

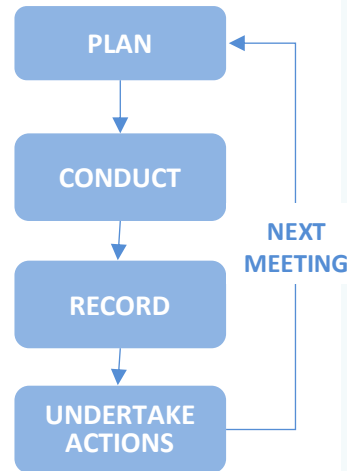
Project Meetings

Project meetings and their minutes are common communication and record keeping tools used during engineering projects.

Meetings are held so that project team members can **align understanding** between or amongst each other, and consult and cooperate to reach decisions and achieve outcomes. Meetings enable people to share knowledge and experience.

Engineering projects have different types of meetings, including:

- > **Kick-Off Meetings:** held at the start of a project (or of a project phase or activity), involving all relevant stakeholders, to ensure alignment and understanding of project objectives and deliverables.
- > **Progress Meetings:** to discuss the status of the project, identify issues and assign actions.
- > **Problem-Solving Meetings:** to identify potential causes of a problem, and thus evaluate solutions and revise plans.



Effective Meetings

Meetings are effective when:

- > They are well planned and have an agenda.
- > The agenda is followed. Other topics can be added to the next agenda or discussed if time allows.
- > Responsibilities are clearly assigned. Everyone knows why they're attending and their responsibility.
- > The Chair keeps discussion on topic and encourages participation from all.
- > There is active participation. Agree on the rules of the meeting before starting.
- > The right participants attend. Consider the agenda and who needs to be there.
- > Participants have the authority to make decisions.
- > Participants come prepared. Give participants adequate notice of meeting details and agenda.
- > All required supporting information has been gathered and is to-hand.
- > Discussions result in clear decisions or actions.
- > Participants' time is respected. Start on time, keep on topic and finish on time.
- > Minutes are prepared and distributed to all participants soon after the meeting.
- > Minutes are objective, and outline the decisions and actions to make the right progress.
- > Design discussions are followed with: "Does that affect hazard exposure?"

Meeting Minutes

The minutes of a meeting are the written record of what was raised, discussed and agreed during the meeting. The minutes detail the decisions and actions that participants committed to, bringing accountability and helping drive actions to completion. The minutes are the official record of the meeting and can be called upon as evidence during investigations and audits.

Unlike legal 'records of proceedings', minutes do not need to capture the detail of who-said-what or how they said it. Clear, unambiguous outcomes are recorded.

Engineering project meetings minutes are objective and action-oriented. Minutes should focus on **'what'** was the decision or action, or **'why'** an outcome was (or was not) agreed upon. For example:

Jane to meet with SolarCom on Friday to confirm lead-time arrangements.

Safe design legislative requirements to be summarised [Action: Robert, by 28/03].

Many companies have a template for recording minutes. As a minimum, minutes should include:

- > Meeting details (where, date, time)
- > Attendants (present, apologies and absent)
- > Purpose of the meeting
- > Key decisions / discussion points
- > Update on hazards and applying the hierarchy of controls
- > Assigned actions (what is the action, who will complete it, target / planned completion date)

Preparing an Agenda

An agenda should include the following content, as a minimum:

Meeting Details –

- > Meeting title
- > Objective
- > Meeting details (time, date, location)
- > Participants required
- > Chairperson
- > Minute taker

Meeting Content –

- > Welcome and apologies
- > Confirmation of previous minutes
- > Update on previous actions
- > Discussion item 1
- > Discussion item 2, etc.
- > Hazard identification and controls
- > Any other business
- > Next meeting

Include supporting documentation in an appendix or attachment to the agenda.