Military Operations Research Society
Special Meetings (Sp Mtg) Tutorial

How to Lead a Successful Special Meeting:
Paperwork
After completing this module, the prospective Special Meeting Chair & Planning Committee will be introduced to the associated paperwork – both:
- In preparing for the special meeting, and
- The products that will be developed after the special meeting.

The information on paperwork provided in the “Special Meeting Background” module in the “Process Overview” section will be expanded in this module.
Sp Mtg Types: Agenda

• This module will cover
  – Preparation
    ▪ Special Meeting Chair Checklist
    ▪ Concept Paper
    ▪ Terms of Reference
    ▪ Timeline
  – Products
    ▪ PHALANX articles
    ▪ Sponsor / Proponent brief
    ▪ Final report
    ▪ MORSS outbrief
Most of the information included is from Section 9, Special Meetings” in the MORS Organization Manual (MOM):
- 9.20: Special Meeting Chair Checklist
- 9.17: Milestones
- 9.15: Concept Paper Template
- 9.16: Terms of Reference Template
- 9.19: Advice to Special Meeting Chair

If the Special Meeting Chair is not a member of the MORS Board of Directors, the Special Meeting Committee Chair will provide copies of the appropriate sections of the MOM.
SP Mtg Paperwork: Chair Checklist

- Special Meetings have historically had a planning horizon ranging from just a few months (Sponsor Focused or Short-Term) to 150 days plus (Log-Term or Normal Planning)

- Every chair will have a different experience since each meeting can have unique characteristics
  - Write and submit a Concept Paper
  - Write and submit a Terms of Reference
  - Write a timeline / Plan of Actions and Milestones
  - Select a date for the first organizing committee meeting
  - Determine the appropriate working group topics and select working group chairs / co-chairs / assistant chairs
  - Fill other important slots
  - Publicize the meeting
  - Schedule a warm-up session for working group chairs and co-chairs
  - Consider the need for a follow-on special meeting
  - Collect annotated copies of the working group outbriefs
  - Generate the products
The planning committee and leadership should meet:
- Initially monthly, then bi-monthly within a couple months of the meeting
- At least once at the site prior to the event (normally the night before) for guidance by the Special Meeting Chair on how the meeting is to be run and what techniques are to be used, and
- Each evening to review the day’s inputs, discussions and results
Many managers have found that using slides for these meetings is time well spent. Briefing slides
- Provide a quick written overview of status,
- Help ensure details are “right,”
- Serve as minutes for the meeting after post-meeting updates (if separate minutes are not created),
- Are an easy vehicle for others on the team to make a suggestion, include status reports, and
- Tend to help the leader run an efficient, focused meeting – hopefully resulting in shorter meetings

Goal is for no more than 1 hour (people are busy).
Sp Mtg Paperwork: Meeting Overview

• Meetings start and end on time
• An agenda with associated time frames is sent NLT 48 hours prior to the meeting; agenda characteristics:
  − Provide ground rules for Team Meeting etiquette
  − Allow all participants an opportunity to engage
  − Manager should be practiced in meetings management and have interpersonal skills
• Provide a Summary of each section
• Provide a “Summary” of key points, long discussions, tasks and suspenses
Sp Mtg Paperwork: Meeting Agenda

- 1st Planning Committee Meeting / Kick-Off Meeting:
  - Concept Paper / Terms of Reference (TOR) Overview
  - Current Leadership
  - Plenary Session Overview
  - Working Group Overviews
  - Dates & Location
  - Headquarters Hotel
  - Other Information Available

- Other Planning Committee Meetings – Status Updates:
  - Previous Action Item Status
  - Major Changes since Last Meeting
    - Key Personnel
    - Organizations / Industry Marketing Partners
    - Documentation
    - Agenda (Keynotes, Plenary, WG Sessions)
  - Next Planning Committee Meeting
  - Upcoming Action Items
Workshops: “right” topics and “right” number of people?

- For the “right” topics, brainstorm with your key planning committee personnel and then present the topics to the Proponent / Sponsor(s) (if applicable) to get their thoughts.
- For the “right” number of working groups, there are many considerations:
  ▪ Covering the meeting topic
  ▪ Rule of thumb: four to five is a manageable number
- As was stated previously, each special meeting is unique – so there is not one correct answer.
- Once determined, solicit your Working Group Chairs / Co-Chairs / Assistant Chairs as early as you can – and then delegate! They can also provide a list of potential participants for their working groups.
For personnel slots, getting the “right” people is important to the success of the meeting

- Who are your Keynote, other Plenary, Mini-Symposium, and / or Tutorial speakers?
- Do you need a Technical Chair? If so, does the Technical Chair or the Program Chair lead the meeting?
- Who is your Synthesis Group Chair?
- Who is your MORS Bulldog?
There are different ways to publicize the meeting:

- Mass e-mail: MORS and your planning committee’s distribution lists
- MORS Special Meeting webpage: The MORS Staff will create one
- Social media: MORS Facebook, LinkedIn, Twitter
- PHALANX articles: Before to advertise and after to report results
- Group or personal conversation: Bring up in your discusses
- Industry Marketing Partners: If you are working with another group
- MORS Communities of Practice (CoPs): If related to your topic

 ➤ See MOM Section 9.18, “Advertising Special Meetings”
Sp Mtg Paperwork: Concept Paper I

MORS Special Meeting Concept Paper – MOM Sec 9.15

From MOM, Section 9.15

Module 5: 13 of 30

6. Meeting Description – Provide:
   - A brief description of the plans for the meeting, including ideas on how to continue to advance the topic post special meeting (establish CDL, special briefs at annual symposium, etc.).
   - Classification of the meeting.
   - Plans to include/exclude foreign nationals with rationale.

7. Prospective Chair
   Recommend a person or agency.

8. Organizing Committee
   Recommend committee members and their job, if known. This is not essential and can be accomplished after the decision has been made to proceed.

9. Location
   Recommend a location considering overall costs to prospective attendees and suitability for the subject.

10. Proposed Dates:
    Recommend a date at least a year from the date of this paper, unless there are special circumstances.

11. Proposed Milestone Schedule
    As a minimum, list:
    - Key speakers identified & target audience identified
    - Terms of Reference publication
    - Advertising identified and dates planned
    - Announcement and Call for Presentations (if applicable)
    - Post-Meeting Leadership Brief
    - Dates for Completion of Approval Product

12. Concept Paper Point of Contact
    This could be different from the Chair.

NOTE: This is a decision document. It should be concise (not more than one or two pages in length) and complete enough to provide the essential information required by the decision makers to issue an order to proceed with initial planning and preparation of the Terms of Reference.

(Date)

1. Purpose
   A short paragraph defining the subject, the objectives, what you expect to be accomplished, and the general population or group expected to attend.

2. Type of Meeting
   Simply select whether it will be a Colloquium, Workshop, or a Mini-Symposium. (See section 8.2 Types of Meeting).

3. Justification
   Next, write a short paragraph that states the need and describes how this special meeting will meet this need. This paragraph should provide information the participant can use to justify attendance. Statements on why the meeting should be considered “mission critical” are ideal. Here are some examples of past special meeting justification paragraphs:
   - **Experimentation Oct 2006:** Experimentation allows the military to explore new concepts and doctrine. This workshop will explore ways of increasing the analytical rigor used in the planning and conduct of experiments, thus increasing the efficiency of the experiment with a corresponding decrease in cost while ensuring that valid new concepts mature at a rapid rate into the force.
   - **Affordability Analysis Oct 2012:** How much military capability the US can afford is an important question in these times of decreasing budgets. This workshop, with the robust participation of other societies and industry, will explore ways of making the tough tradeoffs needed to ensure our military dollars are well spent.
   - **QDR May 2013:** The QDR is an every-4-year strategic assessment of the military capabilities needed by the DoD to confront current and future challenges. Those attending this workshop will better understand the successes and limitations of previous QDRs, better appreciate the fiscal climate influencing the 2014 QDR, and be exposed to some new concepts that may be used to make this QDR better than its predecessors.

4. Other MORS Events / Groups
   Provide a brief overview of related prior MORS Special Meetings and ties to other MORS activities (e.g., Symposium WGs / CGs, MORS CDL).

5. Sponsor / Proposers Interest
   Include nature of interest and specific agencies, departments, and person interested.
As mentioned in the Special Meeting Background module, the Concept Paper is the first formal document in the process of initiating a special meeting:

- The Concept Paper outlines the idea
- The paper provides decision makers with the fundamental information needed to direct the continued development of the idea

Need to fully describe the Justification section:

- The Justification section: including how the meeting will advance the cause & why it is “mission critical” (3 examples in MOM Section 9.15)
- Previous related MORS events

This is a decision document:

- It should be concise and complete enough to provide the essential information required by decision makers
### 1.1 Terms of Reference Template.

1) **Background and Subject Definition.**
   - a. Provide a definition and scope of the subject area.
   - b. Be precise and give examples if necessary. Discuss current subject area problems, activities, and initiatives. Review the background and the impact this subject area is having or could have.
   - c. Explain why this subject is appropriate for this meeting. Refer to the Concept paper that preceded this TOR and include it as an enclosure.
   - d. Refer to and enclose any guidance or direction from the Senior Advisory Group as appropriate.

2) **Goals and Objectives.** Provide a paragraph stating the goals and objectives, and generally what is expected to be accomplished by this meeting. Discuss the impact this meeting will have on the subject. What is the expected outcome? Enumerate the objectives and sub-objectives in outline form.

3) **Agenda.** This is a day-by-day, hour-by-hour schedule of activities. It states the day and hour, the activity, who does it and where. The schedule should include adequate time for registration, breaks, lunch, and dinners. If there are special requirements, such as “security classification” or “Coat and Tie,” they should be stated. Highlights may be discussed in this section but the agenda itself will be included as an enclosure to the TOR.

4) **Attendees.** Discuss and list the proposed and expected membership of the meeting. State limitations if any, such as number of attendees, etc.

5) **Products.** This section will list the expected products from the meeting and when they must be complete. State the product, such as briefings, executive summaries, proceedings, etc. Assign specific responsibility for its completion and require completion by specified dates.

6) **Milestone Table.** A milestone table will be prepared and included as an enclosure to the TOR. It will list dates, activity, and person responsible. It will cover the planning, execution, and reporting phases of the meeting.

7) **Proponents.** List the meeting proponents. Include the agency POC with phone numbers.

8) **Planning and Organizing Committee.** List each member by position, name, address, and phone number. Each should be listed in a separate sub-paragraph. Information will include specific duties, function, missions, and responsibilities, to include dates for completion, etc.

9) **Administrative Section.** This section will include as a minimum – Meeting Name; Dates; Location; Fee; Attendance (for example, limited to 75); and Security Classification.

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*From MOM, Section 9.16*
Sp Mtg Paperwork: Terms of Reference II

• As mentioned in the Special Meeting Background module, the TOR is written based on the Concept Paper, upon approval of the Concept Paper
• The document provides the necessary formal written framework for establishment of a special meeting.
  – It is developed by the Special Meeting Chair with advice of the Special Meeting Committee Chair, VP (Meeting Operations), President-Elect, CEO, and the Sponsor(s) / Proponent(s)
  – The TOR defines the topic, provides adequate background and scope, and specifies objectives, dates, location, fees, responsibilities, leadership, expected products, etc.
  – It is understood that this is a living document subject to change
  – The sections include: background and subject definition, goals and objectives, approach, agenda, attendees, products, milestone table, proponents, planning and organizing committee, and administration
Milestone Timeline or Plan of Actions and Milestones (POA&M)

- As mentioned in the Special Meeting Background module, the timeline or POA&M is used to schedule and monitor
  - Planning committee meetings, TOR development, classification level, foreign participation, format, and determining keynote and plenary presentations
- It can also be used in scheduling milestones to publicizing the meeting
  - Placing the TOR on the MORS website, creating a special meeting webpage, and announcing your special meeting at other MORS meetings
- It is a listing of suggested dates to complete tasks in preparation for the meeting
  - Due dates are suggestions and can be adjusted by the Special Meeting Chair
Sp Mtg Paperwork: Milestone POA&M II

- Per MOM Section 9.14, 3 timelines between Concept Paper initiation and Special Meeting start date
  - Short-Term: 60 days (45 days from TOR approval until start date)
  - Medium-Term: 120 days (90 days from TOR approval until start date)
  - Long-Term: 1500 days (120 days from TOR approval until start date)

- Timeline / POA&M development
  - Recommend starting with the template in the MORS Organization manual (Section 9.14)
  - Update your timeline appropriately with one used for a previous special meeting
  - Update your timeline with information from the MORS Office
  - The Special Meeting Chair can include additional information, as necessary

- It serves as a written reminder for the Special Meeting Chair to keep on track.
  - The MORS Bulldog will use the timeline to monitor the progress of the planning committee
Sp Mtg Products: Overview

• The specific products of a special meeting will be identified and scheduled in the TOR and considered by the Sponsor(s) / Proponent(s) (if applicable) and the Executive Council in the review process before granting final approval.
• The meeting products will be prepared in a timely fashion.
  − This is important for disseminating the information that came out of the meeting while it is still relevant.
• The standard products include: PHALANX articles, Sponsor / Proponent Brief, Meeting Final Report, and an Outbrief at the next MORSS.
• When organizing a special meeting, it is important to continually focus:
  − On who the customer is and
  − How MORS will get the products to them.
• Expect the MORS Bulldog to help keep you on track.
Sp Mtg Products: PHALANX Articles

• There two articles
  – Advertising the meeting before the meeting
  – An executive summary with the results after the meeting

• For the executive summary include
  – Excerpts from the Synthesis Group report
  – Details of the meeting
    ▪ Where, when, who, and what (topic)

• Past PHALANX have examples
  – See Meeting Summaries for location

• MORS Office will inform you of deadlines before and following your special meeting
It is important to develop a Sponsor / Proponent Brief and be able to present it within 30 days of the meeting. The material covered is similar to the PHALANX article, but in slide format (annotated note pages). An hour is usual for this presentation. The MORS Office will schedule the place and time for this briefing based on your availability and the Sponsor / Proponent availability.
The following are examples of potential topics that could be included in the Sponsor / Proponent Brief:

- Background: why the meeting
- Description: overview of the meeting
- Definitions: any foundational definitions
- Recommendations: from the meeting
- Observations & Suggestions: any other observations
- Selected Products: some recommended products
- Bottom Line: summary
• While it is not generally intended to be a comprehensive summary on the subject, it does reflect the major concerns, insights, thoughts, and directions of the authors and discussants at the time of the meeting.

• Once your report has been reviewed and approved, it can be published.
The final report can be the hardest part of the entire special meeting process
- Gather the annotated briefs, the PHALANX article, TOR, attendee list, and any other material you want to include is a good start
- Collect the annotated copies of the working group outbriefs before the working group chairs leave the meeting
  - You may schedule a time to allow the working groups to write this annotation
  - The morning following the last full day of the meeting has been scheduled for this time in the past
  - The annotated briefs are an input to the written text of the report and are included as appendices
- Assemble your package and submit it to the MORS Office
  - They will review it and send it to the Sponsor’s for review
Sp Mtg Products: Final Report III

- **Final Report: Example Outline**
  - Executive Summary
  - Special Meeting Summary
    - Background, participation, key questions
  - Workshop Overview
  - Workshop Description & Findings
  - Workshop Results Briefing Comments
  - Next Steps

- **Final Report: Example Appendices**
  - Acronyms
  - Terms of Reference
  - Planning Committee Members
  - List of Read Aheads
  - List of Presentations
  - 2nd PHALANX Article
  - Sponsor / Proponent Brief
  - Working Group Outbriefs
  - Synthesis Group Outbrief
The Program Staff will schedule you to provide an outbrief at the next symposium.
- Normally, it will be presented in the working group, composite group, distributed working group, or special session.
- You can use the Sponsor / Proponent Brief updated with the Sponsor / Proponent comments.
Overview of the Outbrief:
- Mini-symposia will normally yield proceedings that will include copies of abstracts and figures for each presentation with accompanying text
- Workshop findings will focus on defining the issue with recommendations
- Colloquia will normally yield an overview report and lessons learned

Length of Presentation
- Depending on how many presentations are scheduled in your session, you will have a minimum of 30 minutes for your presentation (including Q&A)
Examples of past Special Meeting Products are stored in three locations on the MORS website:

- **Special Meeting Summaries**: general
  - General overview of the special meeting for all (example on the left)

- **Special Meeting Reports & Oubriefs**
  - Meeting documents (final report, sponsor brief, symposium outbrief, etc.) for MORS Members only (example of types of documents in the middle)

- **MORS Community Page Library**
  - If the Special Meeting forms a Community of Practice, the documents can be uploaded in the community page library (example documents on the right)
• In this module, you were introduced to the associated paperwork –
  − Both in preparing for the special meeting, and
  − The products that will be developed after the special meeting

• In the next module, you will be presented some final thoughts on
  − Final Thoughts
  − Considerations
  − Recognition
  − Robust Participation
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