



COMMITTEE GUIDELINES _&_ Operations Manual

The Board of Governors has approved the following Committee Guidelines as general principles to support committee work that is effective and consistent with AmCham Taiwan norms and values. Co-chairs and taskforce leaders are expected to familiarize themselves with the guidelines and follow them as they lead their committees.

Operational details to supplement this set of principles appear in **blue font** below the relevant Guidelines. This material constitutes an Operations Manual for Committees developed by the AmCham Office as reference for staff and co-chairs.

SECTION I – MISSION

- 1.1 Committees serve as the backbone of the American Chamber of Commerce in Taiwan (hereinafter “AmCham Taiwan,” “AmCham,” or “the Chamber”), leading the advocacy, networking, information, and business development work of the Chamber by industry sector or theme.
- 1.2 Strong leadership, strategic advocacy, engaged members, regular meetings, well-planned agendas, and compelling events are essential to advancing our core mission of creating a more open, innovative, and prosperous business environment in Taiwan.

SECTION II – LEADERSHIP

- 2.1 Typically, committees are led by two or three co-chairs.
 - **Committee co-chairs shall be responsible for keeping a record of committee activities and other output on a tracking mechanism to be monitored by GAPA.**
- 2.2 AmCham staff members support committee operations, but they do not serve as substitutes for co-chairs or committee members.

SECTION III – CO-CHAIR SELECTION

- 3.1 The President, with confirmation by the Board of Governors, shall appoint committee co-chairs to serve two-year terms.

- A new co-chair whose predecessor did not complete a full term is still appointed for two years (and does not fill out the remaining portion of the predecessor's term).
 - GAPA maintains a roster showing committee co-chair make-up and terms, periodically alerting the President to scheduled requirements to renew leadership assignments.
 - In certain cases, a replacement may not be called for. For example, a committee leadership team with 2 or 3 remaining co-chairs may prefer not to fill a vacancy.
 - When a replacement is needed the President contacts the remaining co-chair(s) to understand the committee situation and preferences, including any profile criteria for the pending selection.
 - If the remaining co-chair(s) have identified one or more individuals well-suited to assume a co-chair role, wider canvassing for candidates may not be in the committee's best interest. In such cases, the President may put forward a nomination for Board consideration without further canvassing.
 - Should the President determine that wider candidate consideration is needed, the President shall circulate the attached "Committee Co-chair Candidacy Information and Qualification Statement" form to invite all committee members to put forward their own name or another's for consideration within a reasonable period (e.g., 2-4 weeks). The President will review the responses and consult with active committee members to help assess the suitability of the nominee(s), if any.
- 3.2 The co-chair selection process shall be driven by consensus, based on the principle that committee members are generally best positioned to choose their own leadership. Leadership that is broadly representative of the full committee and industry sector is desirable.
- Following the above interest solicitation process, the President will review the responses, if any, and consult with active committee members to further assess the suitability of the nominee(s).
 - The President will seek to develop a short-list of one or more candidates and determine whether a consensus-level of support for the candidate(s) likely exists. Where a consensus endorsement of the candidate is not forthcoming after an effort over a reasonable period (1-3 weeks), the

President may opt to circulate a proposed name to the committee members for “non-objection.”

- In the absence of interested qualified candidates, President may opt to widen the call for interest to related committees or the Chamber at large.
- Should a committee be unable to identify at minimum one qualified co-chair (for a total of two) within two months from initiation of search, the committee may be disbanded or consolidated with another committee.
- The President shall present the strongest nominee for approval by the Board of Governors at the earliest scheduled Board meeting.

3.3 Sixty (60) days before the end of the term of a current co-chair – or whenever a co-chair vacancy occurs – Chamber staff shall initiate the co-chair selection process. If a co-chair needs to step down from her or his role prior to the end of the term, she or he should advise both remaining co-chairs and the AmCham President as soon as possible.

(For replacement selection process, see 3.2)

- 3.4 Co-chairs may be reappointed by the normal selection process to serve additional terms. However, co-chairs are encouraged to serve no more than two consecutive terms if there are qualified committee members interested in taking on the co-chair role.
- A Chamber member may not simultaneously serve as the co-chair of more than one committee, unless expressly approved by the President and Board of Governors as being in the exceptional interest of the Chamber.
 - However, representatives of the same AmCham member company may serve as co-chairs of different committees.
- 3.5 If a co-chair changes company affiliation before her or his term ends, it will be considered that a vacancy has occurred, and the normal selection process will apply.
- 3.6 In most cases, a co-chair should be affiliated with a prominent international company or organization with presence in Taiwan. A co-chair should demonstrate both personal and professional strengths, including:
- History of engagement with the Chamber, the specific committee, and industry, as well as government officials

- Solid grasp of the industry and its current issues
- Strong leadership and consensus-building skills
- Availability to regularly attend committee meetings and activities
- Ability to develop topics and invite speakers for events
- Proficiency in Mandarin Chinese (at least one co-chair per committee)
- [At least one co-chair per committee should be based in Taiwan.](#)

3.7 The Board of Governors may remove any co-chair whenever the Board determines it to be in the best interest of the Chamber's reputation and operations.

SECTION IV – STRUCTURE & MEMBERSHIP

4.1 Committees shall have the latitude to organize themselves in the fashion best suited to accomplishing their objectives and as agreed amongst committee members and Co-chairs. This will include the right to establish a committee as a Restricted Membership Committee.

- [Each Restricted Membership Committee must file with the President a written outline of the committee's membership screening terms and admission process prior to formally establishing those as committee operational rules. The President shall respond to the Co-chairs within 30 days on acceptability or seek Committee Guidelines Task Force or Officer/Board of Governors review, where deemed necessary. In absence of response from the President, the rules will be deemed acceptable and enter effect in the following month.](#)
- [The current Restricted Membership Committees are listed under 4.2 below and is posted on the Chamber website under the Committee preference selection panel.](#)

4.2 All AmCham members are free to join committees that interest them, unless the committee has determined – and notified current and prospective members through the office and on-line resources – that it will restrict membership to categories deemed operationally important to achieving the aims of the committee. See the Operations Manual point below for a current list of restricted membership committees.

- The AmCham membership application form contains a section for applicants to indicate their committee preferences.
- Except for certain committees that restrict membership, new members automatically become members of their selected committees and are added to the committee lists for meeting announcements.
- The following restricted committees limit participation to approved members of their industry: Banking, Defense, Medical Devices, Pharmaceuticals, and Semiconductors.
- AmCham Plus Members (Greater China Region preferred access package) whose companies are not members of AmCham Taiwan shall not join advocacy committee meetings.

4.3 Notwithstanding the allowance for independent self-management through committee leadership, no committee shall institute screening or other organizational requirements that:

4.3.1 ...contradict AmCham's fundamental tenets of free market competition, transparency, and ethical business practice. Exclusion based upon national origin of capital is not a valid ground for differentiation amongst firms that have been accepted as bona fide Chamber members.

- Participation in a particular segment of an industry sector (e.g., manufacturers and technology providers within a core value chain; service providers and consultants, etc.) are legitimate participation filters.
- National origin of capital, headquarters or incorporation, adherence to national or national-corporate "interests" shall **not** be considered appropriate filters. These factors are not defined, or enumerated in the AmCham Taiwan Mission Statement, nor Articles of Association, and are difficult to objectively measure and enforce. Application of such may also foment division amongst AmCham members.

4.3.2 ...create excessive operational complexity that impedes efficient operation of office support to the committees, detracts from the Chamber's public profile, or serves as an excessive impediment to member retention and growth.

- The establishment of sub-committees, task forces or ad-hoc interest groupings for exceptional meetings or activities is encouraged as preferred

means to restrict participation without creating permanent divisions amongst members.

- Creating multiple, permanent groupings (e.g., “general” versus “core” members) is discouraged because of the burden placed on aspiring members and supporting staff, as well as the appearance of ungrounded discrimination amongst fellow chamber members.

4.4 When determining admission to a Restricted Committee, except for the Joint Banking Committee, the decision should be provided within two weeks. Should the decision not be provided within the two-week period, the application will be deemed to be approved. Admission decisions for Individual Member applicants shall cover ONLY that individual; decisions for Company or Corporate Sustaining Member applicants will apply to all bona fide representatives under the Company/Corporate account. Members under other membership categories are not eligible to join Restricted Committees.

4.5 Only bona fide AmCham members may be committee members. Committees shall not hold activities that routinely involve a number of non-members who are neither speakers nor occasional guests, evaluating membership application.

The Chamber office each month will alert committee co-chairs regarding any changes in the committee membership.

“Proxy companies” engaging with a committee on behalf their clients’ interests (such as PR and consultancy firms) and their client company shall both be AmCham members. Non-members shall not participate in White Paper drafting nor in Chamber advocacy calls.

SECTION V – BOARD AND COMMITTEE CO-CHAIR MEETINGS

- 5 All Co-chairs are urged to join an annual meeting with the Board of Governors to share best practices and coordinate activities relevant to the entire Chamber.
 - Committee co-chairs may also periodically be requested to brief the Board of Governors on their committee’s operations and to take part in a Chamber-wide meeting of co-chairs.

SECTION VI – AIT LIAISON

- 6.1 AmCham and AIT interact regularly, exchanging mutually valuable information and collaborating on issues.



- 6.2 AmCham Taiwan will extend to certain officers of the American Institute in Taiwan honorary AmCham memberships, allowing them to participate in some Chamber activities. Committees may invite AIT officers or local staff to sit in on meetings, either on an ongoing or meeting-by-meeting basis.
- For meetings involving an attendance fee, the AIT representatives who are invited to participate shall be considered guests of the co-chairs since, by tradition, they are not required to pay participation fees.
 - Given the regular rotations of AIT staff, AmCham staff will revise the list of AIT representatives accorded honorary membership annually in October.

SECTION VII – WHITE PAPER & AD HOC ADVOCACY

- 7.1 Each spring, committees and taskforces help produce the *Taiwan White Paper*, the core document for AmCham advocacy that compiles key issues for AmCham and suggestions for government policy.
- GAPA and Publications teams should collaborate on orientation sessions for committee membership on the timeline, process, and best practices for *White Paper* production.
 - Committees hold *White Paper* preparation sessions early each year to identify the issues to be included in the next *White Paper*. Co-chairs and issue owners (committee members assigned at those meetings to oversee drafting individual issue sections within the committee WP submission) coordinate with the Government & Public Affairs Department and Publications Department for the completion of their respective *White Paper* section and/or submissions for other sections of the *Paper*.
 - Individual and Young Professional Membership type shall not be position paper issue holders as this type of membership does not represent a company or an industry in AmCham.
 - Participation in *White Paper* discussions and advocacy or policy determination committee meetings is limited to AmCham members. If the co-chairs and President approve, exceptions are allowed if co-chairs need to gain an understanding of a specific issue from outside experts.

- Co-chairs are responsible for conducting a committee review of the issues in the previous year's *White Paper* to ascertain whether they are still relevant, and if so to update them to reflect current conditions.
- The Committees will collaborate with office staff (GAPA/Publications) to report the status of issues raised in the previous edition, rating them as solved, making good progress, still under observation, stalled or dropped.
- Each committee submits one to five priority issues for inclusion in the committee section of the *White Paper* with a suggested cap of 350 English / 500 Chinese words per issue.
- Those submissions are then reviewed, returned for clarification, edited, and integrated into the *White Paper* and follow-on advocacy agenda.
- The co-chair led process should also ensure that issues are listed in order of priority.

7.2 The primary target audience for the *White Paper* includes Taiwan's executive branch ministries and legislature; U.S. officials and lawmakers; industry groups; think tanks, and media.

- Committees should coordinate with the Government & Public Affairs Department before engaging with government offices above the working level to avoid excessive or duplicative demands on the time of higher-level officials.
- GAPA should develop and consult a "Ministries-Committees Map" to manage duplicative or excessive meeting requests.
- Committee members shall not offer gifts to the authorities on behalf of AmCham without approval from the co-chairs and the President consent.
- Non-members that under special circumstances have been allowed to join a government meeting shall not represent the Committee's issues or speak on behalf of AmCham to the authorities.

7.3 Whether within or outside of the *White Paper* process, advocacy or policy determinations require documentation of consensus support from committee members prior to being advanced as Committee or Chamber positions. A reasonable amount of consultation time must be accorded for consensus support or non-objection to be obtained.



- Individual and Young Professional Membership type shall not be position paper issue holders as this type of membership does not represent a company or an industry in AmCham.

SECTION VIII – EVENTS

- 8.1 Each year committees should organize at least two events, such as luncheons, breakfasts, facility visits, or after-hours get-together, to carry out AmCham’s mission to provide networking and information-sharing opportunities for the membership.
- In January or February of each calendar year a planning session with GAPA and Events staff should be held with each committee, individually or in groups.
 - At every meeting, co-chairs should schedule time for a brainstorming session to come up with ideas for topics and speakers.
 - In most cases, once a good topic and/or speaker is decided upon, the Events team will handle the necessary logistics: inviting the speaker, arranging the venue, promoting the event, tracking RSVPs from attendees, etc.
 - The Events team plays the same logistical role when committees hold primarily social or networking events without speakers.
 - Committee members interested in attending events should sign up and prepay through the AmCham website.
 - Allow AmCham’s Events team sufficient time (ideally 4-6 weeks) to reserve the venue and send announcements to members.
- 8.2 Events also raise the profile and awareness of the committee’s industry and issues, such as forums with Taiwan government and AIT involvement.
- Since each Forum needs at least 3 months for preparation, dedicated support from the GAPA team is necessary to develop concrete relationships with relevant government officials and raise awareness of specific policy issues.
 - As Forums require a lot of planning, the Events team suggests the Chamber put on a maximum of 4 forums per year based on current staffing.



- Each Sponsored Event should ideally involve at least 2-3 member companies as sponsors to meet the minimum financial scale and maximize the available resources. Sponsored Events should be open to the members of the relevant committees.
- Event proposals from member companies/committees need to be evaluated by the Events and GAPA teams based on committee interest, statement of work, manpower, and the Chamber's schedule. Events team will then discuss the proposal with the co-chairs to reach a consensus. Chamber remains the right to on-hold execution of event proposal.
- 8.3 Events will normally be structured to appeal to a broad selection of our members and will neither be used as single-company marketing vehicles nor as venues that will be closed a limited set of AmCham members. Further details are found the "Sponsored Events" Standard Operating Procedures."

SECTION IX – CONDUCTING COMMITTEE MEETINGS

- 9.1 Committees are encouraged to meet at least six times a year, in person or virtually.
- Co-chairs should try to convene meetings on a fixed schedule to permit members to plan and place the meetings on their calendar far in advance. Based on need and preference, scheduling can be flexible to avoid holidays and be adjusted according to venue or guest speaker availability.
 - Committees are free to decide meeting times and formats, including virtual sessions, as necessary. As noted above (cite clause) meetings shall not habitually include a non-members who are not serving as drop-in guests evaluating membership or expert presenters joining a single session and annotated as such.
 - Early summer and holidays around Christmas and the Lunar New Year are the usual break times. Committee activities will be tracked in conjunction with the Office staff, and Co-chairs may be requested to provide necessary input on a routine basis.
 - Staff will continuously record committee activities and outputs in a tracker document that will serve as the basis for a quarterly report to the Board of Governors for evaluation of committee structure and make-up.

9.2 During committee meetings, co-chairs should encourage broad participation. With the help of the office, after such meetings, they should record the activity and report to the committee membership about any important decisions reached or matters discussed.

- Occasionally, committees might want to hold an exclusive meeting with a cabinet minister or other high-level official (perhaps over a lunch or dinner), with attendance limited to a select group of committee members. When planning such events, the co-chairs should submit a proposal to the President, who will consult with the Board's officers when necessary. The following criteria should be considered:
 - Have the members of the committee reached a consensus about who will attend the event?
 - Might the event affect the efforts of other committees to engage with the officials?
 - Have all relevant compliance issues been properly addressed?
 - How the event costs be covered by committee members? By entire committee or only by participating companies?
- When advocacy-related meetings of open committees involve sensitive industry information, such meetings may be restricted to members with a direct connection to the industry, which will be determined by the co-chairs.

SECTION X – MEDIA RELATIONS

10.1 The Chairman and President are the official spokespersons for AmCham, and all requests for interviews or press comments/statements must be cleared by them.

- When receiving media interview/comment requests, the Government & Public Affairs team should provide the Director and President with the necessary details for further discussion and action.
- The Government & Public Affairs team is responsible for managing and maintaining media relations and regularly updating the media contact list.

10.2 AmCham's events usually are open to the media only upon a special request from the co-chairs and if the guest speaker agrees. Ground rules (e.g., Chatham House) should be specified to preclude misunderstandings.



- When media representatives are invited, they attend as guests of the committee co-chairs.
- The invitation to members of the press can be made several days in advance by the Government & Public Affairs team.
- For members' benefit, the presence of on-duty reporters should be announced at the beginning of the meeting along with clarification of the ground rules governing media coverage of comments made during the meeting.
- From time to time, the editors of AmCham's monthly magazine *Taiwan Business TOPICS* may invite committee co-chairs to meet with editorial staff and/or contributing writers to provide insight, direction, or advice on articles during the early reporting process. Such meetings are on background only, and while co-chairs are not required to accept such invitations, their contribution is highly encouraged.

SECTION XI – LEGISLATIVE YUAN ADVOCACY

11.1 As a general rule, contact with the LY is channeled through that body's leadership, including the Speaker, party caucuses, and committee convenors, and is conducted at the Chamber level rather than by AmCham committees.

- Considering the potential political sensitivity of contact with lawmakers and the risk of being misconstrued by the media, committee contacts with LY members require prior approval by the President, who will consult with the Officers and/or Board if necessary.

11.2 Committees wishing to communicate with LY members on advocacy issues must, with ample lead time, present the President with an explanation of the need for the contact and the proposed means of engagement.

- When a committee would like to send an official letter to LY members, the Government & Public Affairs team should acquire the approval of the co-chairs and circulate the content within the committee, allowing 1-3 business days for comments, to obtain consensus or non-objection support. The committee should also obtain the President's approval.

SECTION XII – WASHINGTON DOORKNOCK MISSION



- 12.1 AmCham typically organizes an in-person Door knock visit to Washington every summer to present its priority issues to top U.S. officials, Congress, industry groups, think tanks, and other key influencers.
- 12.2 Committees are invited to raise pertinent issues for the Door knock agenda and to encourage participation in the delegation, especially in the case of virtual Door knocks, which allow for greater inclusion.
 - AmCham members in senior corporate positions who have experience presenting complex issues in an accessible way to audiences outside their industries are encouraged to join the delegation.
 - Delegates cover their own costs of travel, lodging, meals, and incidental expenses related to organizing the Washington meetings.
 - Delegates are expected to join pre-trip meetings that will prepare them for the trip and help set the agenda and participate in required follow-up upon return.

SECTION XIII – BRANDING

13. Committees may not alter or modify the AmCham logo or utilize it in events that are not expressly endorsed/sanctioned by the office.
 - Anyone wishing to use the AmCham logo must obtain prior approval from the President.

SECTION XIV – NEW MEMBER RECRUITMENT AND DEVELOPMENT

- 14.1 Co-chairs are encouraged to foster an inclusive environment in welcoming new members and supporting existing members.
 - Co-chairs should take action to help ensure that new members are quickly welcomed into the committee and informed about its goals and activities.
- 14.2 AmCham relies on member engagement, retention and recruitment. Committee co-chairs are especially critical contributors to membership promotion and referral.
- 14.3 Outreach to non-members to observe committee meetings or attend Chamber events as guests when suitable is an effective means of recruitment.



14.4 The Co-Chairs should inform the President or Director of GAPA of non-member attendance in meetings in advance when non-members will attend committee functions.

SECTION XV – RELATIONS WITH OTHER INDUSTRY GROUPS

15.1 AmCham is a collaborative organization that seeks to work with other groups where we have common interests and goals.

- Prior to embarking on any institutional arrangements, the Co-Chairs should submit a proposal outlining the collaboration or activity to the President or Director of GAPA to confirm compatibility with Chamber norms and operations.

15.2 The organization has allowed members and staff of other groups to join AmCham, and many of our members belong to other organizations. These guidelines should be observed:

- In AmCham-organized meetings with senior government officials, the co-chairs should take the lead and represent the committee so that it is clear that the officials are meeting with AmCham.
- Co-chairs with dual roles in other organizations should disclose such memberships to AmCham.
- AmCham should not be used as a platform to advance another group's goals that do not completely align with AmCham's.