

China Board Non- Executive Board Appointments

RICS is **the world's leading qualification** when it comes to professional standards in land, property and construction.

In a world where more and more people, governments, banks and commercial organisations demand greater certainty of **professional standards and ethics**, attaining RICS status is the recognised **mark of property professionalism**.

Over **100 000 property professionals** working in the major established and emerging economies of the world have already recognised the importance of securing RICS status by becoming members.

RICS is an **independent** professional body originally established in the UK by Royal Charter. Since 1868, RICS has been committed to setting and upholding the **highest standards of excellence and integrity** – providing **impartial, authoritative advice** on key issues affecting businesses and society. RICS is a **regulator** of both its individual members and firms enabling it to **maintain the highest standards** and providing the basis for **unparalleled client confidence** in the sector.

The main responsibilities of the China Board are:

1. To establish appropriate processes to ensure that those seeking RICS membership demonstrate the standards of technical competence, professionalism and ethical behaviour required of a RICS member (as defined by Knowledge and Regulatory Boards). This responsibility will include but not be limited to, criteria, standards and process for:
 - accreditation of undergraduate and post-graduate courses
 - accrediting education and training provided by commercial providers or through employers' in-house programs
 - assessment of candidates for RICS membership at various grades
 - calibration for recognition of external qualifications
 - calibration for recognition of other professional memberships
2. To approve, (on the recommendation of World Regions) recognition of external qualifications and professional body memberships
3. To undertake regular and systematic review to ensure that processes and standards for entry to RICS are applied fairly and consistently worldwide:
 - Set out a regular reporting process for World Regions including required content, formats and timings
 - Review world region reports with particular attention to anything which could indicate inconsistency of process, standards or outcomes
 - Require world regions to provide additional information as necessary to explain or justify apparent inconsistencies and/or institute further investigation as it sees fit
 - Provide additional guidance to world regions and/or require them to amend processes to comply with global standards

4. To ensure that suitable processes are in place to enable RICS to identify emerging membership opportunities/issues in world markets
5. To identify barriers to membership development and lead cross-RICS work to remove or mitigate them.

Each board member is expected personally to deliver the following:-

Provide strategic insight and constructive evidence based challenge to items brought to the Board

Highlight omissions in the items brought to the Board

Represent the best interests of RICS as a whole and not the interests of any particular sub group, professional group or region.

Leadership qualities

In addition independent non-executive is expected to provide:-

- an independent perspective
- an awareness of the differing approaches taken on issues by other companies
- the ability to ask critical, incisive questions which management itself or other members of RICS may find difficult to express

Person specification

The knowledge skills and experience represented within the Board as a whole should include the following:

(A) Collegiate Experience/background :-

- Understanding and experience of Quality Assessment worldwide
- Experience of assessing against and ensuring professional standards
- An understanding of professional educational development
- International business experience in different markets, cultures and jurisdictions with a network of regional offices
- An awareness of the international dimension of modern business
- HR experience and understanding of the needs of employers for recruitment and development of employees within the profession
- Understanding of the modern work environment and the modernity of today's work place to understand the expectation of the new members and how they expect to be treated
- Development of membership of other organisations
- Management of a significant business (>50m turnover, 500 staff)
- Management of a small or medium sized business
- Non-executive roles in other organisations
- Exposure to the role of technology to solve business and operational issues e.g. software development, web development, e-commerce.
- Establishment and promotion of an international brand
- Having held a position with strategic oversight, e.g. business planning, risk management, organisational development, restructuring etc
- An understanding of the RICS Professional Groups

(B) Collegiate skills required:-

- Strategic planning skills
- Financial and business planning skills
- Risk assessment skills
- Operational management skills within a multi jurisdiction organisation
- Marketing and brand promotion skills
- Communication skills – good working knowledge of English

(C) Other desirable qualities:-

- Independence of mind
- Having the time and energy to contribute.
- Recognising the potential of RICS and the profession
- Having the ambition, enthusiasm and determination to help move RICS forward.
- Ability to ensure that RICS is managed with integrity and probity
- Having sufficient intellectual ability and breadth of business experience
- Having experience and/or understanding of balancing the needs of different stakeholder groups.
- Able to constructively probe challenge and add value to the strategic direction, decision making and performance of RICS.
- Able to work supportively and build team cohesiveness with fellow board members and wider staff executive
- Experience of the equality, diversity and inclusivity dimension of membership assessment
- Ability to work with others in an inclusive way

(D) Competencies required within the Board:

Leading with Character

- Consistent track record of delivery
- Acts in a straightforward way
- Stands by Board decisions even if a conflict with personal view

Setting a clear direction

- Communicates clear and compelling future for the organisation
- Role models and promotes RICS values

Inspiring continuous improvement

- Actively challenges 'tried and tested' ways of doing things
- Champions the transition to a more business-focused organisation and challenges bureaucracy
- Focuses on finding answers and solutions

Creating value for membership

- Understands the market and anticipates future trends
- Anticipates member expectations

Engaging and strengthening people

- Provides specific and constructive feedback
- Promotes clear performance standards and expectations

Ensuring execution

- Supports ambitious and measurable goals
- Holds themselves and others accountable

- Conveys a sense of urgency
- Acts decisively to address constraints of blockages.

Term of appointment.

Each member will have a specific term of appointment which does not exceed 3 years. Reappointment will be permitted at the end of a member's term of appointment, but a member will not normally serve for more than two consecutive terms.

Board members will participate in an annual review with the Chairman of the China Board and this information will be used for reappointment purposes and also to help monitor the effectiveness of the Board.

Attendance

In delivering its responsibilities, the China Board is expected to meet at least three times a year or as required by the Chairman.

Members will need to be available for an induction and ad hoc availability from time to time. It is expected that the total commitment may therefore be up to a maximum of 6 days per annum.

Fees

Non-executive appointments (i.e. RICS members) are not remunerated at present.

Expenses

All independent and non-executive board members will be reimbursed in accordance with the RICS members expenses policy (can be supplied on request). Claims are reimbursed on the basis of actual costs incurred and original receipts or tickets must be retained and made available with the claim. Reimbursement will usually be on the basis of the most economic means of travel available. Travel expenses in accordance with this policy will be paid for attendance for interviews for applicants to the China Board.

Conditions of Service.

Board members owe a duty of confidentiality to RICS and commercial and other sensitive or competitive information should be securely retained and not discussed in public, nor made available nor disclosed in any form to third parties with no legitimate interest in the business of RICS, nor used for any reason other than in the interests of RICS, either during the appointment or following, without prior clearance from the Chairman.

Board members should try to avoid conflicts of interest. Any potential conflicts should be disclosed and discussed with the Chairman of the Board.

Board members will be asked to complete a Service Level Agreement document