MEETING REQUIREMENTS AND GUIDELINES

This document is produced for management comment and provides new guidelines and requirements for our meetings. It was created in our Meeting Tune Up program with our consultants at Knowledge Source. Please comment and return.

Proposed Meeting Guidelines and Steps

These guidelines apply to the five Meeting Types. These are summarized, and have been edited and expanded for your review and discussion.

Requirements

The Company endeavors to make meetings as effective (that they produce the desired result) and efficient (that resources applied are appropriately minimal). For these purposes, the following practices are meeting requirements: These will be used to as fundamental metrics to track quality:

1. **Schedule Integrity** - The leader must start the meeting at the posted start time in order to maintain schedule integrity. The purpose is to ensure that attendees who are on time not be punished by the lateness of others and thereby be discouraged from attending future meetings on time. Attendees who know they will be late should notify the meeting leader in advance of the meeting.

2. **Agenda** - A meeting requires a written agenda distributed in advance of the meeting. This is necessary to ensure that attendees are adequately prepared and focused on the tasks. The agenda describes the "what" of the meeting and should state clear purpose and topics to be discussed.

3. **Discussion** - The leader should lead a brief discussion of the agenda which should precede all key activities. This serves the purposes of clarifying and focusing.

4. **Minutes** - Written meeting minutes should be recorded during the meeting and distributed to all attendees within the end of one business day. They should be saved and, in most cases, posted in a public forum. These should capture information on agreements and action items with names of responsible parties.

5. **End Times** - Meetings should be formally scheduled to end at five minutes before the hour or half hour and not on the hour or half hour. This is necessary to facilitate on time attendance to subsequent meetings.

Comments and additions

_____

_____

Guidelines

The Company believes that a disciplined approach to meetings is necessary for good communication and coordination. The following practices are therefore highly encouraged:

a. Wherever possible, the meeting leader should schedule meetings to start on the hour or half hour in order to minimize conflicts with other meetings.

b. The published meeting agenda should follow a standard structure or format for easy reference. It is recommended that the Standard Meeting Agenda format be used. Minimal information should include 1) all in attendance, 2) meeting type, 3) agreed to or designated action items including the deliverable dates 4) the responsible parties for each action item, and 5) meeting date, start and close times, and 6) the desired outcome.

c. The published formal meeting agenda provides an important discipline to conducting effective meetings and should be actively used during the meeting by leaders and participants. Changes to the agenda during the meeting, if necessary, should be performed in a deliberate manner with group discussion in order to prevent unfocused "topic drift." Participants should take an active role in focusing on the agenda by positively raising the question if a discussion is an "off agenda" item.

d. The meeting leader's primary role is conducting an effective meeting and therefore he or she should appoint at the start of the meeting a designated meeting "Scribe" who is not the meeting leader. The scribe, preferably a rotational role, will be responsible for recording and producing meeting minutes or notes that should, in most cases, be posted where they can be accessed publicly and preferably, digitally. Written minutes should be distributed to attendees by the end of the next working day after the meeting day.

e. It is desirable that ABC create and maintain a ABC Minutes Directory on the ABC server for the posting of reoccurring and project meeting minutes. There should be a designated owner of this directory who will oversee the organization of the subdirectories to ensure ease-of-use. The meeting scribe should copy minutes to this directory as part of the post meeting distribution of minutes.

f. For meetings with more than five people, it is recommended that there should be a formally designated "Timekeeper." The timekeeper provides feedback by verbally reminding the group of the time remaining at designated intervals.

g. Meeting assignments and follow-up should be formally reviewed. In the last five minutes of the meeting, the meeting leader or scribe should conduct a review and discussion of action items, deliverable dates, and responsible parties.

h. Meeting process is important and should routinely be reviewed and discussed for purposes of improvement. In the last minute of the meeting, the leader should conduct a meeting "Process Check' on 1) How well did we accomplish what we intended and why, and 2) solicit from attendees by roundtable positive ideas for improving the process of this meeting next time.

Comments and additions

_____

_____