council and to see to it that the Society is run in an effective manner.

Council Task Forces/Working Parties: Established to complete a specific task or set of tasks important to the Society. These working groups will either disband when the task is completed or will become a Practice Area Committee, Council Standing Committee or Member Forum. Therefore, a task force has a limited lifespan. Responsible for: completing the specific task or set of tasks given to it by Council. Report to Council on a quarterly basis or more frequently if needed. The Chair or task force leader will determine how the task force is run and how frequently the task force should meet.

Member Forums: Link together members with a common interest and are open for all members to join. Member Forums may choose to undertake a variety of activities and do not need to meet regularly. The chairman or forum leader will determine how the forum is run and how frequently the forum should meet. Some of activities may include: newsletters, topical events (formal or informal), on-line discussion forum (LinkedIn), social and professional networking opportunities and developing research papers to stimulate debates. Responsible for: knowledge sharing, member support, identifying opportunities for the profession. Reports to Council on an annual basis or more frequently should developments require it (in the opinion of the council or the chairman of the forum.

Current Forums: Data Science Forum, Alternative Investment, Systems and Technology, International Committee: Africa, Covid 19 Task Team.

3. Roles and Characteristics of Committee Members

Every committee must have an appointed Chair and we recommend that a Deputy Chair and Secretary also be appointed. The responsibilities of the Chair, Secretary and other members are given below. The Deputy Chair will fulfil the duties of the Chair in the absence of the Chair and is not necessarily a Chairman elect. It is not necessary to have a Deputy Chair in respect of each sub-committee but this should be seen as desirable.

3.1 Chair

3.1.2 The principal responsibilities of the Chair are as follows:

- To understand the purpose and objectives of the committee and play the lead part in planning the committee’s business to ensure coverage of the full range of its terms of reference in liaison with the Secretary and, where appropriate, Chairs of other committees and sub-committees.

- To work with the oversight bodies to achieve timely and appropriate updating of the committee's terms of reference, strategy and plans that accounts for developments in ASSA and the environment.

- To promote and support the work of the committee.
- To make clear to committee members and sub-committees what is expected from them.
- To conduct committee meetings so that they are orderly, open and effective, particularly:
  - To determine who may speak and in what order.
  - To remind committee members of the committee protocols when necessary.
  - To keep the business of the committee meeting running smoothly.
  - To ensure that business in the meeting is discharged in a timely fashion.
- To make sure, in liaison with the Secretary, that the committee's decisions are reported and acted upon appropriately.
  - Tasks are assigned to appropriate people, whether ASSA staff or volunteer members
  - Tasks are followed up on and any lack of progress and obstacles to progress are resolved using available means
- To remain impartial, respect confidentiality and handle sensitive issues with discretion.
- To represent the committee as required.
- To contribute to the evaluation of the committee's work and prepare an annual report.

3.1.3 To fulfil these responsibilities Chairs should aim to:

- Attend all meetings and maintain an understanding of committee work and related matters between meetings.
- Be familiar with the committee's membership and terms of reference as well as general committee matters.
- Develop a close and co-operative working relationship with the committee Secretary.
- Develop the trust of committee members and value their contributions
- Make sure that he or she is well briefed on agenda items before meetings take place.
- Manage the business of committee meetings effectively, fairly and impartially, both encouraging participation and limiting debate as necessary.
- Transparently report on any factors or inhibitors that threaten the committee ability to meet its objectives.
- Ensure, in conjunction with other ASSA role players, that the committee has at its disposal a sufficient number of appropriately skilled and active members and sufficient other resources. If the committee require more resources the ASSA office can assist in recruiting volunteers.

3.1.4 The main duties and tasks that need to be undertaken by the Chair are:

- To participate in appropriate planning meetings at the start and end of each session, agreeing an annual schedule of business and/or plan.
- In liaison with the Secretary to agree an agenda for each meeting, approve agenda items, commission reports, identify business as appropriate.
- To read the papers carefully in advance of the meeting, be aware of the issues and check out any queries, inconsistencies or potential controversy.
- To determine whether to allow late or tabled papers.

- To start the meeting on time and make introductions as appropriate.
- To manage committee discussions so that clear decisions are reached which identify what action needs to be taken, who is responsible, the timescale for this action and the nature of report back to the committee.
- To take account of the Secretary's advice but to have the final say on matters of procedure and members' conduct.
- To agree draft minutes prepared by the Secretary after each meeting. The Secretary should normally circulate the draft minutes to members within two weeks of the meeting.
- To advise the Secretary on an action list and arrangements for reporting and disseminating committee decisions.
- To decide whether any urgent business arising between scheduled meetings requires the convening of a special meeting.
- To take action on behalf of the committee to deal with business which requires action before the committee's next scheduled meeting but does not merit the convening of a special meeting.
- To lead the committee in its annual self-evaluation exercise and prepare quarterly report for submission to Council.
- To prepare regular reports for submission to the oversight body as agreed (see "Committee requirements" section below).

3.1.5 The characteristics of a good Chair are:

- Good listening and communication skills, including a willingness to listen to ways in which meetings can be improved.
- Impartiality together with a clear focus upon achieving the aims of the meeting.
- Ability to summarise discussion fairly and succinctly to ensure that all those present accept and are clear about what has been decided.
- Ability to gain consensus and avoid unproductive dispute.
- Willingness to exert authority when necessary but in an appropriate manner.
- Tenacity in ensuring follow-through.

3.2 Secretary

3.2.1 The principal responsibilities of the Secretary are as follows:

- To have a broad knowledge of governance processes in general, in the Society context in particular and of the working of the committee, such as relevant procedures and terms of reference, and to act as a source of advice on such issues.
- To promote the business of the committee including facilitating and co-ordinating procedures which are the responsibility of the committee.
- To maintain lists of membership and circulation lists and a full set of agenda papers and minutes for previous meetings.
- To build a close and co-operative working relationship with the Chair.
- To remain impartial, respect confidentiality and handle sensitive issues with discretion.
- To make sure, in liaison with the Chair, that the committee's decisions are acted upon appropriately.
- To contribute to the evaluation of the committee's work.

3.2.2 The main duties and tasks that need to be undertaken by the Secretary are:

- In consultation with the Chair, to prepare a draft plan of work for the coming year for approval at the last meeting of the previous year.
- To make arrangements for meetings including timing, venue and refreshments as appropriate (Society office staff can be asked to assist).
- To collate items of business (including actions taken by the Chair) between meetings.
- To draft agendas, papers and reports in consultation with the Chair or other committee members.
- To review the papers and reports prepared for the committee and refer back as appropriate.
- To be familiar with the content of papers for meetings.
- To ensure the timely distribution of committee papers to members by electronic means.
- To receive and record any apologies for absence from members.
- To attend all meetings and keep an on-going understanding and awareness of the committee's work and related matters between meetings.
- To verify that a meeting is quorate both at the start and during the course of the meeting.
- To produce minutes of meetings (or see to it that minutes gets taken).
- To ensure that decisions and actions are followed up in a timely way and reported to the next meeting.
- To brief the Chair prior to the meeting on any relevant issues, developments or matters arising from the previous meeting.

3.2.3 The characteristics of a good Secretary

- Listens and communicates well.
- Business-like, meticulous and reliable.
- Excellent written language skills.
- Excellent analytical skills.
- Understanding of the respective roles of governance and management.
- Diplomatic and assertive when necessary.
- Tenacity to ensure follow-through.
- Patience.
- Pro-active and facilitating.

3.3 Members of Committees

3.3.1 The general responsibilities of members are:

- To make a positive and effective contribution to the work of the committee.
- To be clear about the functions of the committee.
- To keep the committee informed of particular relevant issues and factors.
- To undertake any action points in a timely manner. To proactively inform the Chairman and Secretary should it become clear or likely that allocated actions will not be completed on time or to the necessary standard.
- To attend all meetings or give apologies to the Secretary if unable to attend.
- To declare any personal interest in an item being discussed.
- To respect confidentiality and handle sensitive issues with discretion.
- To contribute to the evaluation of the committee's work.
- To respond in a timely fashion to requests for agenda items and any supporting papers.
- To read the papers prior to the meeting and note points to raise.
- Where alternates are permitted to represent full members in their absence, fully to brief the alternate and provide all the necessary paperwork prior to the meeting and to receive feedback after the meeting.

- To ensure that there is familiarity with pertinent issues.

3.3.2 The characteristics of a good committee member are that s/he:

- Demonstrates high ethical and professional standards.
- Respects the authority of the Chair.
- Shows courtesy and respect to other members.
- Participates fully in the meetings.
- Demonstrates an understanding of the business of the meeting.
- Is committed to make the necessary time an effort available to fulfil their role on the committee. Appreciates the value and role of the committee's work and their contribution to it.
- Is prepared to question accepted views and to defend independence of thought.
- Does not introduce irrelevant or tangential matters/business.
- Accepts corporate responsibility and abides by agreed decisions.

3.4 Society staff roles

3.4.1 Niel Fourie

- Professional support for committees.
- Link between committees and other Society structures.
- Engagement with Society staff.
- Provide feedback from and to Council.
- Ensures necessary procedures are followed.
- Assists with communication to members and other stakeholders.
- Assists with stakeholder management.
- Link between committees of other actuarial organisations.

3.4.2 Support staff

- Sessional and seminar meeting logistics.

4. Committee Requirements

4.1 Terms of Reference and Objectives

- Each committee and sub-committee will have terms of reference and specific objectives/key performance indicators for the year that must be approved and signed-off by the relevant oversight body (e.g. Council)
- Each committee will review (not necessarily change) its terms of references and objectives/KPIs on an annual basis.
- Prior to the end of each year Committees should evaluate themselves against these objectives/KPIs and make this evaluation available to the oversight body.

4.2 Term of office

- Chairs are appointed by Council and should serve for no longer than 5 years.
- Committee membership should be sufficient in number and diversity. By diversity we mean diversity by experience, gender, ideas, race, approach etc.
    - Council and Practice area committees should preferably be between 10 and 20
    - The number of members on the sub-committees should be set with specific reference to the committees' terms of reference but typically should have a minimum of 4 members
- Members should be assigned specific responsibilities in line with the Key

Performance Indicators/Objectives as far as it is possible.

- Applications for membership must be in writing and is subject to approval by the committee where the person is a member of ASSA and approval of the relevant oversight body where the person is not a member of ASSA or will take up a position of chair or be a nominated successor to the chair

4.3 Frequency of meetings

- Committees should meet at least on a face-to-face basis or via tele/video-conference at the frequency below or alternatively as agreed by their oversight body in their terms of reference or operational plans.
  - Quarterly for Council committees. The dates and times of these quarterly meetings should be distributed at the end of the previous year.

- Agendas and meeting packs should be distributed at least a week before the meeting date.
- Agendas can be structured in line with Key Performance Indicators/Objectives, allowing members to report progress.
- The minutes of committee meetings should be distributed within a month of the meeting date.

4.4 Communication

- In respect of Council and practice committees
  - Communication with members is strongly encouraged. This can be done through newsletters, short emails etc. There is a combined PAC quarterly newsletter.
  - Media and PR must be a standing agenda item.
  - Target specific stakeholders we want to send information to.
  - Surveys after sessionals and seminars can be useful to get feedback from members.

4.5 Procedures to get approval from Council

- Council needs to ratify/approve certain decisions taken and documents drafted/changed e.g. Advisory Practice Note changes etc. Should a ratification/approval be required from Council, the documents in question must be forwarded to Niel Fourie nfourie@actuarialsociety.org.za, who will drive the process of getting a response from Council.

4.6 Assistance from Society Staff

- Society staff is able to assist committees. Each committee must decide in consultation with the Society staff on which tasks staff can provide useful assistance, e.g. arrangements made by the Operations Office for seminars and sessional meetings provide very useful support to committees.
- The Society staff responsibilities agreed with the Committee Chairs must be documented and performance monitored.

4.7 Reporting

- Standing and Practice Area Committees feedback is taken as the reports they give for the PAC quarterly newsletter.

4.8 Website

- Every Practice Area and Standing Committee has a section on the Society's website, www.actuarialsociety.org.za .
- These Committees should appoint members to take responsibility for the committee's section on the website.
- Requests for changes to your committee's section on the website should be sent to Linda van Vuren lvanvuren@actuarialsociety.org.za.

4.9 Recruiting Volunteers and committee officials

- Should a committee require volunteers, Niel Fourie nfourie@actuarialsociety.org.za should be contacted. The Society has a bank of volunteers we can call on. A membership wide call for volunteers via Newsbytes can also be used.

4.10 Succession

- The Chair should proactively identify the need for and get agreement to a successor a minimum of 6 months before vacating the role, where this can reasonably be foreseen.
- The successor should
  - agree to the succession plan and their potential appointment as Chair in principle (without this being interpreted as a definite commitment to take up the role)
  - be clearly informed about the potential timelines for taking over the role of Chair
  - suitably engage to learn the business of the committee and the Chair in time to smoothly take handover in due course.

4.11 Quorum and Adjournment

- The quorum for meetings will be one-half rounded up to the next whole number of the total actual membership of the committee e.g. a committee with 17 members in post shall have a quorum of 9.
- In the absence of a quorum within thirty minutes of the published start time of the meeting, the meeting will be adjourned.
- At an adjourned meeting at another time the business of any original meeting which was adjourned because of inquoracy may be completed, even in the absence of a quorum. In such cases adjourned business shall take precedence over other business except for the confirmation of minutes of the previous meeting.
- Where an adjourned meeting is to be reconvened, the Chair shall normally give members at least one week's notice of the date and time of the reconvened meeting and of the business to be transacted, which shall normally be restricted to the unfinished business from the original meeting.

4.12 Schedule and Notice of Meetings

- For each committee an annual schedule of ordinary meetings shall be agreed with the Chair and published for members prior to the start of each

- year. At least four meetings shall be scheduled each year.
- Special meetings of a committee may be convened by the Chair at any time, to consider matters to which specific or immediate attention must be given.
- Unless otherwise agreed by the committee, at least one week's notice shall be given to members of the business to be transacted at meetings (this includes any meeting to be reconvened because the original scheduled meeting was inquorate). The accidental omission to give notice of a meeting to or the lack of receipt of notice of a meeting by any member shall not invalidate the proceedings of the meeting.

4.13 Conduct of Business at Meetings

- The consideration of any business not notified on the agenda shall be permitted only at the discretion of the Chair or by resolution of the committee, taking into account the urgency of the business.
- Where an item of business is categorised as confidential, members shall not divulge the associated papers or discussion to anyone who is not a member of the committee without the explicit consent of the Chair.
- Any member who has a pecuniary, family or other personal interest in any item of business shall, as soon as practicable, disclose that fact to the committee and shall withdraw from that part of the meeting unless requested to remain either by the Chair or by resolution of the committee.
- Any member shall be permitted to speak to any item under consideration but the Chair may, having regard to equity of opportunity, limit the duration and frequency of a member's spoken contributions to any one item. Any recommendation or amendment to a recommendation proposed by a member shall be seconded before discussion by the committee.
- Decisions of a committee shall be passed by a majority of members present. Where a vote is deemed necessary by the Chair to determine the majority, this shall be conducted by a show of hands (or equivalent for a teleconference or virtual meeting). In the case of an equality of votes, the Chair shall have a second and casting vote.

4.14 Committee Papers and Minutes

- Papers and documents circulated must be clearly labelled "for decision" or "for discussion" or "for information".
- Where it is determined that committee papers are not public documents, the degree of confidentiality of the documents should be made clear to committee members.
- Papers for consideration at a committee meeting shall normally be issued to members at the same time as the agenda. Where this is not practicable for valid reasons, then papers shall be issued to members no later than two days prior to the meeting. Papers tabled at meetings shall not be considered except at the sole discretion of the Chair.
- The committee Secretary shall be responsible for preparing draft minutes of each meeting and shall submit the draft to the Chair for consideration prior to their circulation to other committee members.
- Minutes of a committee meeting shall be considered unconfirmed until they have been confirmed by the committee as a correct record at its next ordinary meeting, incorporating any agreed amendments.

4.15 Attendance and Contribution and Completing assignments

- A record of attendance of members shall be kept and attendance at each meeting of a committee reported in the minutes. Apologies for absence from a meeting shall be submitted to the committee secretary.

- If any member fails to attend for three consecutive meetings of a committee, their non-attendance shall be discussed at the committee meeting.
- Following consideration of the reasons of non-attendance, the Chairman may recommend that the member be removed from membership of the committee and the committee will vote on it.
- Members who are not able to attend a meeting are requested to submit a progress report to the secretary and/or chair for circulation, regarding the activities that they are responsible for. It will also be helpful to receive their input on matters listed on the agenda in the same way.
- Members who do not contribute adequately to the committee and fail to complete tasks assigned to them may be removed from the committee. The chair will make a recommendation to the committee and the members of the committee will vote on the removal of the member in question.

5. Sub-committees of Standing and Practice Area Committees

- The main areas of work of a committee will be divided into sub-committees. These sub-committees will appoint a coordinator to see to it that the work allocated to the sub-committee gets done.
- Sub-committees may be established without Council approval.
- The objective of each sub-committee must be clear.
- Members assigned to the same specific responsibilities should meet more often via tele-conference.
- Given their more informal nature, these meetings need not have written agendas or minutes.
- Written notes should however be made of ad hoc meetings with regulators or other stakeholders.

6. Stakeholder Engagement Guidelines

- The Society is not a business lobby group and it can happen that the Society view conflicts with the business view. The Society holds the 'public interest' or 'common good' as a key driving principle in developing policy.
- The Society should focus on the facts and not give opinions without the necessary facts.
- The Society should look for equity of outcomes for the individual and all entities are allowed to compete on an equal playing field.
- The Society should promote 'good' regulation recognising that excessive or unnecessary regulation can obstruct an efficient market from functioning and can ultimately undermine the 'public interest'.
- The key challenge is maintaining focus on important public policy issues where we believe the Society can make a valuable contribution.
- Establish who your committee's key stakeholders are and be strategic in interacting with them and organise meetings.
- Stakeholder relationships need to be managed and recorded. Ideas need to be recorded. Relationships are many times not unilateral. Feedback must be provided to council on a quarterly basis.
- Where a member represents the committee on an external forum, this should be disclosed to the Society Office.
- Where a submission is made to the regulator or another stakeholder this should be done in writing.
- Submissions to stakeholders should be channelled via the Society Office.
- Committees are encouraged to have cooperative relationships amongst

each other.

7. Committee annual Self-evaluation and plan review

- Committees should carry out a self-evaluation exercise at the end of each year to judge their effectiveness against their responsibilities and objectives. Committee members should also evaluate their own contributions as part of this exercise with a view to improving their effectiveness. Consideration should be given to the optimal method and timing for eliciting feedback from committee members, e.g. whether to table an evaluation questionnaire at the last scheduled meeting of the year or to circulate one electronically for completion before the last meeting.
- The outcomes of this exercise which may result in recommendations for improvement should form part of the committee's final quarterly report to Council.
- Part of the committee self-evaluation will be the review of the committee Terms of Reference as well as setting specific objectives for the committee for the coming year.
- A sample self-assessment questionnaire is appended to this document. An easy way to collate the answers is to use an internet based survey tool.

Appendix 1 - Further Guidelines for Chairs

1. Appointments and mandate

- When vacancies on committees open up because of volunteers resigning or because more resources are required, these vacancies will be advertised. The vacancies will be advertised within the committee and to the wider Society membership via email or the Society website.
- Applications for Chair and deputy Chair vacancies will be reviewed by Council. Council will vote between applicants and appoint the applicant who received the majority of the votes.
- Applications for committee membership vacancies will be reviewed by the relevant committee where they are ASSA members. The committee will then vote between applicants and appoint the applicant who received the majority of the votes.

The chair must ensure that the committee's mandate continually reflects the strategic objectives of the Society and has been approved by Council.

2. Membership

Some possible issues could be kept in mind when making member appointments:

- The number of members, as well as the areas of expertise represented by the various members, is issues left to the judgment of the relevant committee.
- Keep committees from becoming cumbersome structures.
- Committees represent the Society, and not the various employers or stakeholders.
- Committees should avoid over- or under-representation of any particular employer or stakeholder.
- Some committees have opted for "membership by correspondence". This allows interested members of the Society to belong to a committee and receive all communication with regard to that committee, without necessarily attending meetings. It is an option that suits members whose employers do not carry the costs of their committee-related travel.
- Non-members and members of other professions who can add value to the activities of any committee should be allowed to join the committee.
- Students should be encouraged to join committees and participate in their activities where there is not a conflict of interest in doing so. Some students have expressed dissatisfaction at having to do the "boring" work for committees; chairs should therefore manage student participation carefully.
- The Secretary is responsible for maintaining a list of all volunteers involved and inform the Society's office of any changes in membership.

The chair should bring to the attention of all new volunteers the Society's Volunteer Code of Conduct.

The chair must review at least annually the level of skills and involvement of the committee members and take appropriate action to remedy any problem areas.

3. Budget

Committees are invited annually around August, to provide input in the budget. This gives an opportunity to budget for research or other assistance. Identified needs should be confirmed by the chairman and forwarded to the appropriate ASSA staff member for inclusion in the budget.

Committee members are generally expected to finance their own travel to and from meetings. Where the member's employer does not carry this cost, and the chair is of the view that it is essential for that member to attend a meeting or perform a specific function, prior approval for the reimbursement of the related expenses should be obtained via the Actuarial Society Office.

4. CPD Events

Practice Area Committees are required to ensure sufficient CPD opportunities for members by hosting sessional meetings and/or seminars, and may also be requested to provide material (e.g. paper, presentation, panel discussion, feedback on specific projects) for the Convention. The Convention Committee will liaise with conveners in this regard.

As for committee meetings, the Actuarial Society will reimburse presenters at sessional meetings for related costs incurred, but this should be agreed with the office prior to the event. Presenters should be encouraged that their employer covers any costs involved.

Seminars should be self-funding, with the aim of making a small profit (roughly 10% of the cost of hosting the event). Since the Society stands in for any potential loss, the profit made on any event is surrendered to the Society, and does not accrue to the committee that arranged the event. Council will, however, consider requests for the utilization of any surplus by a committee.

5. Representing the Society

The Society appoints, from time to time, spokespeople on certain topics, and chairs of committees would usually count among these. Chairs should, however, take care to clarify the capacity in which they act, e.g. when addressing a meeting or the media. It may be necessary to discuss this with the President or President-elect beforehand. Where the chair has a high media profile as a spokesman for an employer they need to exercise particular caution before representing the profession on a similar matter.

6. Giving recognition

The Actuarial Society relies heavily on volunteers for the performance of its professional and technical functions. By recognizing volunteers' contribution in respect of time and effort made, others will also appreciate the commitment and may be encouraged to become involved themselves. Examples are:

- Profile volunteers in communiqués and other events.
- Emphasize volunteer work in all CPD and professionalism events.
- Develop a recognition and "thank you" culture that inspires others and motivates new volunteers.
- Continually reinforce the message that volunteers are a valuable and important asset.

7. Contact us

Contact Niel Fourie if you have any questions on the handbook or procedures. He works closely with all practice area committees: nfourie@actuarialsociety.org.za.

Appendix 2 – Agenda Template

[Committee Name]
Agenda
[Date]
[Start time] – [Finish time]
[Venue/s]

1. Welcome	**Decision Required**	**Documents circulated**	**Person responsible**
Apologies, finalisation of agenda, membership changes		Agenda	
Attendance Register to be updated			
2. Approval of minutes of previous meeting, and review actions	**Decision Required**	**Documents circulated**	**Person responsible**
2.1 Minutes - approve		Minutes	
Updates/actions arising			
3. Items requiring discussion	**Decision Required**	**Documents circulated**	**Person responsible**
4. Stakeholder	**Decision Required**	**Documents circulated**	**Person responsible**
Stakeholder engagement feedback			
5. Report back from other subcommittees	**Decision Required**	**Documents circulated**	**Person responsible**
5.1 APN/SAP			
5.2 Education			
Media & PR			
5.4 …			
6. Standing Items	**Decision Required**	**Documents circulated**	**Person responsible**
6.1 Council Feedback			
6.2 Website & IT			
6.3 Transformation			
6.3 Planning - sessionals, seminar, convention			
6.4 TCF – Serving the public interest			
6.5 CPD Reading list			
6.6 General			
6.7 List of subcommittee members			
6.8 Communication			
6.9 Research			
6.10 Next meeting:			
Items to be raised at next meeting			

Appendix 3 – Self-evaluation Template/Guidance

[Committee Name]
[Date]

1. **Does the Committee include the most appropriate membership?**

   Yes ☐ **No** ☐ **Not sure** ☐

   If no or not sure, please comment:

2. **Are agendas and papers consistent with the Committee's terms of reference?**

   Yes ☐ **No** ☐

   If no, please comment

3. **Are the papers circulated early enough to allow you to read them before the meeting?**

   Yes ☐ **No** ☐

4. **Have the committee achieved its goals for the year?**

   Yes ☐ **No** ☐

5. **Do the meetings normally start and finish on time?**

   Yes ☐ **No** ☐

6. **Do you feel that you were able to make an effective contribution to the work of the Committee?**

   Yes ☐ **No** ☐

   If no, why not?

7. **Please rate the following aspects of the Committee on a scale of 1 to 5 where 1 is poor and 5 is excellent:**

   i. **The availability of information about the Committee, its role, responsibilities and composition:**

   ii. **The organisation of the meetings (rooms, papers and agendas):**

   iii. **Opportunities for members to contribute to the discussion and actively participate:**

   iv. **The rapport amongst members:**

   v. **The clarity of decisions made and who is actioned:**

   vi. **Accurate and clear minutes:**

   vii. **The chairing of the meeting:**

8. **Please give details of any recommendations for improvement of any aspect of the Committee's work or organisation:**