





Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

Unit Details



WA5: Business Administration

3.10 Plan, organise and support meetings and recommend improvements to the procedures

LO3.39: Analyse the organisation, documents and materials provided for a meeting and make recommendations for any improvements.

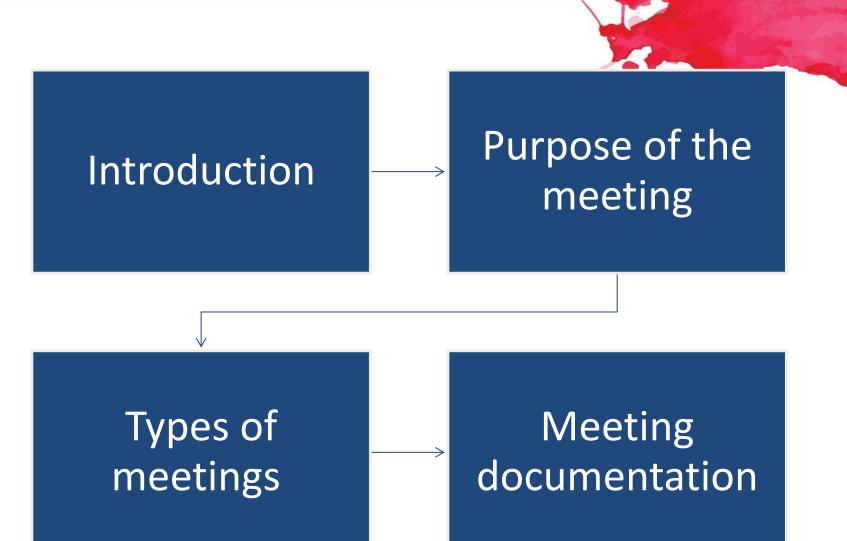
LO3.40: Demonstrate ability to plan, organise and support meetings.

LO3.41: Demonstrate ability to complete actions required after a meeting and to carry out action points arising from the meeting.



Route Map





Meetings defined



Meeting is a gathering of two or more people for discussions, information sharing and to reach on an agreement.

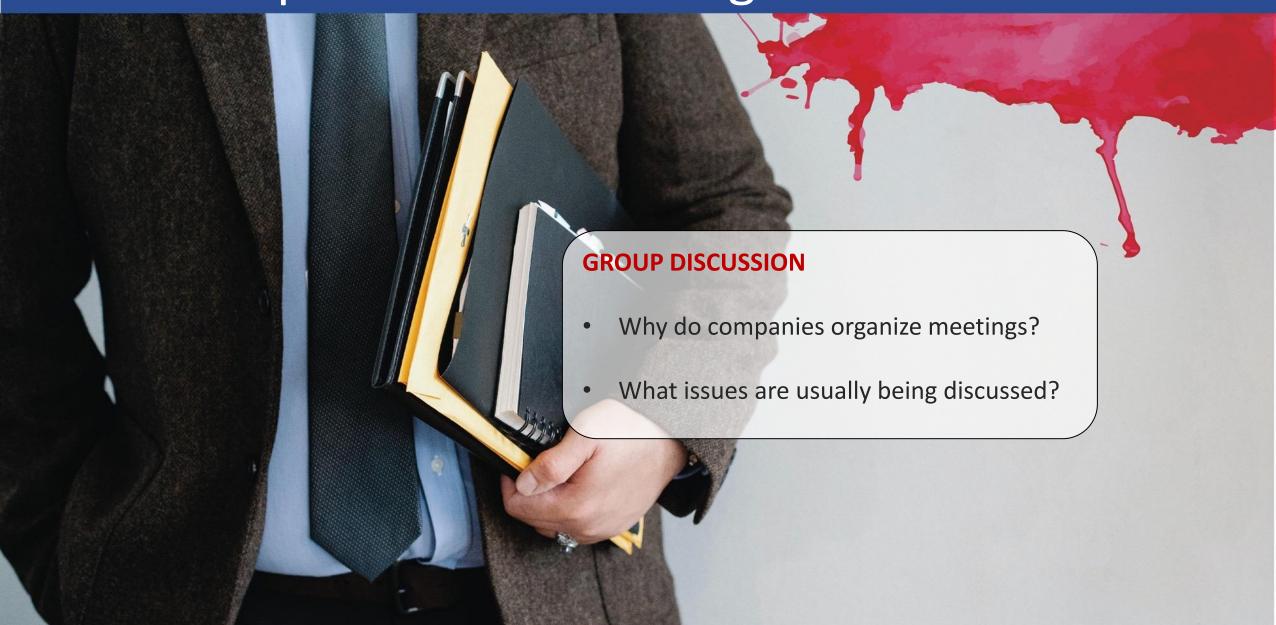
Meetings can take place in various ways like face-to-face, conference calls, video conference etc.

Effective meetings











In general, the role of the meeting is to carry out certain important discussions and take decisions by bringing in all the involved members together in one place.

This will avoid the many number of phone calls, emails and the confusions involved, helping to take clear cut decisions and assign actions to the relevant person or people or department.







- 2. To reach decisions more quickly than with phone calls and emails.
- 3. To save time, for example, something that took you more than 15 minutes to write on an email which could still be unclear to the recipient, can be talked through in two minutes if you meet face-to-face





5. To resolve issues or any problems and plan working strategies

6. To discuss organisational or departmental matters in a detailed manner, when this can be difficult through email communications

7. To avoid confusion, conflicts and discrepancies





- 8. To clarify and sort out conflicts and settle disputes
- 9. To take decisions on matters discussed and to help track actions against any decisions made in the past
- 10.To discuss projects or anything to do with work and ways to do it
- 11.To help make decisions faster, as everyone is available in one place to discus and decide





Types of meetings



Meetings differ with respect to:

- The purpose of the meeting
- The number of people attending the meeting
- The **size** of the organisation
- The person chairing the mee ting
- The duration of the meeting



Types of meetings

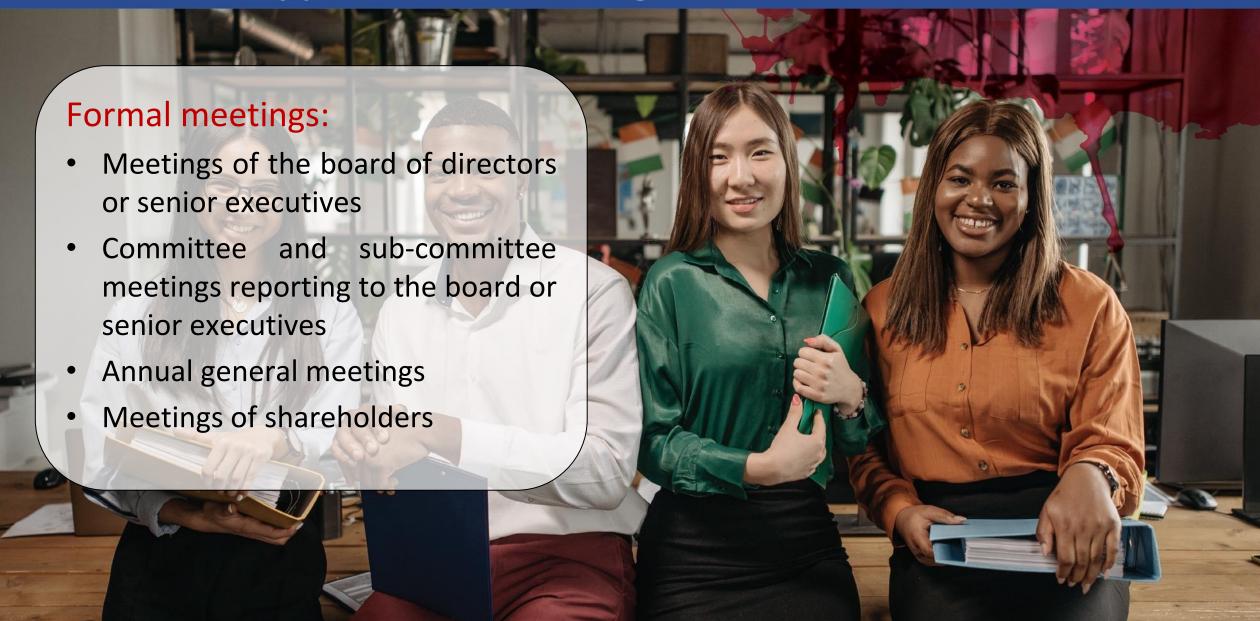


Informal meetings:

- Regular meetings held by small groups of staff normally chaired by the team leader or manager
- Briefing meetings where, for instance, the manager or an organisation representative such as the health and safety officer talks to staff about a particular issue
- Progress meetings where a group of staff working on the same project get together to check where they are
- Working parties set up for a particular purpose, such as the introduction of a new computer system, and ended when the job is complete

Types of meetings





Basic types of company meetings



- 1. Standing meeting: Takes place on a regular basis either weekly or fortnightly with the manager with regards to any project that is in progress.
- 2. Topical meeting: A meeting arranged to discuss a particular topic related to work or a project.
- 3. Presentation: A meeting held generally to inform the team about changes made in processes and procedures. In this meeting, there is a presenter or two, and at the end the attendees have the opportunity to ask questions.

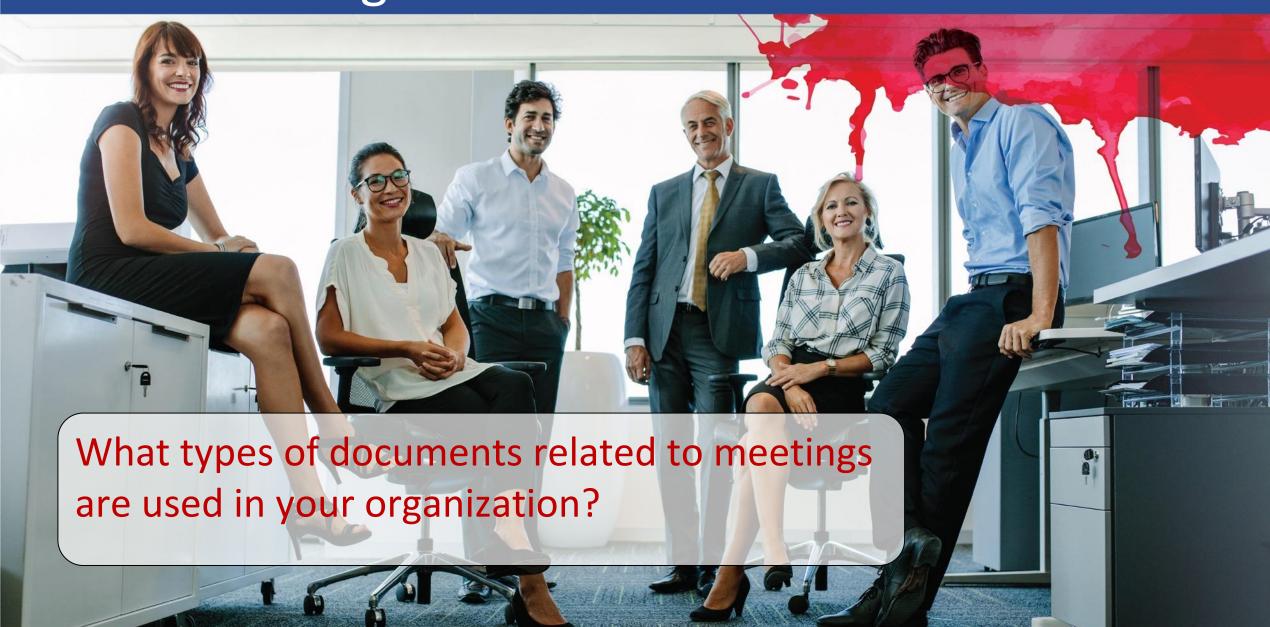
Basic types of company meetings



- 4. Conference: A meeting organised with considerable planning and structure and moderated by a chair person. The number of participants depends on the purpose of the conference.
- 5. Emergency meeting: A meeting held all of a sudden without much prior notice to address any crisis internal or external to the organisation. All members of the team are required to attend the meeting.
- 6. Seminar: A meeting are held mainly for educational purposes, and headed by experts in a particular field.

Meeting documentation





Meeting documentation





Do not forget!



All documents that are prepared for the meetings of a company have to respect organization policy regarding corporate identity, and design manual and have to comply with copyright and confidentiality regulations.

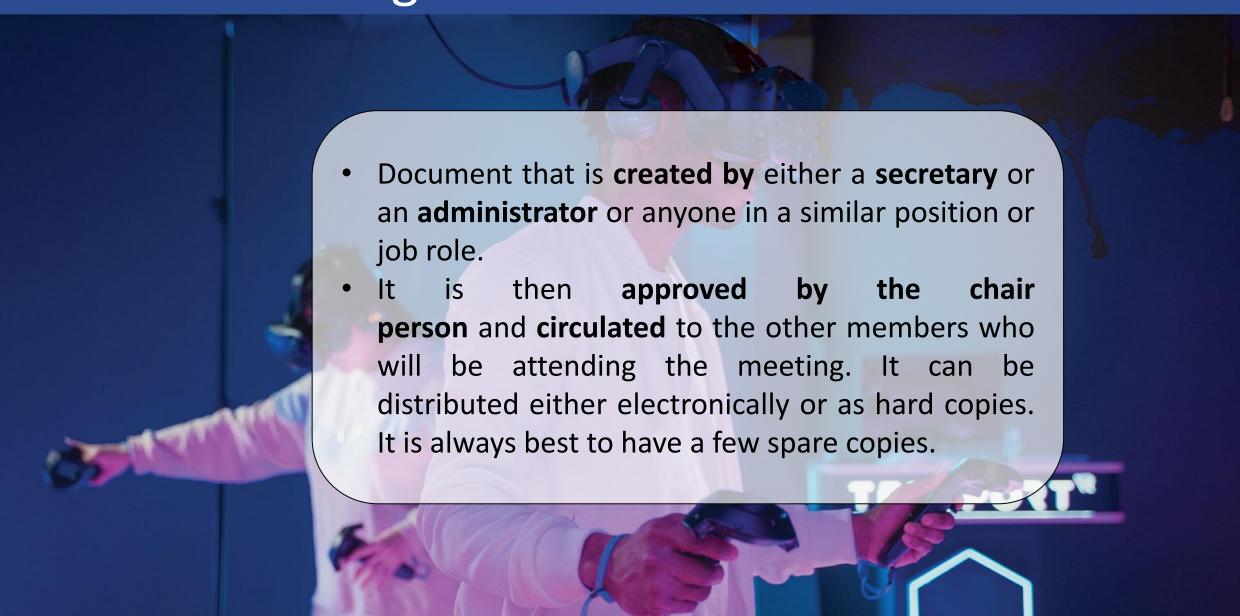
Types of materials common to meetings e-eup control of the common to meetings e-eup control of the control of t

- Notepad
- Projector
- Name tents/tags
- PC/Laptop
- Screen
- Flipchart
- Pens/markers
- Handouts



Agenda





Agenda contains

Certification for Administration Personnel

- Name of the meeting, meeting date, time of meeting and the venue of meeting at the top.
- Followed by the attendees, apologies and visitors/ speakers.
- The agenda items, where urgent and important matters are listed on top of the list.
- Mandatory items on the agenda list are, previous minutes or Confirmation of previous minutes, matters arising and any other business. The rest are the items gathered from relevant members involved with the meeting.



Agenda example/template



COMPANY NAME ABN XXXXXXXXXXX MEETING AGENDA TEMPLATE

Board Meeting Date: XXXX Location: XXXX Commencement Time: XXXX

Esti	mat	ted	Time

1.	In-camera Session	30 mins
2.	Meeting Opening 2.1 Apologies 2.2 Director Conflict of Interest Disclosures 2.3 Previous Minutes 2.3.1 Confirmation 2.3.2 Matters Arising/Action List	30 mins
3.	Matters for Decision:	
	 Major strategy decisions (always have board paper and recommendations) 	60-120 minutes
	 Routine decisions including capital equipment approval and expenditure (discussed only if requested by a director) 	60-120 minutes
4.	Matters for Discussion	
	4.1 CEO's Report 4.1.1 Current Significant Issues 4.1.2 Matters for Approval 4.1.3 Update on Strategic Plan Implementation 4.1.4 Major Key Performance Indicators 4.1.5 Risk and Compliance Update 4.1.6 Matters for Noting 4.2 CFO's Report 4.3 Discussions concerning forthcoming strategic decisions 4.4 Committee Minutes 4.4.1 Audit 4.4.2 Other 4.5 Other matters for discussion 4.6 Chairman's Update 4.7 Presentation by management (if required)	60-120 minutes
5.	Matters for Noting [discussed only on exception basis] 5.1 Major Correspondence 5.2 Company Seal 5.3 Updated board calendar 5.4 Other matters for noting	10 minutes
6.	Meeting Finalization	
	6.1 Review actions to be taken	DV 0.07 and 0.07 ****
	6.2 Meeting evaluation	10 minutes
	6.3 Next meeting	
	6.4 Meeting close	



Methodological Tool I





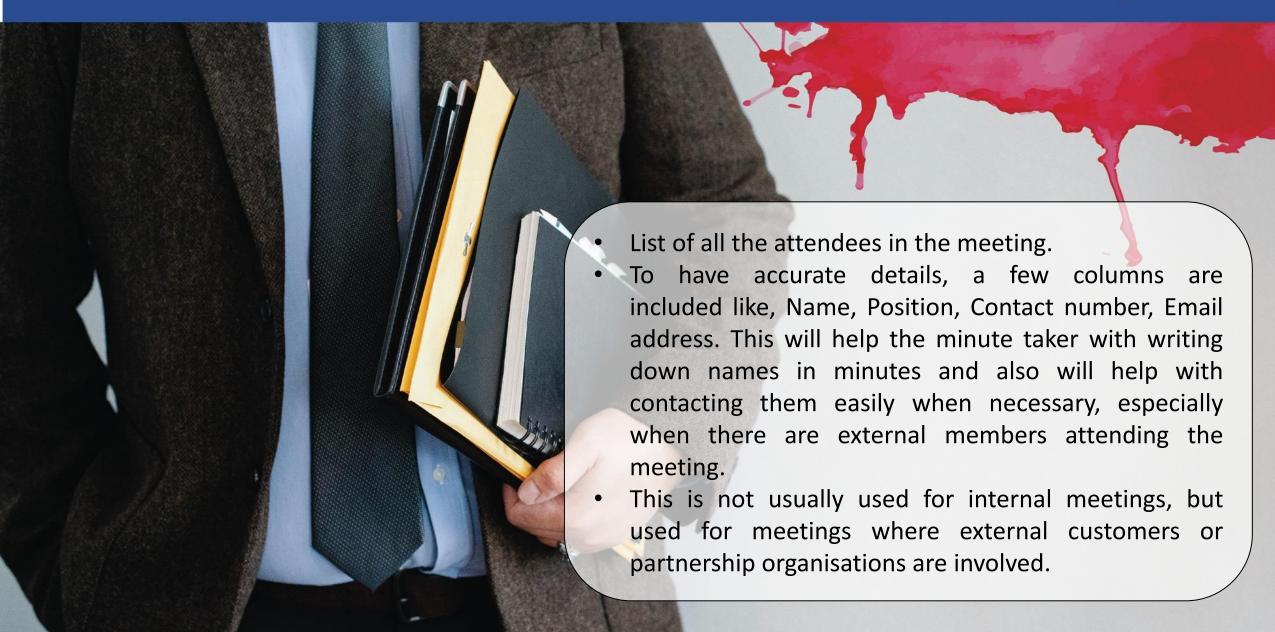


Meeting agenda

e-EUPA_LO_3.39_M_001

Attendance sheet





Attendance sheet example



MEETING ATTENDANCE



②

DETAILS

Date: 10/10/2020 Time: 3:00 PM Place: Main Building, Room 5

Moderator: Sonya Walters Subject: ERP Solution Requirements

No	Name	Company	Email
1	Ricky James	Domain	ricky.james@domain.com
2	Hans White	Company	hans.white@company.com
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			

Please Sign Up!



Code of ethics/codes of conduct



 Not used in all meetings, but can be used in board meetings, and meetings where public are involved etc.

 Set of principles and expectations that are set out to the members, by which they have to adhere to, when participating in the meeting. It is set out for the smooth and success functionality of the meeting. In some meetings it is used to preserve freedom of speech.

Previous minutes



<insert logo=""></insert>	STAFF MEETING MINUTES
Meeting Date:	
Attendees:	
Facilitator:	
Minute Taker:	
Time Keeper:	

	Minute Items		Action by Whom	Date to be Actioned By
1	Welcome and Apologies			
2	Items from Last Meeting	5		6
3	Report on Action Items			bi.
4	Review of previous week: Victories Lessons leamed Pets that passed away			6
5	Administrative Items			
6	Occupational Health & Safety Items/Housekeeping Issues		<u> </u>	2
7	Staff training			17.
8	Issues for Next Meeting Agenda			

MEETING MINUTES

Meeting/Project Name:					
Date of Meeting:		Start tim	ne:		
Location:		End time	e:		
Chair:		Minute t	aker:		
1. Meeting Objective(s)					
Copy these across from the	ne agenda before the meeting.				
2. Attendance					
Present				Apole	ogies
3. Agenda, Decisions, Is	sues				
Topic/ Discussion notes					Discussion led by
Add more rows as necess	sary – put in topics from agenda	before the meeting	<u>.</u>		Perhaps put in time allocation as well as a reminder.
4. Action Items					
Action			Responsible		Due Date
These can be added as the	ne meeting progresses or this se	ction used as a			
summary when the meeti	ng has finished.				
5. Next Meeting					
Date:	Time:		Location:		
Objective(s):					



eeting #: _____ Date: _____ Page ___ of ___

Previous minutes





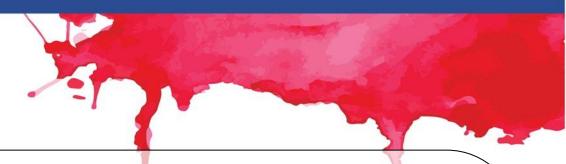
Program Management Office Meeting Summary & Action Items

Meeting Description:			
Meeting Name:	ERP Workday - Weekly Team meeting		
Date @ Time:	2:00pm 2016-06-21		
Location:	11D3		
Facilitator:	Oren Bierkatz		
Recorder:	Oren Bierkatz		
Adjourned:	3:00pm		

Agenda	:		
Item Number	Agenda Topic	Presenter / Facilitator	Duration (minutes)
1	General updates	Oren Bierkatz	10
2	HR related updates	Oren Bierkatz	5
3	Payroll related updates	Oren Bierkatz	5
4	DEN (Airport) related updates	Chantel Castillo	5
5	Change Management related updates	Maggie MacIntosh	5
6	Integrations related updates	Maggie MacIntosh	5
7	Data Conversion related updates	Joseph Sheffield	5
8	Purchasing related updates	Everett Archuleta	5
9	Finance related updates	Oren Bierkatz	5

Invitees:			
Name	Attendance	Name	Attendance
SCI consultants	Yes	Laura Shipley	Yes
Jim McKeever	Yes	Elaine Moore	No
Jessica Chandler/	Yes	Karuna Dhingra	Yes
Kelli Bennett			
Renee Salois	Yes	Everett Archuleta	Yes
George Karayiannakis / Chris	Yes	Chris Longshore	No
Blackett (DEN) / Zoe Reyes /			
Bhushan Sawant / Greg			
Hegarty			
Chad Mitchell / Andrea Denis	No	Kim Hallsted	Yes
Julie Vlier	Yes	Maggie MacIntosh	Yes
BMO - Kelly Greunke	Yes	Amy Carroll	No

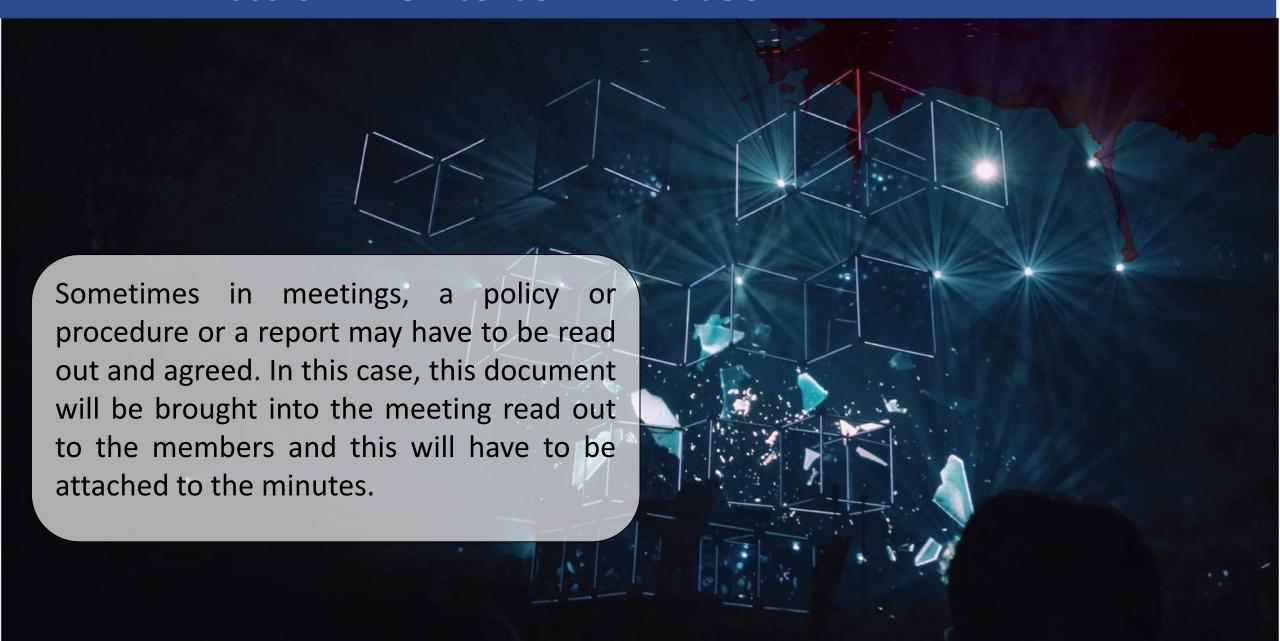
Updated: 6/26/2016 Page
Printed: 6/26/2016 Workday Project Team Meeting - 2016-06



 Brought in to the meeting to be read out and confirmed. Also the action points from the previous meeting are checked to see if they have been actioned, or at what status the actions are, if not actioned, the reasons for that are gathered and noted down in the minutes along with necessary actions or decisions.

Attachments to minutes





Presentation papers

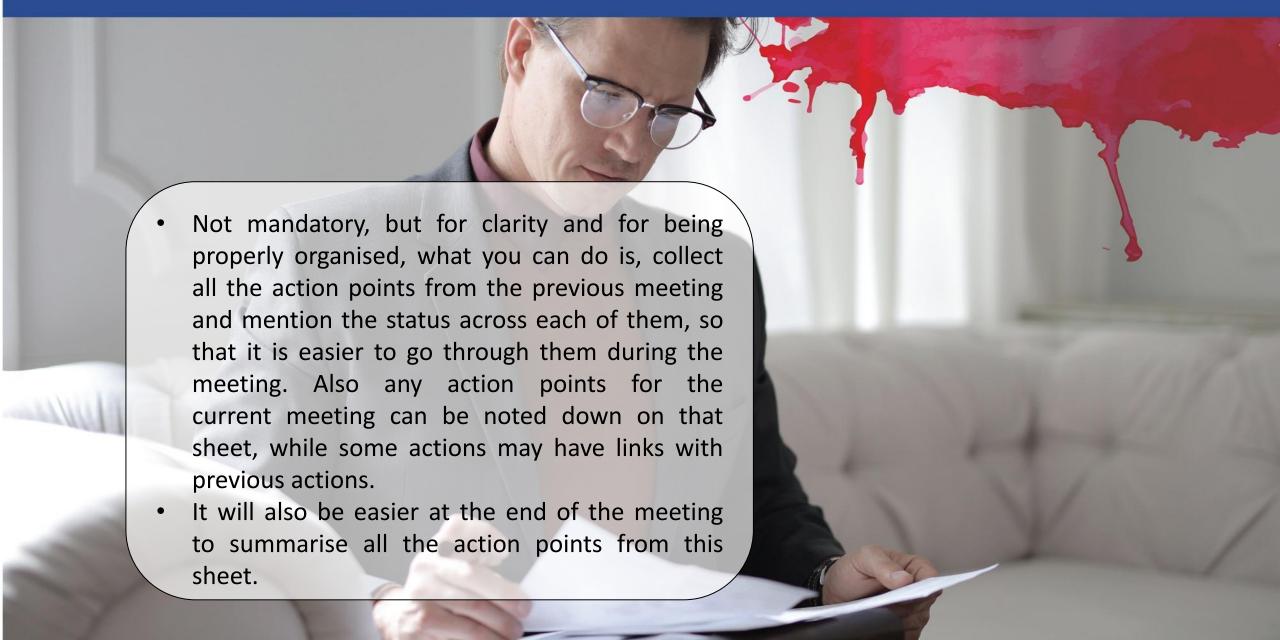




Some meetings will have presentation papers. Although presentations are done on a large screen with overhead projectors, it is always good to give all the attendees a copy, so that they have a record of what was presented, and also it will help them note down important points that will be useful or helpful for them for future reference as the presentation goes on.

Action sheets





Action sheets/item lists



ACTION ITEM LIST

Use this tool at your UBT meetings to track action items. Capturing the team's work and posting it on a wall creates visual focus and allows for agreement on details before closing the meeting.

Act	Action Item List						
#	TASK	OWNER(S)	DATE ASSIGNED	DUE DATE	STATUS	DATE CLOSED	
1	Collect patient surveys	John Smith	1-13-13	2-13-13	-	2-12-13	
2							
3							
4							
5							
6							

Explanation of terms

#:	Numb	er assigned to the action	DUI	
TASK:	Specif	ic description of the task to be leted.		
OWNER:	Person responsible for making sure the action is completed by its due date; may be the person who does the work, but if not, oversees the work being done.			
DATE ASSIG	NED-	By noting when an action was		

assigned, teams can see clearly how long it takes to complete.

DUE DATE: Date by which the item should be completed. Note: If the target date isn't met, leave the original date, then add a new entry in the "Due Date" column of the form "Rescheduled- [new date]." Use the status column to note why the due date was changed.

TATUS/NOTES: Place to put notes, if needed, to reflect any interim progress, issues, why the due date was rescheduled, etc. This column can be a good communication tool for action items in progress.

DATE CLOSED:

Date the action item was completed.





Meeting minutes

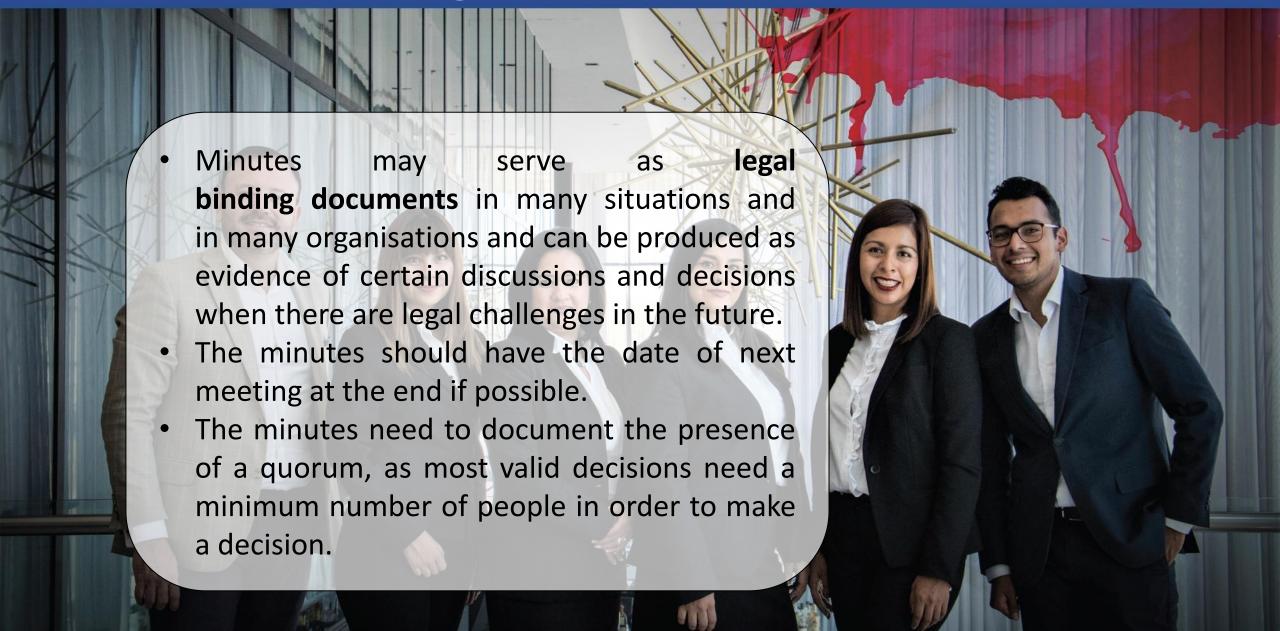


Minimum content requirements

- Place
- Date and time
- Participants and their roles in the meeting
- Who was absent
- How the meeting took place
- What happened at the meeting
- What was discussed at the meeting
- What was decided and the official action points of the discussions and decisions

Meeting minutes





Meeting minutes



The purpose and benefits of minutes as an accurate record of discussions and decisions are:

- Minutes will need to be shared with the public when it comes to public governing bodies. So the records of the meeting will be available for the public to see as people will want to know the results of meetings and discussions and how they were taken.
- Minutes can be used to monitor the decisions and actions mentioned in case there is a conflict in the future.

Meeting minutes

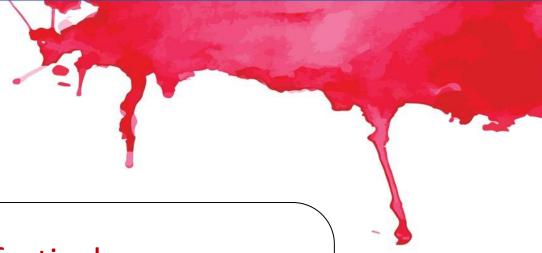


• There will be action points in minutes that need to be actioned and these will help with changes and improvements for the organisation and hence minutes will be a reminder of those actions, the person who needs to action them and within what timeframe it needs to be actioned.

 Sharing minutes with the concerned people who were not able to attend, will keep them informed of any changes, discussions and decisions.

What is your role?





For a meeting to run effectively, good **PLANNING** and **PREPARATION** are required.

These two steps may take a lot of time.

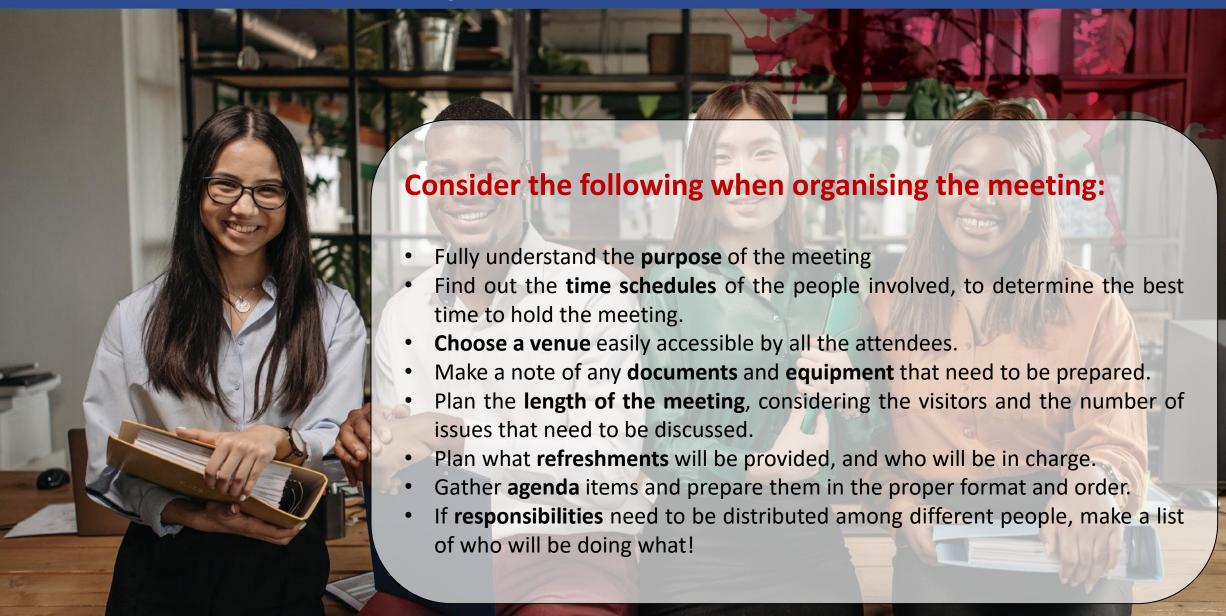
What is your role?





What is your role?





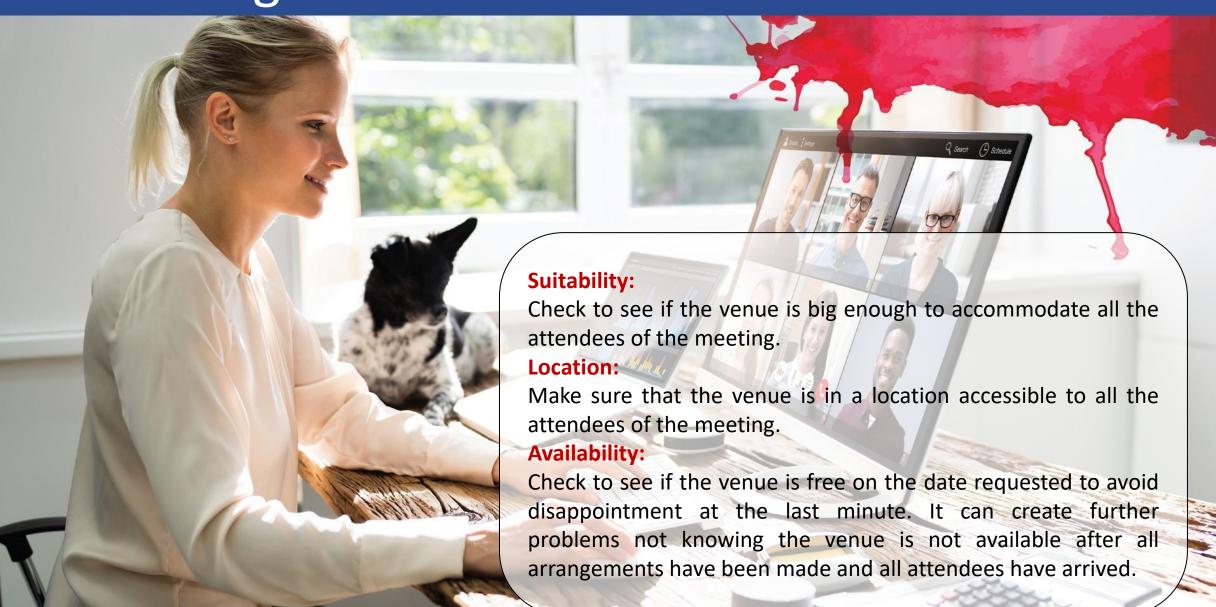
Meeting venue





Meeting venue selection criteria





Meeting venue selection criteria



Size:

Check to see if the venue can accommodate all the attendees and the resources that they will need, and if help is available to use resources needed.

Facilities:

Check the venue to see if you can hold the meeting there without any trouble in using the resources.

Cost:

Also check to see if the venue fits into the budget and if it is cost-effective.



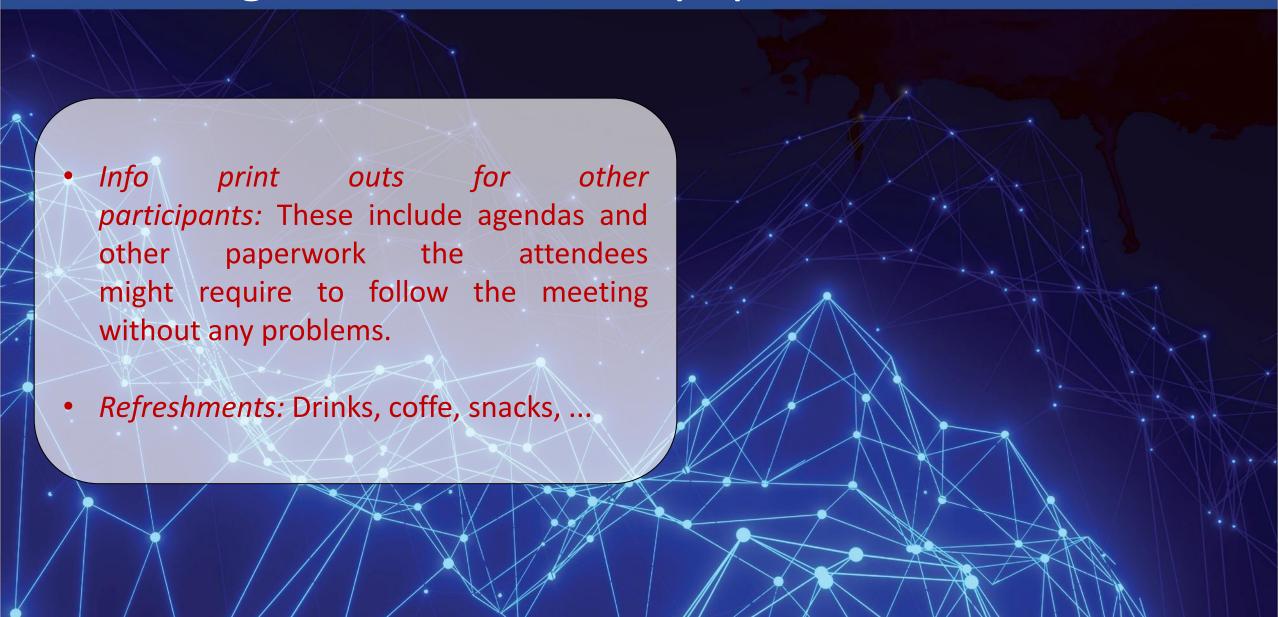
Meeting resources and equipment

Certification for Administration Personnel

- Writing material: to take down notes in the meeting.
- Overhead Projector: to demonstrate or display documents or slides.
- White Board, Flipchart: This helps the person who demonstrates to write down things or ideas clearly for the attendees, so that there are no doubts.
- PC/laptop: these are used in conjunction with the overhead projector for displaying slideshows or documents.

Meeting resources and equipment





Budgetary requirements





Attendees and Invites





Invitations











Invitation contains:

- Date
- RSVP
- Costs
- Program
- Instructions
- Contacts

Make them feel comfortable



- A meeting organiser will have to make sure that the needs of all the attendees are met.
- Always come prepared, if you have been assigned something specific. If you are scheduling a conference call, make sure you do it in advance. You might be asked to bring food or drinks.
- If you responsible for organising food and drink for attendees, check to see if any
 of the attendees have special dietary requirements.
- If the chair or speaker needs to make use of a laptop and projector, make sure they are set up and ready.

Make them feel comfortable



- If an attendee is
 physically disabled and
 requires special access
 arrangements ,make sure there
 are facilities for that person in the
 venue.
- If attendees need the address and directions, make sure they are emailed the details well in advance.

Meeting Checklist



- Have the specific and realistec goals been set up?
- Is the venue accessible to everyone?
- Are the dates and times are convenient for all attendees?
- Is the agenda covering all topics and goals?
- Is the agenda printed and ready, resources are ready and all invites have been sent out.
- Are the chairperson, the minute taker, and the presenters ready, and the refreshments are all set up?

Methodological Tool II







Prepare a detailed checklist

e-EUPA_LO_3.40_M_001



How to work in partnership with the chair when taking minutes

- Minute taking can sometimes be difficult, especially when too
 many people are talking together all at once or
 when disagreements and arguments continue or
 when discussions deviate and become complicated.
- In these kinds of situations, liaising with the chair will be beneficial, make the task of minute taking simpler and help writing minutes with confidence.



How to work in partnership with the chair when taking minutes

- As the chairperson controls the meeting and the discussions, it is important for the minute taker to sit close to the chair, so that it makes communication with the chair easier.
- A good chair will also, always take the minute taker's situation into account and will control discussions in such a way that more than one person does not speak at any given time or there are not too many interruptions.



How to work in partnership with the chair when taking minutes

- Also sometimes when the discussions deviate from the main issue towards another issue similar to the main one, the chair can forget to take a decision on that item as a result of deviations towards other issues. In such cases, working closely with the chair can help the minute taker remind the chair that a decision needs to be made on that issue before proceeding to the next item.
- When you are in doubt about whether or not to record something, always confirm with the chair.





Even before the meeting starts, the minute taker can have a discussion with the chair about how the meeting will take place, the items that will be discussed, how the discussion will take place and what necessarily need to be minuted. After the meeting, while writing down the minutes, if the minute taker has any difficulties with anything relevant to the discussions, they should have a quick word with the chair to clarify things, as hesitation to do this will end up with inaccurate information in the minutes.



Best practice

- When taking notes, one does not record the words that were used in discussion, but one records the discussions that took place in the meeting.
- Any documents relevant to the meeting that were distributed or circulated prior to the meeting should be looked through, so that you are familiar with what is being discussed.
- In situations where the discussions or conversations are lengthy and complicated, always focus in the important aspects of the discussion like, what is the focus of the discussion, what is the decision, if available, why this decision was taken, who has to action the decision and when / within which timeframe the decision has to be actioned.



Best practice

- Write down important views and opinions of all the people present.
- Use headings, as this will help you follow the notes later, and you can have different sections of the meeting under different headings. Leave some space under each section, so that it is easier to add notes underneath if anyone comes up with new points or ideas as the meeting proceeds.
- If you know short-hand, it is best to write up notes using short-hand and also use abbreviations wherever possible.



Best practice

- Do not forget to have one or two spare pens and pencils.
- Take pictures when required, it is also recommended to take pictures of whiteboard writing and flipchart papers
- Make sure everyone has signed the participant list
- If note taking becomes too difficult as a result of too many discussions and cross references etc, you can always take permission to see if the meeting can be recorded on an audio recording device. Make sure that the participants are aware of this. This helps a lot for clarifying things while producing the minutes.

Problems that may occur during a



Problems with technology:

- A laptop or projector used for the meeting might not function properly due to a conflict with the software.
- Wifi or intranet connection problems
- Not enough power sockets or extensions

Solutions:

- Prepare and test everything in advance
- Download documents for offline use
- Seek help from IT technician, or have him booked for the meeting

Problems that may occur during a meeting





Time management

- Meetings do not start and finish on time
- Agenda items don't get adaquate coverage or don't even get covered at all

Solutions:

- Send a meeting agenda with a rough estimate on how long each topic will take.
- Make sure the agenda is clear for everyone and be sure to mark off the items as you proceed. This will help the group see the progress.
- Make sure there is a timekeeper to watch the clock for every agenda item.

Follow up activities and post meeting documentation





- Meetings do not start and finish on time
- Agenda items don't get adaquate coverage or don't even get covered at all

Solutions:

- Send a meeting agenda with a rough estimate on how long each topic will take.
- Make sure the agenda is clear for everyone and be sure to mark off the items as you proceed. This will help the group see the progress.
- Make sure there is a timekeeper to watch the clock for every agenda item.

Producing the Minutes



- It is best to write up the minutes as soon as you can after the meeting as you will remember things better.
- Write down the main/important points.
- Remember numbering the minutes.
- Each agenda item or each discussion should have an explanation or a brief note
 of what was discussed with main points of the discussion, any disagreements,
 decisions and actions.
- Have a standard template for minutes if a meeting recurs periodically, any items on agenda, which are standard, can be added on to the minutes template.

Producing the Minutes



- Minutes are professional documents which can be viewed by anyone outside of the organisation.
- It is important to write them down in a professional manner using the correct professional / formal tone and language.
- Minutes should be written in the past tense as they are about a meeting or discussion that took place in the past.
- Always use a mix of active and passive voice sentences while writing down the minutes.
- It is best to write the minutes as a third person. Use phrases like, "the chair stated that", "it was noted", "the committee decided that", "it was decided", etc. In cases where points were put across by a specific person or where agreement was made by an individual, it is important to specify that person and what they said, as it will help for future references.

Finalizing the Minutes



- Once you have drafted the minutes, it can be sent to the chair for any clarifications and then approval.
- After approval from chair they can be distributed to the relevant people, that is people who attended and people who need to action the decisions.
- It can be useful if the action list along with deadline dates is attached along with the minutes, so that it is easier for the respective people to action them.
- If after distribution, people ask for corrections to be made, they can be noted down and taken to the following meeting so that the chair can verify and clarify them along with other members present in the meeting. Only after all the changes are made, the minutes are agreed and signed off as accurate.

Collect feedback



 Let people know you'll be asking for feedback (incorporate it in the agenda)

- Keep it short (ideally online)
- Ask for examples of ways to improve, not about problems.
 Use "what can we improve?" instead "what went wrong?" By asking how to improve, you focus the group on improvement and solutions rather than criticism.

Revision Questions



Question 1

Outline the Main Points That Should Be Covered by an Agenda and Meeting Minutes

Question 2

Describe and explain how and why an assistant should cooperate with the chairperson befor, during and after the meeting.

Question 3

Describe the types of problems that may occur during a meeting and how to solve them.

Module Key points

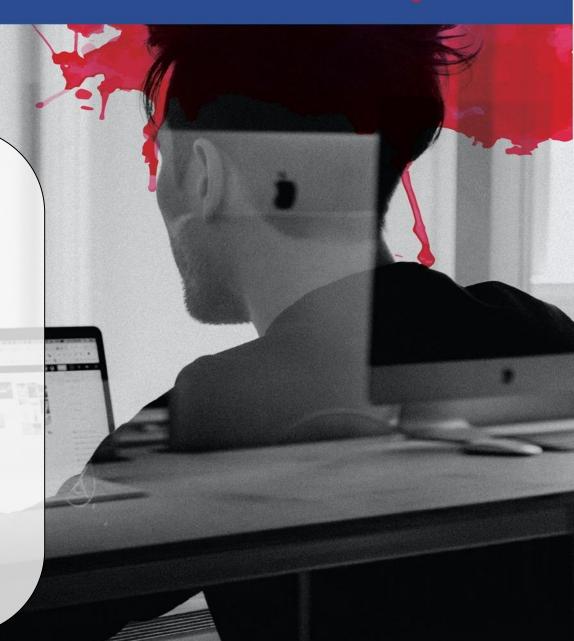


Preparation:

- Put a smile in your voice
- Practice active listening
- Speak naturally
- Always let the caller answer

Documentation

- Prepare a call plan
- Use effective questioning
- Create commitment





WELL DONE!

You have completed Unit 3.10



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

