BSBOPS405

ORGANISE BUSINESS MEETINGS

BSBOPS405

Organise business meetings

Release 1

Learner Guide

Aspire Version 1.1

Aspire also has learning resources available in these areas:
· Foundation skills
· LLN and employability skills (non-competency)
· Community services
· Early Childhood Education and Care
· Allied health

Contact details

Participant	
Name:	
Start date:	
Phone number:	
Email:	
Work location	
Name:	
Address:	
Postal address:	
Workplace supervisor name:	
Phone number:	
Fax:	
Email:	
Registered Training Organisation (RTO)	
Name:	
Address:	
Postal address (if different):	
Phone number:	
Fax:	
RTO contact name:	
Mobile:	
Email:	

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Before you begin

This Learner Guide is based on the unit of competency *BSBOPS405 Organise business meetings*, Release 1. Your trainer or training organisation must give you information about this unit of competency as part of your training program. You can access the unit of competency and assessment requirements at: www.training.gov.au.

How to work through this Learner Guide

This Learner Guide contains a number of features that will assist you in your learning. Your trainer will advise which parts of the Learner Guide you need to read, and which Practice Tasks and Learning Checkpoints you need to complete. The features of this Learner Guide are detailed in the following table.

Feature of the Learner Guide	How you can use each feature
Learning content	Read each topic in this Learner Guide. If you come across content that is confusing, make a note and discuss it with your trainer. Your trainer is in the best position to offer assistance. It is very important that you take on some of the responsibility for the learning you will undertake.
Examples	These highlight key learning points and provide realistic examples of workplace situations.
Practice Tasks	Practice Tasks give you the opportunity to put your skills and knowledge into action. Your trainer will tell you which practice tasks to complete.
Summaries	Key learning points are provided at the end of each topic.
Learning Checkpoints	There is a Learning Checkpoint at the end of each topic. Your trainer will tell you which Learning Checkpoints to complete. These checkpoints give you an opportunity to check your progress and apply the skills and knowledge you have learnt.

Foundation skills

As you complete learning using this guide, you will be developing the foundation skills relevant for this unit. Foundation skills are the language, literacy and numeracy (LLN) skills and the employability skills required for participation in modern workplaces and contemporary life.

The following table provides definitions for each foundation skill.

Foundation skill area	Foundation skill description
Reading	▪ Identifies and interprets information from instructions, organisational policies and procedures, or legislation ▪ Compares final output with original notes to check accuracy
Writing	▪ Prepares complex texts from notes using appropriate structure, accurate spelling, grammar and punctuation ▪ Records notes of meeting proceedings according to organisational requirements ▪ Edits and corrects own work to ensure accuracy
Oral communication	▪ Listens for specific information during meetings ▪ Conveys specific instructions using vocabulary appropriate to context, purpose and audience ▪ Asks questions and listens to responses to clarify understanding
Numeracy	▪ Performs calculations required to measure output against predetermined timeframes
Initiative and enterprise	▪ Recognises and responds to both explicit and implicit organisational procedures and protocols and legislative/ regulatory requirements
Teamwork	▪ Selects the appropriate form, channel and mode of communication for a specific purpose relevant to own role
Planning and organising	▪ Applies formal processes when planning complex tasks, producing plans with logically sequenced steps, reflecting an awareness of time constraints
Technology	▪ Understands the purposes, specific functions and key features of common digital systems and tools and operates them effectively to complete routine tasks

What do you already know?

Use the following table to identify what you may already know. This may assist you to work out what to focus on in your learning.

Topic	Key outcome		Rate your confidence in each section
Topic 1: Prepare meeting documentation and details	1A	Type and purpose of meeting	❑ Confident ❑ Basic understanding ❑ Not confident
	1B	Legal, ethical and organisational requirements	❑ Confident ❑ Basic understanding ❑ Not confident
	1C	Meeting arrangements	❑ Confident ❑ Basic understanding ❑ Not confident
	1D	Prepare and distribute notice of meeting and documentation	❑ Confident ❑ Basic understanding ❑ Not confident
Topic 2: Record meeting outcomes	2A	Accurately record the meeting	❑ Confident ❑ Basic understanding ❑ Not confident
	2B	Key decisions and actions for implementation	❑ Confident ❑ Basic understanding ❑ Not confident
	2C	Review meeting minutes	❑ Confident ❑ Basic understanding ❑ Not confident
	2D	Distribute materials	❑ Confident ❑ Basic understanding ❑ Not confident

Topic 1 | Prepare meeting documentation and details

1A   Type and purpose of meeting

1B   Legal, ethical and organisational requirements

1C   Meeting arrangements

1D   Prepare and distribute notice of meeting and documentation

1A Type and purpose of meeting

Before you can determine the requirements of a meeting, you need to determine the type of meeting required and its purpose. The primary purpose of any meeting is to communicate with others.

When looking into meetings, you need to consider:
- the situation (circumstances, mood, atmosphere, background, etc.)   - the organisational context (the implications and needs of the business or project or organisation)   - the team or the meeting delegates (the needs and interests of those attending)   - you yourself (your own role, confidence, experience, etc.)   - your position and your relationship with the team   - the aims of the meeting   - any organisational requirements.

The purpose of the meeting is the reason for holding the meeting and will determine the style, structure, preparation, proceedings and follow-up required.

Questions to ascertain the purpose of the meeting:
- Why is the meeting being held?   - What do you want to achieve from the meeting?   - Has a meeting like this been held before? If so, when, where and what other details are available?   - Who are the main participants? How many people will attend?   - When will the meeting to be held?   - Is there a preference in terms of location?   - How long is the meeting likely to run for? How formal or informal will it be?   - Will lunch or coffee be required?   - Who else will be organising or involved in arranging any aspect of the meeting?

Types and styles of meetings

Committee meetings
A committee is a group of people elected or appointed from a larger body to investigate, report or act in special cases. Like a project team, a committee may form for a specific period or may be a permanent fixture within an organisation. A committee is often made up of a group of people who work in different areas of an organisation but have a common interest or goal to achieve. Committee meetings can be small and informal or much larger and more formal, depending on the size of the organisation, the committee and the outcomes to be achieved.

Departmental meetings
Departmental meetings are held regularly with department or section teams; for example, the sales team may meet fortnightly to discuss matters relating to sales promotions, budgets, strategies, levels of sales, etc. Depending on the size of the organisation, these meetings may involve only the local team or the entire state or national teams.

Board meetings
The board of directors is generally responsible for setting the goals for the organisation, overseeing management's plans for acquisition and organisation of the financial and human resources necessary to achieve these goals. The board of directors also reviews, at reasonable intervals, the company's progress towards attaining its goals. When holding this type of meeting, you must refer to *Company Law Review Act 1998* (Cth).

Informal face-to-face meetings
Informal face-to-face meetings are one of the most common types of meeting in organisations. Sometimes they are unexpected; for example, when someone you sit next to at work asks you a question about something you are doing or when your manager stops by your desk for a brief chat. Sometimes you know they are going to happen.

Regular workplace meetings
Regular workplace meetings are generally in the form of team updates or staff meetings. Many teams experience regular workplace meetings, where the same group of people meets, often at the same place and time on a weekly, fortnightly or monthly basis. Often an agenda is prepared and the responsibility of taking minutes is shared among team members, or minutes may not be taken at all.

Understanding meeting terms

There are various terms that are used in relation to meetings, and it is important to know and understand the common terms.

When organising meetings, it is important to understand the various terms used. Some terms relate to formal positions held by the participants; others describe specific purposes associated with the conduct of meetings. The following are common terms you need to be familiar with. The more formal the meeting structure, the more likely these terms will be used.

Commonly used terms that describe formal positions in meetings are listed below.

Board members and directors	Board members and directors are nominated or elected members representing the interests of an organisation.
Chairperson	The chairperson is responsible for seeing that a meeting is conducted in an orderly manner and according to meeting procedures.
Secretary	The secretary assists the chairperson gather information for the meeting, organises meeting arrangements and takes the minutes.
Treasurer	The treasurer is the person responsible for reporting the financial business of an organisation.
Agenda	The agenda is a plan for the stages of a meeting, including the opening, acceptance of previous minutes, business arising from the minutes, correspondence, general business and close.
Minutes	The minutes are an official record of what took place at a meeting.
Proxy	When a member is unable to attend a meeting, they may nominate someone else (a proxy) to attend and/or to vote in their place.
Quorum	A quorum is the minimum number of people who must be in attendance before a meeting is official and business can be transacted.
Standing orders	Standing orders are an outline of the rules for meeting procedures.
Motion	A motion is a proposal that is officially put before a meeting and that goes through several stages before it is accepted or defeated. A motion is always carefully worded and recorded verbatim in the minutes. The person who suggests the proposal moves the motion. A person who supports the motion seconds the motion.
Mover	The mover is the person who moves that a meeting accept a decision, such as the contents of the minutes of the previous meeting or a motion raised.
Resolution	A resolution is the name given to a motion once it has been agreed to by a meeting.

Example

Informal face-to-face meeting

Mark is a supervisor at a department store. He is responsible for staffing levels, payroll and ensuring productivity is met and customers are happy. Mark has been informed that some customers are not returning, and he needs to find out why. He approaches Shelly, a staff member, in the staff common area and starts to discuss the situation with her. Shelly mentions that some of the stock that customers want is not being supplied to the store. Mark was not aware of this situation, but he can now address it and follow-up on the delivery of supplies to his store. Mark wrote a few notes down from his discussion with Shelly, but no formal meeting minutes were taken because it was an informal meeting

Practice Task 1

Question 1

What is the purpose of a departmental meeting?

Question 2

What is the purpose of a regular workplace meeting?

1B Legal, ethical and organisational requirements

The main legal considerations for holding meetings include whether there are strict requirements to hold meetings or special rights to call a meeting.

You must provide proper notice (time periods, content of notice and required recipients) and meet quorums (the minimum number of people that must be present to make a meeting valid).

The code of conduct for a meeting may include the following:
- honesty   - integrity   - respect   - accountability   - confidentiality   - essential disclosure   - lawful compliance   - professional behaviour.

Legal requirements for holding a meeting include compliance with work health and safety regulations and the provision of public liability insurance. For example, a public meeting at which food will be served needs to comply with safety standards and safe food-handling practices. Those holding the meeting must be aware of insurance needs.

Below is a list of legal and ethical considerations to consider when managing meetings.

Quorum
A quorum is the number of participants that must be present for the actions of the meeting to be valid. It also ensures that meetings are democratically representative of members.
Decisions that are made at a meeting without a quorum are not binding on members. Quorums can vary in number for different types of meetings.

Codes of practice
Industry codes of practice provide practical guidance and advice on how to achieve the standard required by Acts and regulations. Codes of practice are developed through consultation with representatives from industry, workers, employers, special interest groups and government agencies.
A code of practice is not law, but it should be followed unless there is an alternative course of action that achieves the same or better standards. Employers, workers, designers, manufacturers and suppliers should use the code of practice in conjunction with the Act and regulations.

Legislation
Ensure that whatever you do is legal and give serious consideration to ensuring that you meet the requirements of the *Human Rights and Equal Opportunity Commission Act 1986*, the Occupational Health and Safety Act, the *Privacy Act 1988* and other legislation that may impact on your meeting behaviours or topics.
Public meetings
Public meetings are held to inform the community at large and may be held in a group, by videoconference or by teleconference. Public meetings are often held in response to proposed changes in government or community services or property that will affect the community or a great number of people. Many of these meetings can be confrontational, and the large numbers attending may pose a new set of concerns.
Disability Discrimination Act (1992)
The *Disability Discrimination Act (1992)* requires that people with disabilities can access and use places open to the public and that they can access any services and facilities provided in those buildings. People with disabilities can face barriers to attending and participating in public functions in a variety of ways. For example, they may have trouble hearing what is said, seeing small print on an invitation, climbing steps to the venue, understanding signage or using a rest room in the building. To help event organisers and function coordinators design, plan and conduct events that are accessible for people with disabilities, the Western Australian Disability Services Commission has produced a booklet called *Creating Accessible Events* that can be downloaded from the Internet.
Work health and safety
If your meetings are held in rented or borrowed premises, find out about public risk and your liability. Arrange public liability insurance coverage and update it regularly, and remember to always promote injury and accident prevention.
Many groups and committees use food and raffles to raise their profile or to raise funds. Be familiar with the legal and local law requirements for food safety or liquor licensing. Always consider the alternatives and model positive behaviour.
Undertake safety audits of your facilities at least annually and ensure that personnel trained in first aid are in attendance.

Identify and comply with legal and ethical requirements

When arranging a meeting, you need to be aware of the requirements relevant to that meeting.

The company's constitution normally outlines the voting rights and procedures for a company. Where no provision is made, each member will be deemed to have one vote on a show of hands and one vote per share on a poll; that is, for every share a member holds in a company, they are entitled to one vote. Where the company does not have share capital, each member has one vote.

> **Example**
>
> ### Accessible meeting
>
> A local restaurant wants to expand their facility and they need buy-in from the local community. The restaurant has sent out invitations to the businesses and patrons residing around them, and has had a huge response confirming attendance. The restaurant is located on the second floor overlooking the ocean and it only has stairs, no lift.
>
> Some of the community members planning to attend the meeting are elderly and use walkers or are in wheelchairs. According to the Disability Discrimination Act 1992, the restaurant needs to provide a venue that is easily accessible to all involved. The restaurant owner has decided to hold the meeting at the local city hall to ensure a safe, comfortable environment for all involved.

Practice Task 2

Question 1

List two examples of legal requirements when holding a meeting.

Question 2

For every share that a person holds in a company, how many votes are they entitled to?

Question 3

How many participants need to be present at a meeting to have a quorum?

1C Meeting arrangements

Once you have identified the purpose of the meeting, you need to put meeting arrangements into place.

When putting meeting arrangements into place, you must ensure that you have:
- scheduled the date and time of the meeting   - booked an appropriate venue   - arranged catering, if required   - arranged accommodation and transportation, if required   - arranged IT facilities and equipment   - a final cost to ensure you are within budget.

For any kind of meeting, you need to identify how many people are expected to attend so that you can determine the requirements (e.g. the size of the venue and what materials are needed).

You need to understand the following in order to prepare for a meeting:
- what the purpose of the meeting is   - what the meeting structure is   - what the proper voting protocols and procedures are   - whether the participants have any special needs.

Meeting structure

There are different types of meetings. For example, there are meetings where you share information, meetings where you make decisions and meetings where you brainstorm.

For any meeting to be seamless, there needs to be a designated leader. This person is called the chairperson of the meeting. The chairperson is responsible for making sure that each meeting is planned effectively, conducted according to the constitution and that matters are dealt with in an orderly, efficient manner.

The major planning tool for a meeting is the agenda, or an outline of major discussion points. Most meetings focus on a featured presentation, followed by concluding remarks, with the distribution of action plans to remind attendees of specific responsibilities and timelines.

Informal or semiformal meetings:

- are less heavily planned and regulated, and so lack many of the defining features of a formal meeting, such as minutes, a chairperson and a set agenda
- are likely to take place in a casual setting, such as a restaurant or coffee shop, or at one of the participant's desks, rather than in a boardroom
- are used to discuss issues that would not have an appropriate place in a formal meeting
- may be designed to make one of the participants feel more at ease and freer to speak their mind than in a more formal setting
- allow participants to meet with a greater degree of spontaneity and flexibility (e.g. staff meetings, club meetings and any meeting that is a get-together for managing an organisation and making decisions for the group is often a semiformal or informal meeting)
- can help further the organisational goals of a company or organisation by allowing participants to share thoughts and ideas that may not be fully developed yet and therefore may be unsuitable for discussion at a formal meeting.

Note, some decisions cannot be taken at informal meetings because they must be put to a larger group of people at a formal meeting due to legal restrictions.

Types of meetings

There are several types of meetings, but they are usually defined by five different types detailed below.

Decision-making meetings	A decision-making process can include group activities like information gathering and sharing, brainstorming solutions, evaluating options, ranking preferences and voting on final options.
Innovation meetings	Meetings with a focus on coming up with new ideas, designing or redesigning products or developing entirely new approaches for your business can all be called innovation meetings.
Information sharing meetings	Information sharing meetings are all about informing attendees about a specific issue or sharing information. This type of meeting is usually educational (e.g. seminars and panel debates).
Status update meetings	Status update meetings are one of the most common meeting types. This category includes regular team and project meetings, in which team members align their progress towards a common goal by communicating current updates, task progress, challenges and next steps.
Team-building meetings	Team-building meetings should combine work with fun, featuring team building activities that let team members share experiences together, get to know each other in new ways and build trust and communication channels that can be tapped into when completing tasks. This can be the basis of your organisational culture.

Participant needs

Participants may have different requirements or special needs that need to be addressed for an inclusive meeting.

Participant needs	
Special dietary requirements	Some people are allergic to wheat-based products, so arranging a plate of sandwiches to share for lunch will not be suitable for them. Pregnant women are unable to safely eat certain foods, and others will simply prefer not to eat certain foods. Ensure you are familiar with the dietary requirements of all the attendees.
Date and time restrictions	Be aware that meeting times need to be carefully planned in order to maximise the effectiveness of the meeting. For meetings involving participants from different time zones, selecting a suitable meeting time can be problematic, so ensure you take this into consideration.
Technology	Participants who are meeting via a teleconference or videoconference will need access to the relevant technology; for example, if a live presentation on the company's latest product is to occur, you will need to provide access to the internet, laptops and microphones or headphones.
Disabled access	Some attendees may require wheelchair access to the meeting venue or may require other special equipment or access if they have a disability. Most people who have such a requirement will be used to raising this with meeting organisers, but if you are unsure whether this is the case, ask your manager for guidance on whether anyone will need special access.
Interpreter	An interpreter may be particularly important for meetings with foreign businesses or those with attendees from other countries, whether they are internal staff members or external consultants, experts or representatives of other organisations. If you think this is likely, find out whether any attendees need an interpreter and the specific language and dialect they speak so the correct interpreter can be found.
Larger print	Ensure that meeting notes and any presentations produced are in a suitable format so all attendees can easily read and understand them. Photocopies should be clear, diagrams easy to read and text large enough so all people can read them. If any attendees have vision problems, they will probably alert you to this prior to the meeting. This could mean you need to create a special set of meeting notes for these attendees in a larger print format.

> **Example**
>
> ### Team-building meeting
>
> When you are trying to encourage teamwork in the workplace, there are a few different ways to do it. One great way is using creative activities to get people who do not usually work directly together to accomplish a common goal. One such activity is the marshmallow game.
>
> To play the marshmallow game, you simply divide your team into groups of four and give each group 20 sticks of spaghetti, one metre of tape, one metre of string and a marshmallow. Whichever team can build the tallest structure wins. The trick is the marshmallow must be on top.
>
> There are a few reasons this game works as both a great ice breaker and a team-building exercise. First, the most successful teams are those groups in which people do not spend time competing for power. The game forces your colleagues to work collaboratively when brainstorming potential solutions. Second, the marshmallow game encourages people to think quickly and offer alternative solutions when their initial idea fails.
>
> With the marshmallow game, you can strengthen your team's brainstorming and problem-solving skills, and your team can also have some fun: a win–win situation.

Practice Task 3

Question 1

What are four things that need to be understood and followed in order to prepare for a meeting?

Question 2

Which type of meeting can be the basis of an organisation's culture?

1D Prepare and distribute notice of meeting and documentation

When organising a meeting, you will generally be required to follow established procedures for informing participants of relevant meeting details.

In some circumstances there are legal obligations to be met when calling a meeting. However, there are also protocols that apply to advising of regular, extraordinary or even informal meetings. Once you receive the formal approval from the chairperson on the meeting agenda, the next step is to inform and invite every participant to the meeting.

You should send an email stating there will be a meeting, the goal of the meeting and the administrative details, such as when and where the meeting will be. Ask those invited to accept or decline the meeting. Make it clear that once they have accepted the meeting, they are expected to attend.

Notifying participants includes:

- identifying organisational policy and procedure to notify participants
- sending an email attaching the draft proposed agenda with the meeting invitation
- responding to any request for any additional items that the participants would like to include in the meeting agenda
- requesting the participants to provide referral documents for any items added
- collecting all the additional agenda items and preparing the final agenda
- asking participants requesting an agenda item to contact you no less than two days before the meeting with their request and the amount of time they want to present it.

Once all the agenda requests have been submitted to you, summarise them in table format using headings 'Agenda item', 'Presenter' and 'Time'. Ensure that each agenda item is directly related to the goals of a particular meeting. If an inappropriate request is made regarding an additional agenda item, suggest that the person send an email or memorandum instead or recommend that the agenda item be discussed in another meeting. Be realistic in the amount of time you allocate to each presenter. Do not cram an unrealistic number of agenda items into an hour-long meeting.

Send the agenda to all meeting participants the day before the meeting with a reminder of meeting goals, location, time and duration. At this time, ask the presenters whether they are happy with the order in which they will be speaking and the amount of time they have been allocated.

Participants can also be invited face-to-face, by telephone (for some occasions) or by public notice (on a website, noticeboard, newspaper).

Guidelines for giving notice of a meeting

Give advance notice of a meeting to participants. You should give employees as much notice as possible to attend a meeting. Giving 24–48 hours' advance notice of scheduled employee meetings is enough, but the more notice given, the better.

Guideline 1	Notice of a meeting should be delivered to the right participants. Only individuals whose presence is required should be informed of the meeting.
Guideline 2	State important details. The date, time and venue of the meeting should be clearly stated.
Guideline 3	Include items of business.

Companies must usually give at least 21 days' notice to members about a general meeting.

Prereading and meeting papers

Prereading and meeting papers include any research required or information to be read by meeting participants so they are fully informed and prepared before the meeting.

Documentation that will help you achieve the meeting goals can include: reports; data and charts, such as competitor information, sales month-to-date and production plans; Microsoft PowerPoint slides that illustrate key discussion points; and minutes, notes and follow-up from earlier or related meetings and projects, correspondence and any other documents that need time to consider, clarify or research. Prework distributed in a timely manner, with the serious expectation that attendees will read the prework before the meeting, helps ensure meeting success.

When notifying participants and sending out these premeeting papers, determine the best time frame for your organisation and your meeting. If the information is sent too early, it may be lost or forgotten; if it is sent too late, it may not be received or there may be insufficient time for reading.

What is an agenda?

An agenda is a guideline for the format of a meeting that a chairperson needs to follow so the meeting runs smoothly and on time.

You need to think about creating an agenda that outlines the topics of discussion for your meeting. An agenda is usually created by a secretary. The secretary also makes the necessary arrangements for a meeting, such as booking the venue and arranging the catering, including consideration of any dietary requirements. During the meeting, a secretary will take meeting minutes, and secretaries keep and share records of correspondence.

An agenda gives the chairperson control over the flow of discussion, the issues covered and the attendees responsible for reporting on or sharing specific information at the meeting. An agenda can also help keep the meeting within a predetermined time frame, controlling when issues are discussed.

The agenda:
· should clearly state the meeting purpose and detail the issues to be discussed · should prioritises the order in which things are best discussed so the meeting outcomes can be achieved · should define a time frame for each issue to be discussed · acts a guide to prepare invitees · is a structural tool that help control the proceedings.

The agenda commonly forms part of the notice or is attached to it, so members receive all the necessary details at once. Any reports should be sent out in advance to allow people time to read the documents and, where proxy or postal voting is allowed, the relevant forms or voting slips should also be sent at this time.

The time and manner for giving notice of a meeting is set out in the rules of the organisation and must be strictly adhered to. Inadequate notice may invalidate a meeting. All members who are entitled to attend a meeting must be given proper notice in accordance with the rules.

A typical agenda briefly sets out what matters will be covered and in what order. If members are notified of the business to be conducted at the meeting, then the meeting must be confined to dealing with those matters. Any new agenda items raised during a meeting should be put on the agenda for the next meeting. This allows members time to consider matters properly and avoids disadvantaging members who are not in attendance at the meeting and therefore unaware of the new business.

Storage and distribution

Proper handling of meeting minutes is important to any business. Before being stored and distributed, the minutes must be checked for accuracy.

Once the meeting agenda is set, the basis for the meeting minutes can be created. The best place to store meeting minutes is in a cloud-based platform with access limited to only those who require it. The minutes should be stored in a designated folder labelled with the proper naming conventions. Each organisation will have its own preference of naming conventions; this is fine, as long as the naming conventions are consistent.

Meeting minutes may include the following:
- actions taken or agreed to be taken   - next steps   - voting outcomes (e.g. if necessary, details regarding who made motions, who seconded and approved motions or whether they were approved via a show of hands)   - motions taken or rejected   - items to be held over   - new business   - the date and time of the next meeting.

Meeting minutes are to be distributed to all attendees and those who were not able to attend the meeting if the information is relevant for them. Meeting minutes should be sent out via email and stored securely with a password or limited access for privacy reasons.

Example

Meeting agenda and meeting minutes templates

Project meeting agenda

Project name			
Date		Time	
Facilitator		Location	

Attendance requested

Name of attendees	

Agenda

Topic	Staff member	Allocated time

> **Meeting minutes**
>
> **[Name of organisation/committee]**
>
> **[date]**
>
> **Opening**
>
> The regular meeting of [name of organisation/committee] was called to order at [time] on [date] in [location] by [meeting chair].
>
> **Present**
>
> [List of attendees]
>
> **Apologies**
>
> [List of those not able to attend]
>
> **Item 1: Approval of agenda**
>
> The agenda was approved as distributed.
>
> **Item 2: Approval of minutes**
>
> The minutes of the previous meeting were approved as distributed.
>
> **Item 3: [List agenda item]**
>
> [Summarise the discussion for each issue, state the outcome and assign any action items. Repeat as required.]
>
> **Item [number]: Any other business**
>
> [Summarise the discussion, state the outcome and assign any action items; or add discussion points to the agenda for the next meeting.]
>
> **Adjournment**
>
> Meeting was adjourned at [time] by [person]. The next meeting will be at [time] on [date] at [location].
>
> Minutes submitted by: [name of minute taker]

Confirm resources for meeting

After preparing for the meeting confirm you have the required resources, to ensure everything is well organised.

After taking the time to arrange the details of a meeting, ensure all the resources you require are available and working properly. This means checking things yourself before the meeting, such as checking the Wi-Fi, computer, projector or microphone. This will give you more confidence leading up to the meeting.

Resource inclusions

You may require several different resources for a meeting as listed (but not limited to) below.

Notepads
For attendees to write their notes or questions on during the meeting

Pens
For attendees to write their notes or questions with

Handouts and reading material
Any material that the chairperson needs the attendees to refer to in the meeting or information that the attendees were asked to read prior to the meeting

Agenda
The document used to keep the chairperson on track with the topics of the meeting

Whiteboard
For the chairperson or attendees to write on to help demonstrate their topic; this is a visual aid for the rest of the attendees to look at

Whiteboard markers
The markers come in many different colours, but people with colour blindness cannot see certain colours, so using these colours should be limited or avoided if possible. Colours that may cause trouble are red, green, blue or mixtures of these colours. The most common type of colour blindness is red–green colour-blindness, in which the person cannot distinguish between red and green.

Whiteboard eraser
Used to keep the whiteboard tidy and erase what has been written on it

Laser pointers
If using a laptop and projector, the laser pointer can be used to physically point out highlights of the display

Audio visual (AV) resource inclusions:
- projector - computer (laptop) - Internet access - screens or television - computer mouse - microphone - cables and extension cords.

Projector
Used in conjunction with a computer or laptop to display information to attendees

Computer (laptop)
Used to connect to the project or to send information, or research data and evidence, to attendees

Internet access
Used to enable the computer to access the World Wide Web for research purposes

Screens or television (remote control with batteries)
Screens and televisions can be used as a projector to show information to attendees. 'Smart' televisions can be linked to the Internet and have various apps built in, such as YouTube, Google search or Netflix

Computer mouse
Used to control PowerPoint or other software being used

Microphone
Used for larger groups or rooms to ensure speakers' voices are clearly heard so that all information is passed on to attendees

Cables and extension cords
Critical resources if a computer, laptop or other devices are being used that need to be plugged in. Some attendees with computers may also need access to power points, but may not be positioned correctly in the room to access them

When setting up a meeting room with the required resources, ensure you have enough resources and that they work before leaving the set-up. Work health and safety (WHS) is important, so check that the cables, cords and hardware are in good working order.

In addition to ensuring you have your physical documents and resources for the meeting, you need to ensure that your guest speakers or personnel are confirmed for the meeting.

Check your email to confirm that the guest speaker (if having one), required attendees, chairperson and secretary will be attending the meeting and there are no late apologies .

Example

BAM meeting arrangements

The executive team at BAM Contracting Company is holding a quarterly financial staff meeting to go over their current budget and expenses. The financial comptroller has made the arrangements through the banqueting department, which has secured the Valley View room from 9am to 5pm on Thursday 12 June.

The technical requirements needed for the day are:

- a projector
- a screen
- a mouse
- a laser pointer
- Internet

cables and extension cords, because the attendees may need to charge their computers during the meeting.

Because the attendees will bring their computers or their own pens and paper to write notes, these resources do not need to be supplied. Because the meeting will be held over eight hours, morning and afternoon coffee and tea will be provided for the attendees. There are local food outlets for attendees to get their own lunch.

Practice Task 4

Question 1

Which of the following statements relate to the guidelines for notice of a meeting?
Tick all that apply.

○ You should give at least 24–48 hours' advance notice. Companies must give 21 days' notice.

○ Notice of a meeting should be delivered to the right participants. Only individuals whose presence is required should be informed of the meeting.

○ State important details. The date, time and venue of the meeting should be clearly stated.

○ Include only some of the items of business.

Question 2

Why is it important to have a meeting agenda?

Question 3

When would you distribute the meeting agenda to attendees and why?

Question 4

Which of the following are examples of resource inclusions? Tick all that apply.

○ Notepads

○ Computer or laptop

○ Laser pointer

○ A good view out the window

○ AV equipment

Question 5

Who do you need confirmation from when holding a meeting?

Summary

- The primary purpose of any meeting is to communicate with others.
- The type and style of meeting will determine the preparation requirements.
- Every organisation will have a set of requirements for meetings such as policies, procedures and templates for documents.
- Some meetings are formal and conducted under a set of guidelines. Informal meetings are less heavily planned and regulated.
- The agenda needs to be formally approval by the chairperson of the meeting.
- Participants must be informed of the details of the meeting and an invitation sent.
- Equipment and other resources need to be arranged in plenty of time for the meeting

Learning Checkpoint 1
Prepare meeting documentation and details

Part A

1. List three questions that may be asked to ascertain the purpose of a meeting.

2. Draw a line to match each term regarding meetings to its definition.

» Motion	» The minimum number of people who must be in attendance before a meeting is official and business can be transacted.
» Agenda	» An official record of what took place at a meeting.
» Quorum	» A plan for the stages of a meeting, which includes the opening, acceptance of previous minutes, business arising from the minutes, correspondence, general business and close.
» Proxy	» A proposal that is officially put before a meeting and that goes through several stages before it is accepted or defeated.
» Minutes	» Where a member who is unable to attend a meeting nominates someone else (a proxy) to attend, and/or to vote, in their place.

3. Which of the following statements are correct? Select 'Yes' or 'No' for each one.

    a) Code of conduct in a meeting does not include lawful compliance.   » Yes   » No

    b) You need to be aware of insurance needs when holding a meeting.   » Yes   » No

    c) In terms of legislation, you need to meet the requirements of the following acts: the *Human Rights and Equal Opportunity Commission Act 1986*, the Occupational Health and Safety Act, the *Privacy Act 1988*   » Yes   » No

    d) In order to prepare for a meeting you need to understand whether your attendees have any special needs.   » Yes   » No

    e) Meeting structure can only be formal or informal.   » Yes   » No

4. What are three of the special needs an attendee to the meeting may require?

5. List three different types of resources you may require for a meeting.

Part B

Read the case study below and then answer the questions that follow.

Case study

BAM Contracting Company is holding a general staff meeting on 25 June. During this meeting, the general manager is going to discuss the addition of new team members and the altering of job roles because all staff are going to be cross-trained. The general manager's executive assistant sent out the meeting agenda and notice of the meeting at 9am on 25 June, with the meeting being held that day at 2pm.
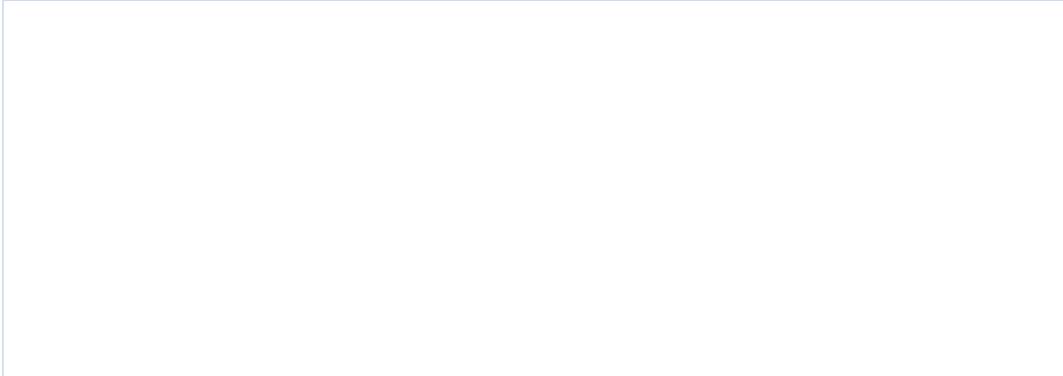
Most of the staff were able to attend the meeting, which was run by the chairperson; the meeting minutes were taken by the executive assistant. After the meeting was complete, the executive assistant sent the meeting minutes to the chairperson to check for accuracy.

After the meeting minutes are approved by the chairperson, the executive assistant distributed the minutes to the attendees and those who were not able to attend the meeting so they were informed of what was discussed. The minutes were then stored on a cloud-based system, with access restricted to only those who need access.
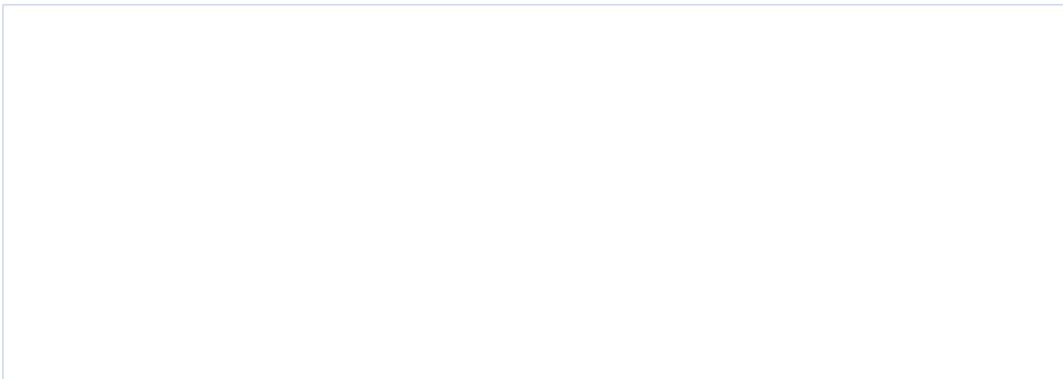
1.   What did the executive assistant do that was not according to the organisational standards?

2.   What is the purpose of the chairperson checking the meeting minutes?

3. Who is it that needs to approve and send off the meeting minutes to the attendees and other team members?

4. Provide two examples of the ways the information on the meeting agenda and notice of the meeting can be sent to staff?

Topic 2 | Record meeting outcomes

2A   Accurately record the meeting

2B   Key decisions and actions for implementation

2C   Review meeting minutes

2D   Distribute materials

2A Accurately record the meeting

Minutes record the decisions made at a meeting and the progress on activities. Minutes must be based on fact, not emotion.

Minutes are a working document and keep an organisation moving towards its objectives. They must be accurate, clear, consistently structured, brief and to the point. By keeping written records of meetings, all participants can see the outcomes and the decisions made.

People who were absent from the meeting receive a record of the outcomes, and a historical record of the meeting is readily available if required in the future.

Systems must be in place to ensure that minutes are recorded effectively during the meeting as items are discussed, debated and a way forward is determined.

The role of the minute taker is an extremely important one. The minute taker must listen carefully to the meeting proceedings and note down the crucial aspects of each item discussed, discussion points and the action decided upon.

In fact, the ability to listen well is perhaps the most important skill a minute taker can possess. In a busy or noisy meeting, it can be extremely hard to really listen to what is going on and write a clear record of what is happening. It is a skill that may take you a while to develop, so you may need some practice to ensure that you are as prepared as you can be to write the minutes up.

People who take notes at meetings often record meetings on a digital device, such as a smart phone, or using speech recognition software, take minimal notes as a backup and then transcribe the audio file later, checking their notes for anything they were unable to decipher in the audio file.

You need to weigh up the advantage of knowing that you have recorded every word that was said against the time it takes to transcribe an audio file (this process is often longer than the time the actual meeting took).

What should be recorded

The primary function of minutes is to record the decisions made; all official decisions must be included.

Information to be recorded in the minutes:

- The names of participants
- Agenda items
- Calendar or due dates
- Actions or tasks
- The main or most important points
- Decisions made by participants
- Future decisions
- Documents: images, attached files

Issues raised at the meeting

It is particularly important to record issues raised at meetings because they often reflect problems or opportunities for improvement that meeting participants have identified. As with other points and suggestions that are raised, it is vital to accurately record who originally brought up the issue, as well as the ensuing discussion or debate, and who raised supporting or conflicting facts and opinions.

Decisions taken at the meeting

The minutes of a meeting act as a formal record of decisions and give authority to a person to take action; for example, who will complete a task and when. Some minutes record only the proposals and decisions of the meeting, whereas others contain a summary of discussion followed by the motion and decision.

Decisions may arise as a result of a suggestion, issue or point that was raised. A decision may also be made after a long period of evaluation or after a series of recommendations has been presented to and considered by meeting participants. Record the lead-up to the decision, as well as what was resolved and by whom.

Action items

Action items are things that the group of participants discusses and then decides to take action on. As well as an overview of what the item is, and some background, it is important that the person who is going to undertake the action is clearly recorded, as well as the time frame within which the action needs to be accomplished.

Formal motions

Some organisations have a more formal meeting format and use protocols such as motions, which are essentially recommendations for a course of action. Motions are usually seconded or supported by another attendee and, if there are no objections, they are then passed.

If your organisation uses such protocols, or the meeting you are taking notes for is particularly formal in nature, then it is important to record what the motion is, who raised it, who seconded it, whether any objections were raised and whether it was ultimately passed.

Future actions
In addition to recording the formal decisions that are made, you also need to take notes on any issues raised or suggestions made. Some of these items will possibly require future action by specific participants or by others external to the meeting. You should also record who is responsible for each task in the minutes. An 'Action' column is sometimes added to minutes to record the names or initials of those required to follow-up a decision agreed to at a meeting. When discussing the previous minutes of a meeting, the chairperson will often refer to this column to ensure that all required actions have been followed up.

Arrangements for next meeting
Meeting attendees should always bring along their diaries so a subsequent meeting date, time and place can be agreed upon. This should be noted in the minutes so attendees have plenty of advance warning and can assign time, make travel plans, book meeting rooms or audiovisual conferencing equipment in preparation for the meeting.

Meeting minute stages

The process required for taking and transcribing minutes will change through the different stages of the meeting, including what needs to be done before, during and after the meeting.

Before the meeting	- Access the meeting agenda, previous minutes and any available templates to make the meeting easier to follow and record. - Consider recording the meeting if the organisation and participants allow it. - Sit beside the chairperson for help as the meeting proceeds.
During the meeting	- Note who is present, who sent apologies and who arrives late or leaves early to ensure everyone can be briefed on proceedings, if required. - Write down items in the order in which they are discussed. The agenda is a plan that may change during the meeting. The minutes need to be an accurate record of the meeting. - Record whether motions are adopted or rejected, how the vote is taken (by show of hands, voice or other method) and whether the vote is unanimous. Note who moves and seconds motions (if appropriate). - Record actions taken by the group, but do not record details of each discussion.
After the meeting	- Transcribe the minutes soon after the meeting when your memory is fresh. - Write 'Submitted by' and then sign your name and insert the date. - Have the chairperson or executive and another attendee check the minutes to verify their accuracy and then sign and date the minutes. - Place minutes chronologically in a record book and store as required by the organisation. - Distribute the minutes to all invitees according to organisational policies and time frames.

Example

Meeting minute template

Meeting minutes

[Name of organisation/committee]

[date]

Opening

The regular meeting of [name of organisation/committee] was called to order at [time] on [date] in [location] by [meeting chair].

Present

[List of attendees]

Apologies

[List of those not able to attend]

Item 1: Approval of agenda

The agenda was approved as distributed.

Item 2: Approval of minutes

The minutes of the previous meeting were approved as distributed.

Item 3: [List agenda item]

[Summarise the discussion for each issue, state the outcome and assign any action items. Record the name of the presenter. Repeat as required.]

Item [number]: Any other business

[Summarise the discussion, state the outcome and assign any action items; or add discussion points to the agenda for the next meeting.]

Adjournment

Meeting was adjourned at [time] by [person]. The next meeting will be at [time] on [date] at [location].

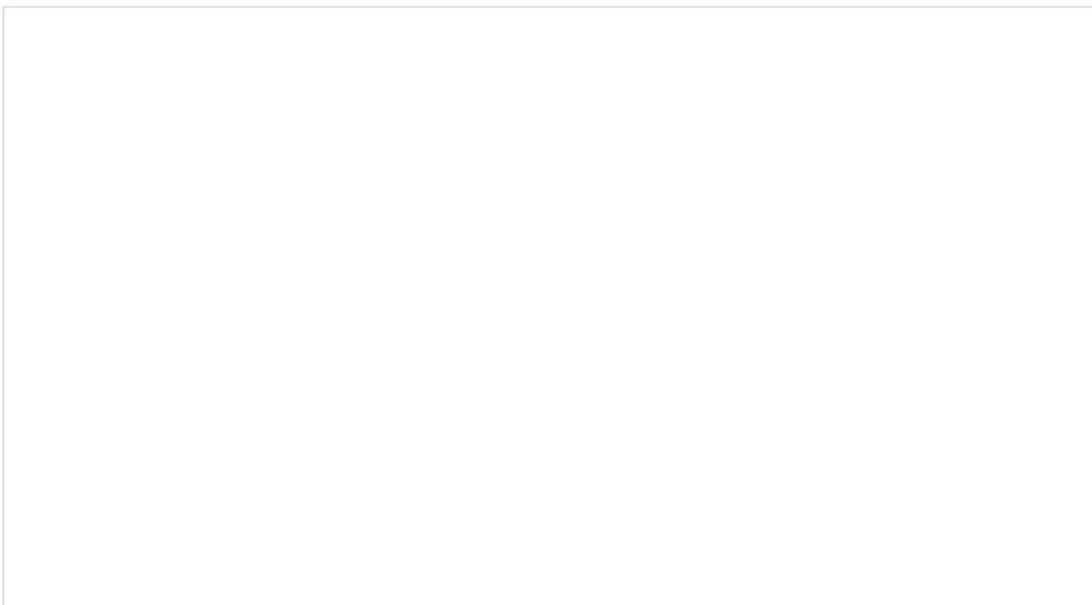Minutes submitted by: [name of minute taker] [date]

Practice Task 5

Question 1

What skills are required to take notes and accurately record a meeting?

Question 2

List three things you need to record during a meeting.

2B Key decisions and actions for implementation

Meetings will be held with relevant stakeholders to make key decisions and decide on actions. The notes must reflect the people responsible for the action items.

An action item is an action or a task that is assigned to one or more meeting participants. The idea is that this person or these people report back when they have completed the task. Action items are recorded in your meeting minutes.

Decisions made about agenda items include:
- actions taken or agreed to be taken   - next steps   - voting outcomes (e.g. if necessary, details regarding who made motions, who seconded them and how they were approved, such as via show of hands.)   - motions taken or rejected   - items to be held over   - new business   - next meeting date and time.

Once a decision has been made and an action taken, it is time to implement the ruling.

There are a variety of items that may be discussed in a meeting. Not all things need to be implemented; however, if something does need to be implemented, it is important to do it as soon as possible and provide feedback. Time frames are critical when implementing things into the workplace.

Example

Meeting action item template

Who	Item	Overview	Action
JT	Sales conference	Preparation well underway. Will provide quotes and presentations from possible venues for discussion and approval at next meeting.	JT – next meeting
MW		Attendee list to be finalised by each department by end of month and provided to MW.	All – 31 August 2020
Chair	Sales bonus scheme	Proposed new team-based structure to scheme implemented for start of 2020. Improved incentive options to be investigated.	RF to report to all by 20 August 2020
Chair	Agents for Millennium Sound	As of 1 January 2020, we will be the new Australasian agents for Millennium Sound. Chairperson provided information pack on products to all attendees. Sales managers to review incoming stock lists and amend.	JT, IL, RF to review stock lists by 30 September 2020

Practice Task 6

Question 1

List three types of things that may need to be implemented in the workplace after a meeting.
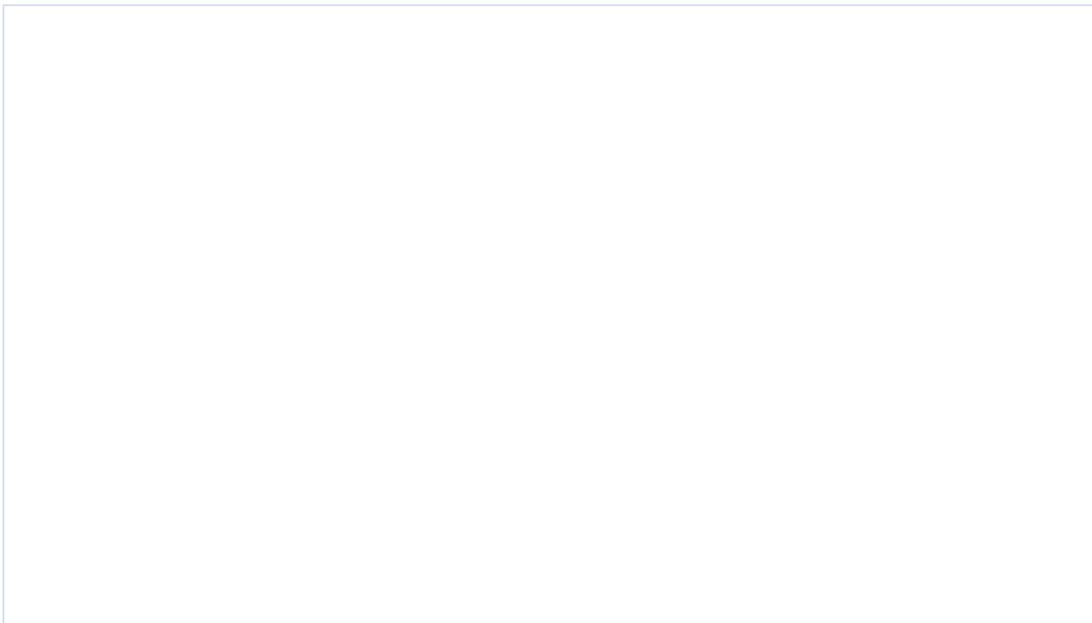
Question 2

How can resistance affect change management regarding implementation?

Question 3

How would you ensure you correctly record meeting resolutions and items for actioning?

2C Review meeting minutes

Meeting minutes are the written or recorded documentation that is used to inform attendees and non-attendees about what was discussed or what happened during a meeting.

Also known as a protocol or note, minutes are the live written record of a meeting. Written minutes can help prevent disagreements and misunderstandings because people can review the minutes to determine exactly what occurred at a meeting.

Minutes represent the actions of the organisation and the company's leadership and are considered legal documents by auditors and the courts, so they must be accurate and contain only factual data. Minutes must not contain personal thoughts or judgement.

Meeting minutes are taken and typed up by a meeting secretary. They are then submitted to the chairperson, who checks them for accuracy and then approves them. If you are acting as the meeting secretary, you should type up and check the minutes within the immediate 24 hours after a meeting, so that it is fresh in your mind. Minutes need to be checked for spelling or grammatical errors and poor formatting.

Meeting minute checklist

By using a checklist, you can confirm that all areas are covered. You may use the list below as a guideline and adapt it to your meeting needs.

1	Use a spellchecker to ensure there are no spelling errors.
2	Confirm the spelling of people's names.
3	Print out a draft copy and review it for errors, including spelling, grammar and poor formatting.
4	Submit the draft to a supervisor or others for approval and/or checking.
5	Copy and attach documents that support the minutes.
6	Follow-up with meeting attendees for copies of any documents, reports, etc. you need to include with the minutes.
7	Check with the chairperson as to who should receive a copy of the minutes.
8	Perform a final check so that all advised changes have been incorporated.
9	Submit a draft to the meeting chairperson.

Example

Delegation of actionable items

Chairperson	Secretary
Responsible for the delegation and follow-up of the item being actioned	Responsible for accurately recording who has been assigned to tasks and due dates
Treasurer	**Participants**
Responsible for following up on all items regarding financial matters	If assigned to an actionable item, participants are responsible for completing the task and following up with the chairperson on progress throughout

Practice Task 7

Question 1

What should be avoided in professional business meeting minutes?

Question 2

What are five things you can do to check the meeting minutes for accuracy?

2D Distribute materials

When the meeting documentation and papers are ready, make a final check before placing them in correctly addressed envelopes and/or emailing them.

If the content of the documentation is confidential, make sure you stamp or print 'Confidential' in bold letters on the envelope. Also ensure that your organisation's return address is marked clearly on the envelope in case the papers fail to reach their intended destination. If the materials are being sent through email, write confidential in the subject heading.

Check the various delivery methods used by your organisation and determine the most appropriate method of forwarding the meeting papers so they arrive within the designated timeline. Depending on the environment, you may be conducting a meeting through an online platform and the meeting may be digitally recorded and forwarded on.

For documentation being sent via email, ensure the email addresses of the participants are correct prior to sending the information. Try and get attachments in soft copy or scan them in so you have the flexibility to send documents any way you like.

Prepare minutes of a meeting soon after it ends so that participants receive them within 24 hours. Hold participants accountable for reviewing the record of proceedings and alerting you to any corrections or modifications immediately. If assignments were given out at the meeting, use the minutes to specify who will do what and by when.

Storing post-meeting minutes

When storing meeting minutes, it is important to store them in a secured area where only those who need access to them will have access.

When distributing and storing minutes:
• check transcribed meeting notes to ensure they are a true and accurate record of the meeting and are formatted in accordance with organisational procedures and meeting conventions
• ensure records are up to date
• ensure that minutes are recorded, distributed and stored according to organisational requirements.

Minutes are always a permanent record and can be required as a legal document under some circumstances; responsibility must be taken for their recording and secure storage.

- What is the organisational policy regarding the recording and storage of minutes?
- Are the minutes accessible to all or is access restricted in some way?
- Is cloud storage acceptable to the organisation?
- How should copies of meeting minutes be kept: electronically, as hard copy or both?
- If a hard copy is kept, how many copies are kept, where are they kept, by whom and in what order?
- If electronic copies are kept, how are they labelled, how are they filed on the computer and how securely are they kept?

Minutes should be stored safety because they:

- serve as a reminder of decisions, assignments and deadlines
- summarise the meeting for those individuals who could not attend
- create a history of the organisation explaining what is done, by whom and when
- provide evidence in the event of a financial audit
- can provide evidence in the event of a legal action
- are confidential documentation.

Consider the important issues of any document storage:

Accessibility	Centralisation
Authorised access, confidentiality and security	Keep all your meeting notes in the same place; do not have some in email, some on a cloud site and some saved to your computer
Collaboration	**Integration**
Make the team notes accessible so that if you miss a meeting you can easily catch up on the details	Store your notes in the same system that you have your calendars and tasks that come out of your meetings

Example

Record distribution checklist

Documents prepared	Done	Date	Performed by
Minutes of previous meeting			
Notice of meeting			
Agenda			
Reports			
Other			
Spare sets			
Documents collated	Done	Date	Performed by
Previous minutes			
Notice of meeting			
Agenda			
Reports			

Board members sent documents	Done	Date	Performed by
Bob Mackenzie – Chairperson			
Felicia Trimble – Managing director			

Practice Task 8

Question 1

What do you need to ensure when distributing meeting materials after a meeting?

Question 2

What is the ideal time frame for participants to receive a copy of the meeting minutes?

Summary

- Minutes are a working document and keep an organisation moving towards its objectives. They must be accurate, clear, consistently structured, brief and to the point.

- By keeping written records of meetings, all participants can see the outcomes and the decisions made.

- Some people like to record meetings on a digital device, and take minimal notes as a backup and then transcribe the audio file later.

- The process required for taking and transcribing minutes will change through the different stages of the meeting, including what needs to be done before, during and after the meeting.

- An action item is an action or a task that is assigned to one or more meeting participants. The idea is that this person or these people report back when they have completed the task.

- Minutes represent the actions of the organisation and the company's leadership and are considered legal documents by auditors and the courts, so they must be accurate and contain only factual data.

- Minutes must not contain personal thoughts or judgement.

- Check the various delivery methods used by your organisation and determine the most appropriate method so they arrive within the designated timeline

- When storing meeting minutes, it is important to store them in a secured area where only those who need access to them will have access.

Learning Checkpoint 2
Record meeting outcomes

Part A

1. Why is it important to take notes that are comprehensive and accurate?

2. Why is it important to outline key decisions and actions in the meeting minutes?

3. Who is the final person who needs to approve meeting minutes before they are sent out or stored?

4. Why is it important to get the meeting minutes out to attendees and non-attendees within the first 24 hours after the meeting concludes?

Part B

Read the case study below and answer the questions that follow.

Case study

Colleen is the manager of a local city council department. With short notice, Colleen has held a staff meeting due to resource changes within the department. Because the meeting was held at short notice, only three-quarters of the team were able to attend; the others will reply on the meeting minutes being sent out to inform them of the changes.

Colleen has assigned Michelle to take notes during the meeting. Because Michelle has never taken notes before she is not sure exactly what needs to be documented, so she does her best and writes down the things she finds important from the meeting. During the meeting Colleen is highlighting the fact that there are going to be changes made to people's positions and they are going to start cross-training and job sharing to save hours. City council workers have a detailed job description for themselves, so they understand what the expectations are. They are being handed new job descriptions for the areas they are to be cross-training in and told to conform to the new way, or they are welcome to move on to another company.

Michelle did not think it was important to attach the new job descriptions for those who could not attend because she did not think it was important and it was not relevant to her. She also did not agree with the comments made by Colleen about moving on if you are not happy, so she did not include that in her notes; she just noted that Colleen was in a bad mood.

Because the meeting was held on a Thursday afternoon, Michelle did not feel she needed to send out the minutes until the following Wednesday. She sent them out via email and had one email bounce back, which did not concern her because she also stored the minutes on the company share drive.

1.   What is the first thing Colleen did that could be improved?

2. Did Michelle only take notes on the facts in the meeting? Why was this correct or incorrect?

3. What should Michelle have sent out and when?

4. What should have happened when the email bounced?