**Example of a Logistic Checklist Handout 1**

|  |
| --- |
| **Meeting:** **Date, time, place:** **Minute-taker:**  |
| Meeting room booked |  |
| Participants informed of agenda deadline |  |
| Agenda prepared |  |
| Agenda approved by Chair |  |
| Agenda and materials sent out |  |
| Coffee/lunch arranged |  |
| Electronics & equipment checked in room |  |
| Own technology checked |  |
| Requested materials prepared |  |
| Name cards made |  |
| Seating plan made |  |
|  |  |
|  |  |

**Example 1 of Agenda-Setting Protocol Handout 2**

**Planning and Projections Unit Meetings Agenda-Setting Protocol**

|  |  |
| --- | --- |
| **Agendas set by:** | Unit manager and unit administrative assistant |
| **Items submitted by:** | Unit manager, any team leaderAnyone else wishing to submit an item must go through unit manager. |
| **Submit items to:** | Unit administrative assistant |
| **Form of items:** | Items must be submitted in both electronic format and hard copy. |
| **Deadline for submitting items:** | At least 3 working days before the meetingLast-minute items approved by unit manager only |
| **Item requirements:** | 1. Name of item and person presenting2. Designation of item as: for discussion/for decision/for action/for information3. Estimated time for item (including discussion)4. Accompanying reports, materials, articles |
| **Ordering of items:** | Items will be ordered according to: 1. Items from head office 2. Information and discussion items 3. Decision and action items 4. All other itemsUnit manager has final decision re: ordering items. |
| **Agenda distribution:** | E-mail delivery to all those on the Unit Phone ListHard copy to Unit ManagerPosted on portal by administrative assistant  |
| **Deadline for agenda distribution:** | At least 1 working day before the meeting |
| **Abbreviations/****acronyms:** | Full term written out on first reference, followed by (abbreviation or acronym) in each set of minutes. Subsequent references can be made using the abbreviation or acronym. |

**Example 2 of Agenda-Setting Protocol Handout 3**

**Finance Committee Meetings Agenda-Setting Protocol**

* Agendas are set by the Assistant to CFO and finalized 2 working days before meetings.
* On-going items are automatically placed on agenda by the Assistant to the CFO.
* To place a new item on an agenda, send the following information to the Assistant to the CFO at least 3 working days before the meeting.
* Name of item
* Reason for having it brought up at meeting
* Estimation of time item will take
* Any accompanying material
* The CFO decides what items are placed on the agenda. If an item requested is not placed on an agenda, the CFO will provide the requester with a brief explanation.

**Common Agenda Items Handout 4**

**Information** **for Most Meetings**

**Name of Meeting**

**Special Indicators** (project number, contract number, meeting number)

**Date/Time** (start and end times)

**Location** (if unusual, note any restrictions “no plug-ins available” “no Wi-Fi access”)

**For conference calls/Skype**, **etc**.: add dial-in-number, pass code, etc.

**Type of meeting** (information, team updates, discussion, decision, brainstorming session, generative discussion, management presentation)

**Objective/Purpose** e.g., “All teams to update progress of project.” “Review submissions from possible sub-contractors for part XX of project.”

 OR

**Desired Results** e.g., “Revise project timelines in light of unexpected delay.” “Address safety issue; come prepared to offer suggestions.”

**Attendees Expected** (note any special or unusual guests: “J. Schmertz, HR Manager”)

**Roles/Responsibilities** Chair/Facilitator, Recorder, other

**Instructions: Please read/Please bring** OR Materials and Preparation Needed

**Agenda**

Call to Order

Attendance

Approval of Consent Agenda

Approval of Agenda

Approval of Minutes (may be included in consent agenda)

Business Arising out of Minutes

Business of the Meeting (Substantive Items)

 Presentations

 On-going Business

 New Business

Adjournment

**Example 1 of Agenda Template Handout 5**

**Planning and Projections Unit Meeting**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, 2016

3:00 pm to 4:30 pm

\_\_\_\_\_\_\_\_\_\_(Location)\_\_\_\_\_\_\_\_\_\_\_\_\_

**Purpose:** Monthly progress meeting

**Notes:** Wi-Fi No Wi-Fi access in meeting room

 Dial-in: \_\_\_\_\_\_\_\_\_\_\_\_\_\_ Enter code \_\_\_\_\_\_\_\_\_\_

**Attendees:** All members of the Unit

Facilitator: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Recorder: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Bring/Read:** Consent agenda items; minutes of \_\_\_\_;

 **Est Time Speaker**

**1.** **Call to Order** 10 min Facilitator

**2. Attendance**

**3.** **Approval of Consent Agenda**

3.1 Statement of Revenue and Expense for month of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*That the Consent Agenda be approved as presented.*

**4.** **Approval of Agenda**

 *That the Agenda be approved as presented.*

**5.** **Approval of Minutes** of \_\_\_\_\_(date)\_\_\_\_\_\_ Meeting

 *That the Minutes of the* \_\_\_\_\_\_\_\_(date)\_\_\_\_\_\_ *Meeting be approved as presented.*

**6.** **Items from Head Office**

 **6.1**

**7.** **Items** for Discussion

 **7.1**

**8.** **Items Requiring Action or Decision**

 8.1

**9.** **New Business**

 9.1

**10. Adjournment**

**Example 2 of Agenda Template** (Less Complex) **Handout 6**

**Current Projects Meeting**

**Date:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, 2016

**Time:**

**Place:**

**Purpose:** Monthly update meeting

**Expected attendees:**

**Chair:**

**Recorder:**

**Updates from Project Teams**

* XYZ Project 15 min Kurt
* ABC Project 5 min Betty

**Items from Admin**

* Safety news 5 min Alice
* Employee of the month

**Example 3 of Agenda Template**   **Handout 7**

**Board Meeting Agenda**

**Board Meeting Date: XXXX Board Meeting # XXXX**

**Start and End Times: XXXX Location: XXXX**

**Call-in Number and Code:**

|  |  **Time** | **Speaker** |
| --- | --- | --- |
| **1. In-camera Session** | 30 min |  |
| **2. Meeting Opening**2.1 Attendance2.2 Director Conflict of Interest Disclosures2.3 Previous Minutes 2.3.1 Confirmation 2.3.2 Matters Arising/Action List2.4 Consent Agenda (or see 5 Matters for Noting)2.5 Approval of the Agenda | 30 min |  |
| **3. Matters for Decision:**3.1 Major strategy decisions (always have board paper and recommendations)3.2 Routine decisions including capital equipment approval and expenditure (discussed only if requested by a director) | 1-2 hr  | (Name)(Name) |
| **4. Matters for Discussion**4.1 CEO’s Report4.1.1 Current Significant Issues4.1.2 Matters for Approval 4.1.3 Update on Strategic Plan Implementation4.1.4 Major Key Performance Indicators4.1.5 Risk and Compliance Update4.1.6 Matters for Noting4.2 CFO’s Report4.3 Discussions concerning forthcoming strategic decisions4.4 Committee Minutes 4.4.1 Audit 4.4.2 Other4.5 Other matters for discussion4.6 Chairman’s Update4.7 Presentations by management (if required) 47.1 47.2 47.3 | 1-2 hr | (Name)(Name)(Name)(Name) (Name) |
| **5. Matters for Noting [discussed only on exception basis]** **Or See 2.4, Consent Agenda)**5.1 Major Correspondence5.2 Company Seal5.3 Updated board calendar5.4 Other matters for noting | 10 min | (Name) |
| **6. Adjournment**6.1 Review actions to be taken (Matrix)6.2 Meeting evaluation (Optional)6.3 Next meeting6.4 Meeting close time | 10 min | Sec/ChChairChairChair |

**Example 1 of Agenda** (See Handout 5) **Handout 8**

**Planning and Projections Unit Meeting**

May 27, 2016

3:00 pm to 4:30 pm

Main Conference Room, 3rd floor

**Purpose:** Monthly progress meeting

**Notes:** No Wi-Fi access in meeting room

 Call-In: 1-780-555-5555; code 555

**Attendees:** All members of the Unit

Facilitator: Bryan A; Recorder: Josh D

**Bring/Read:** Consent agenda items; minutes of April 14, 2016; attached reports for 7.1 and 7.2

**Agenda Est Time Speaker**

|  |  |  |
| --- | --- | --- |
| **1.** **Call to Order****2. Attendance****3.** **Approval of Consent Agenda** 3.1 Statement of Revenue and Expense for Feb 2016 3.2 Report on status of furniture purchase for coffee room *That the Consent Agenda be approved as presented.***4.** **Approval of Agenda** *That the Agenda be approved as circulated.***5.** **Approval of Minutes of February 23, 2016 Meeting** *That the Minutes of the February 23, 2016, Meeting be approved as circulated...***6.** **Items from Head Office****7.** **Items for Discussion** 7.1 HR Report on Absenteeism  7.2 Report from Senior Team re: bonuses **8. Items Requiring Action or Decision** 8.1Conversion to iPhones Continuation from last month. *That all members of the Unit convert to using iPhones* *within six months.***9. New Business** 9.1 Committee to plan Spring Fling party **10. Adjournment** | 10 min5 Min5 Min30 Min10 Min | FacilitatorAllenAllenMarciaPete/Sue |

**Example 2 of Agenda**  See Handout 6 **Handout 9**

**Current Projects Meeting**

**Date:** May 27, 2016

**Time:** 3:00 pm

**Place:** Meeting room 4a

**Purpose:** Monthly update meeting

**Expected Attendees:** Samuel, Andres, Benny, Olive, Tony, Bert, Kurt, Betty, Alice

**Chair:** Samuel (Last Name)

**Recorder:** Alice (Last Name)

**Updates from Project Teams**

* XYZ Project 15 min Name
* ABC Project 10 min Name
* NEW: LMN Project Proposal 20 min Name

**Please read and bring attached** report detailing this proposal and come prepared to share thoughts/opinions.

**Items from Admin**

* Safety news 5 min Name
* Employee of the month
* Plans for Spring Fling Employee Party 10 min Name

**Creating Minute-Taking Standards Handout 10**

The following minute-taking standa*r*ds have been established for XXXX department for all meetings to ensure consistency for all meetings.

**Types of Minutes – (Identify what types you will use for different kinds of meetings)**

Decision-Only Minutes Executive/Audit

Anecdotal Minutes Project Team Meetings, Informal, Brainstorms

Verbatim Minutes Legal Purposes only

**Procedural Details – (Identify in the standard the following)**

Names of Movers Yes/no

 Names of Seconders Yes/no

 Individual votes vs consensus Which?

 Use of titles/names Yes/No If yes, what and when?

 Abbreviations/terms/etc. Will you include with agenda?

**Layout (Identify the following)**

 Font Styles and sizes

 Header/Footer Yes/No What’s in them?

 Columns Yes/No Number, What’s in them?

 Bolding/italics, etc. Used for what?

 All visual aspects Anything else? Logo?

 Motions/Actions/Decisions How will these be highlighted?

 Matrix/Action Sheet If and when used

**Filing and archiving**

 Disbursement of Minutes Who gets minutes?

 Printed or Electronic Minutes What kind?

 Where are minutes retained? Portal, Hard copy? Where? (Which Office)

**Communication Matrix** Yes/No if yes, include what?

|  |
| --- |
|  **Example of Communication Matrix** |
| **Item #** | **Action Item** | **Assigned To** | **Deadline/Status** |
| **3.1** | Conversion to iPhones | John Smith | Mar30By E-mail |
| **5.2** | Determine options re: cell service providers | JB Mielke | July 15Dec meeting |

**Example of Action/Project Update Form Handout 11**

**Finance Committee Meeting**

**Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

|  |  |  |
| --- | --- | --- |
| **Action/****Project** | **Responsible****Person/Team** | **Update** |
| Hire new accountant: initiate process  | Joe T. | *Recent history:*--ads placed in 2 local newspapers--ad placed in national accounting magazine*Future action:*--give resumes to Betty’s team as soon as possible after deadline  |
| Hire new accountant: shortlist 3 to 4 candidates | Betty McG. | *Recent history:*--team assembled to review resumes--criteria set for shortlisting candidates*Future action:*--waiting for deadline to pass and resumes to come in |
| Complete 2014 audit | AnneMarie J. and finance team | *Recent history:*--met with senior partner from LB&J (audit firm) to outline process--developed timelines together--reviewed latest management notes for compliance; no problems noted*Future action:*--currently assembling all documentation; should be ready by late next week |
|  |  | *Recent history:**Future action:* |

**Sample Minute-Taking Standards Handout 12**

The following minute-taking standa*r*ds have been established for all meetings of XYZ Company to ensure consistency, establish what should be recorded, reduce the risk of inappropriate details, and create reliable historical information.

1. **Types of Meetings and Types of Minutes\* Used for Each**

|  |  |
| --- | --- |
| * Annual General Meetings, Board Meetings
* Committee Meetings, Team Meetings, Project Management Meetings
* Legal Purposes/As directed by Counsel
* In-Camera Meetings\*\*
 | * Decision-Only Minutes
* Anecdotal Minutes
* Verbatim Minutes
 |

1. **Procedural details for recording minutes/notes**

|  |  |
| --- | --- |
| **AGMs, Board Meetings** | * Motions require seconder
* Names of members voting for or against motions will be recorded; no personal titles will be recorded for the vote
* Motions that are carried by a majority vote or by a unanimous vote shall be recorded as “Carried” and motions that are defeated by a majority vote shall be recorded as “Defeated”
* “Unanimous” will be used only when it is required

(e.g. third and final reading of a bylaw at the same meeting that first and second readings occur; or, when adding an item to a “Special Meeting” at the Call to Order)* Items discussed in an order other than that given on the agenda shall be recorded following as listed on the agenda
* Absents, but not Regrets, shall be recorded
 |
| **Committee, Team, Project Meetings** | * No motions are made or recorded
* Actions/directions resulting from discussions are recorded
* Items discussed in an order other than that given on the agenda shall be recorded in the order in which they were discussed
* Absents, but not Regrets, shall be recorded
 |

1. **Layout of Minutes/Notes**
* All minutes/notes shall follow layout established for them through their corresponding Agenda templates
* Motions recorded followed by last name of mover/last name of seconder and result, as follows: “That….. Smith/Brown CARRIED”
* Calibri font, 14 point, bolded for headings; Calibri font, 12 point for text
* Communications matrix used for Project Meetings only
* Footers used on all minutes/notes with name of meeting, date held, page number

**4. Distribution, Filing, Archiving**

* Distribution of electronic minutes to all invitees, whether in attendance or not
* For committee, team, and project meetings, distribution also to senior managers
* All minutes to be archived in appropriate place on company portal

 1 of 2

|  |
| --- |
| **\*Types of Minutes*****Decision-Only Minutes**** are used for formal meetings
* capture motions only
* exclude any discussion summaries
* capture movers/seconders and decision

Example: Moved that the Annual Budget for 2016-2017 be approved, as presented. Smith/Brown CARRIED***Anecdotal Minutes**** are used for informal meetings such as Audit Committee meetings, department meetings, project meetings
* capture for each issue:
* a statement of the issue
* objective and concisepoint-form summaries of discussions
* a concluding statement/action/decision, by whom and timeline
* arenot preoccupied with every word
* do notattribute comments to individuals

Example: The Board was provided a report on transportation issues relating to services for seniors in the Inner City.Action: It was agreed that the President and the CEO will request a meeting with the Mayor of Edmonton to discuss options that would lower the cost of transportation. A report will be provided to the Board by (date).***Verbatim Minutes**** are a word-for-word record of who said what
* are used only for specific purposes

This type of minutes is not recommended as it can leave the organization and members of the Board vulnerable if subpoenaed as evidence by a court of law. They can also result in arguments by members that “I did not say this,” “Yes you did,” “But that is not what I meant” and can hamstring the meeting when notes are being approved. \****\*In-Camera Sessions**** No notes or minutes are taken during the in-camera session of any meeting
* If members agree, a statement noting the issue and action/decision may be recorded once members are out-of-camera.
 |

 2 of 2

**Example of a Minute Template Handout 13**

**Planning and Projections Unit Meeting**

May 27, 2016

Main Conference Room, 3rd floor

**Purpose:** Monthly progress meeting

**1.** **Called to Order**

 The meeting was called to order by Bryan A. at 3:00 p.m.

**2. Attendance**

Facilitator: Bryan A. Recorder: Josh D.

 Bob, Dante, Rashid, Jim, Angela, Rose, Nathan, Saul

 Absent: Stephen

**3.** **Approval of Consent Agenda**

 **3.1** Statement of Revenue and Expense for the month of February 2016

 *(Name) moved that the statement of revenue and Expense for the Month of February 2016 be received as information.*

 **Carried/Defeated**

 **3.2** Report on the status of furniture purchase for coffee room.

 *(Name)\* moved hat the Consent Agenda be approved as circulated.* **Carried/Defeated**

**4.** **Approval of Agenda**

*(Name) moved that the Agenda be approved as presented. (Mover)* **Carried/Defeated**

**5.** **Approval of Minutes** of February 23, 2015 Meeting

 *(Name) moved that the Minutes of the February 23, 2015, Meeting be approved as circulated.*

**Carried/Defeated**

**6.**  **Items/Reports from Head Office**

 6.1HR Report on Absenteeism

*(Name) moved the report on Absenteeism be received as information. Nathan/Jim*

6.2Report from Senior Team re: bonuses

 *(Name) moved the Senior Team receive an annual bonus in the form of free membership.*

***Carried/Defeated***

**7.** **Items/Reports for Action or Decision**

 **7.1** Conversion to iPhones

 *(Name) moved that all members of the Unit convert to using iPhones within six months.*

***Carried/*Defeated**

**8.** **New Business**

 **8.1** Committee to plan Spring Fling party

 The committee will be comprised of \_\_\_\_\_\_\_\_\_\_\_\_\_

**10.** **Adjournment**

 The meeting was adjourned at \_\_\_\_\_\_\_\_\_\_\_

\*Minute Taking Standard does not require seconder.

**Grammar and Word Choices for Minutes Handout 14**

* Use past tense. “The HR Manager **outlined** the new plan.” “The Chair **indicated** that Bill **will be** taking the lead role.”
* If you use names, use the active voice. “Joe outlined the plan.”
* If you don’t use names, use passive voice. “The plan was outlined and then discussed.”
* Write in third person when possible. “The Chair stated that the deadline for…” “It was agreed that prior to the next meeting, participants would…” “The report indicated that…”
* Use phrases such as “various views/opinions were expressed” rather than stating that there was disagreement.
* Develop a list of common phrases for use in the minutes:

“various views/opinions were expressed”

“raised a concern about”

“a concern about XXX was raised”

“attendees were concerned about”

“suggested to the meeting/members that”

“it was suggested that”

“members highlighted the need for”

“the Chair requested”

“the Chair directed”

“members raised the issue of”

* Keep emotion out of the minutes—yours and everyone else’s. The best way to do this is to avoid using any adjectives/descriptors.
* Develop “house styles” for names, abbreviations, titles, acronyms, etc.

**A few others!**

* Capture information, facts, commitments, positions, and general attitudes.
* Capture the order of the discussion, even if it does not follow the agenda.
* Ask yourself “will this matter in two days, two weeks, two months, two years”? What do you need to capture?

**Order of speakers Handout 15**

**Meeting: Board of Directors – or – Human Resources Committee, etc.**

**Date:**

**Item #  Item #**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name of Member** | **Rd#1** | **Rd #2** | **Name of Member** | **Rd#1** | **Rd #2** |
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**Item #  Item #**

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| --- | --- | --- | --- | --- | --- |
| **Name of Member** | **Rd#1** | **Rd #2** | **Name of Member** | **Rd#1** | **Rd #2** |
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**Item #  Item #**

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| --- | --- | --- | --- | --- | --- |
| **Name of Member** | **Rd#1** | **Rd #2** | **Name of Member** | **Rd#1** | **Rd #2** |
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**Item #  Item #**

**Annual Planning Cycle Handout 16**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Month/Day** | **Type of Meeting**  | **Time**  | **Topic** | **Responsible** |

|  |  |
| --- | --- |
| **January** |  |
| Date | Audit Committee | 8:00-11:00 a.m. | Annual Budget Framework |  Treasurer (name) |
|  | Project xx | 1:00-2:00 p.m. | Weekly Progress Meeting | Team Leader (name) |
|  |  |  |  |  |

|  |  |
| --- | --- |
| **February** |  |
| Date | Executive Monthly Meeting | 8:00-11:00 a.m. | Regular Monthly Meeting | President (Name) |
|  | Audit Committee | 3:00-4:30 p.m. | Audited financial statements | Treasurer (Name) |
|  | Construction Team | 9:00 -10:0 a.m. | Warehouse Modernization  | Manager (Name) |

|  |  |
| --- | --- |
| **March** |  |
| Date | Annual Silent Auction | Third Saturday in March |  | Community Relations Mgr |
|  |  |  |  |  |

|  |  |
| --- | --- |
| **April** |  |
|  | Audited Financial Statement for Previous Year | By April 30 |  | Treasurer |
|  |  |  |  |  |

|  |  |
| --- | --- |
| **May** |  |
|  | Annual Golf Tournament |  |  |  |
|  |  |  |  |  |

|  |  |
| --- | --- |
| **June** |  |
|  | Summer Project Team | 8:00-10:00 a.m. | Plan for Summer Projects | Project Manager, Construction (Name) |
|  | Finance Committee | 12:00 – 3:00 p.m. | Mid-Year ReviewAnnual Summer Barbeque | Treasurer (name) |