



The Florida Bar Committee Leaders' Handbook

2020-2021

This Handbook is designed to help committee leaders, members, and TFB staff navigate their roles and responsibilities. The information contained in this handbook is updated regularly by TFB Staff.



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Welcome

Congratulations on your appointment! Appointment to a committee can be a rewarding experience. You are encouraged to review this Handbook as it provides information that will guide you through your term. The Florida Bar wishes you great success in your role, and thanks you for your time and commitment.

About the Florida Bar

The Florida Bar is the third-largest mandatory state bar in the United States. Headquartered in Tallahassee just three blocks from Florida's Capitol, the organization has branch offices in Orlando, Tampa, Fort Lauderdale and Miami. More than 350 people are employed by the Bar. The Florida Bar as an organization had its genesis with a group of Florida lawyers who banded together in 1889. The history of the Bar reflects an honorable and noble tradition of service for the public's good.

The Florida Bar has four divisions: Administration, Legal, Programs, and Ethics and Consumer Protection. All the Bar's departments, which include Communications and General Counsel, fall under one of these divisions to ensure continuity and effectiveness. Please visit the [Contact The Florida Bar](#) to contact a specific division or department.

To read more about The Florida Bar's governance structure, functions, and programs please visit our [What We Do](#) page.

Strategic Plan

The Florida Bar Research, Planning and Evaluation Department provides direction and support to the Board of Governors Strategic Planning Committee in its efforts to continuously review the Bar purposes and objectives. The department assists in the development of a strategic plan, conducts evaluations of Bar programs, and conducts surveys on issues and trends in the legal profession. To view the most current strategic plan and other Bar statistics and surveys, visit our [Strategic Plan/Research](#) page.

Guidelines for Committee Leaders

GETTING STARTED

A. TFB STANDING BOARD POLICIES - BAR COMMITTEES, SECTIONS AND DIVISIONS

[5.20 Committee Structure, Membership and Terms](#)

[5.21 Committee Chairs' and Members' Expenses](#)

[5.22 Committee Reports](#)

[5.30 Substantive Law Committees](#)

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B. TFB RULES REGULATING THE FLORIDA BAR APPLICABLE TO COMMITTEES

[Bylaw 2-8.1 Establishment and Appointment of Committees](#)

[Bylaw 2-8.2 Committee Operations](#)

[Bylaw 2-8.3 Standing and Special Committees](#)

[Bylaw 2-8.4 Committee Finances](#)



C. OFFICER RESPONSIBILITIES

i. Chair/Co-Chair

The role of the committee Chair is to guide the committee in its work consistent with TFB's policies, [mission](#), and [strategic plan](#) and outlined by the scope and charge of the committee. The Chair must be sufficiently informed to interact knowledgeably with members, TFB staff, and the public. Duties include:

1. Develop a committee work plan that will allow the committee to effectively and efficiently discharge its responsibilities for the year.
2. Set Meeting Schedule.
3. Set Meeting Agendas. Agendas should include all topics to be discussed at a meeting and should also include the date, location, starting time, scheduled breaks, and anticipated adjourning time. Any supporting or background material to further explain or detail the items on the agenda should also be included.
4. Conduct Committee Meetings.
5. Complete Committee Reports (See Policy [5.22 Committee Reports](#))
 - a. a status report within 10 days following each committee meeting to the bar president, president-elect and executive director;
 - b. a committee attendance and evaluation form by February 1st to the bar president-elect and executive director; and
 - c. an annual report for publication. (Refer to [Sample Annual Report Form for Publication in The Bar Journal Form](#) in [Appendix B – Forms](#))
6. Where appropriate, guide the committee in proposing programs, products and services that will further the goals and objectives of TFB.
7. Where appropriate, make policy recommendations to the Board of Governors.
8. Pursuant to TFB Standing Board Policies, request that the President remove members from the committee for non-attendance or for cause.

ii. Vice-Chair

1. Assist the Chair in organizing and carrying out the work of the committee including regularly communicating with members to ensure obligations are being fulfilled.
2. Serving as Chair when Chair is not available to conduct official business.

iii. Secretary

1. Keeping a record of attendance and preparing minutes of the committee meetings;
2. Making draft minutes available as promptly as possible to the committee members for approval;
3. Emailing the final approved minutes to the staff liaison to post on the Committee's Salesforce page.
4. The Secretary must ensure that these responsibilities are met. However, some duties may be delegated to other members or staff.



D. MEETINGS

i. Attendance

A committee member's seat is not a firm seat. Members may not send a substitute when they cannot attend meetings. This policy underscores that membership is an individual responsibility and preserves the integrity of committee proceedings. Attendance of members at committee meetings should be recorded and included with the minutes.

Pursuant to Board [Policy 5.20\(c\)](#), the President may remove a committee member at any time if it is deemed that the member no longer demonstrates interest in the committee. A successor who is more able to actively participate in the committee's work may be appointed.

ii. Travel (See [Policy 5.21 Committee Chairs' and Members' Expenses](#))

The Bar will not reimburse committee members and Chairs for meals, travel, entertainment or other expenses except as provided for regarding nonlawyer committee members and chairs elsewhere in the policies. The Bar will not pay for expenses in connection with committee meetings, except as provided in the approved budget. Unless otherwise required, The Bar strongly encourages committees to meet or vote telephonically, by e-mail, or by other electronic means.

iii. Committee Finances (See [Bylaw 2-8.4 Committee Finances](#))

No committee shall incur any debt payable by The Florida Bar without prior approval. Each committee must file a detailed statement of funds needed or required for the ensuing fiscal year. Committees are not authorized to request food and beverage at meetings unless funds have been budgeted upon approval by the BOG.

iv. Conducting Your Meetings

1. Pursuant to [Bylaw 2-9.6](#), the conduct of all meetings of The Florida Bar, its Board of Governors, sections, divisions, and committees, is governed by the [Robert's Rules of Order](#)¹.
2. The following sequence, or order of business, is generally accepted:
 - a. Call the meeting to order at designated time and place.
 - b. Roll Call
 - c. Review the minutes of the previous meeting
 - d. Discuss and resolve agenda items
 - e. New Business
 - f. Adjourn the meeting on time.
3. As stated above, the Chair is responsible for setting the meeting agenda and ensuring it is sent to all members of the committee prior to the meeting.
4. As stated above, the Secretary or a delegate thereof, is responsible for keeping record of attendance and preparing minutes of the committee meetings.

¹ *Robert's Rules of Order Revised* – Free, online version of 1915 edition accessed via [RobertsRules.org](https://www.constitution.org/ror/ror--00.htm). Original URL: <https://www.constitution.org/ror/ror--00.htm>. See generally current version Robert, H. M., Balch, T. J., Honemann, D. H. (2020). *Robert's Rules of Order Newly Revised, 12th Edition*. (Also available in eBook format in [Apple Books](#) and [Google Play](#).)



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5. Refer to [How to Conduct Meetings That Get Results](#) and [Action Agendas Make Better Meetings](#) in [Appendix A – Meeting Tips](#).

E. GENERAL EXPECTATIONS

- i. Committee members shall familiarize themselves with The Florida Bar’s practices, policies and procedures as well as the specific responsibilities of the committee.
- ii. [Active Participation](#) - plan to give the time committed to a committee. See [Attendance](#) above.
- iii. Bring to your committee work the same level of intellectual commitment and judgment you would in your own business or professional pursuits.
- iv. Committee members MUST NOT (without the consent of the ED, BOG or an appropriate committee thereof) (1) benefit for themselves, their employer, or their place of business, from opportunities that are discovered through committee business or their position; (2) use committee information or their position for personal gain, for the endorsement of any product, service or enterprise, nor for the private gain of friends, relatives, persons, or organizations with which the member is affiliated; and (3) compete with or impinge upon committee business, directly or indirectly.
- v. Respect the individuality and style of your committee members and staff liaisons. Each committee is unique and has its own purpose and characteristics.

F. WORKING WITH TFB STAFF

Staff liaisons serve as an informed resource person to the Chair and members of the committee. They assist the Chair in facilitating committee discussions and activities which address the committee's responsibilities. The staff liaison works with the Chair to ensure that all committee work is consistent with TFB's policies, [mission](#), and [strategic plan](#). A committee staff liaison’s role is to facilitate Bar resources and perform certain administrative tasks necessary for the committee to conduct business, not to do the work of the committee, its Chair, or Vice Chair. This includes tasks such as:

- i. Maintaining committee member rosters and updating contact information.
- ii. Scheduling dates and times for committee meetings.
- iii. Emailing committee members calendar invites and agendas for all meetings, including room reservation information for official TFB in-person meetings, as well as videoconference links for virtual meetings.
- iv. Completing Meeting Request Forms (see sample forms in Appendix A) including room setup, catering, and any audio/visual requirements, e.g. Polycom for members who are calling in to an in-person meeting.
- v. Requesting CLE credit approval for courses that are presented or sponsored by the committee.
- vi. Reviewing Function Sheets from the Meetings Department for expenses charged to the committee budget account number.
- vii. Requesting Office Support services for reports, correspondence, scanning, PDF documents, data management, etc. Its typesetting/art department is available for brochures, newsletters, forms, graphic design, etc. Staff liaisons can present your thoughts,



requirements and materials to the Office Support staff, and they will assist in getting projects completed to your satisfaction.

Please note, Florida Bar sections and divisions have fulltime Florida Bar employees assigned to them. The job of these Section Administrators is to conduct the business of their assigned Florida Bar Section or Division. In contrast, Committee Bar Staff Liaisons volunteer to staff committees in addition to their non-committee related positions at the Bar. When contacting committee staff, please be mindful of their primary roles and responsibilities within the organization. The use of staff's personal emails or phone numbers should be avoided except in instances where a matter requires immediate attention and staff has limited access to business email and phone.

Policy Concerning Gifts to Employees (TFB Personnel Policy 1.6). TFB recognizes that, on occasion, such as conferences, birth/adoption of a child, marriage, retirement, end-of-year, and holiday events, TFB employees may be offered gifts by committee members. To promote transparency and avoid even the appearance of conflict, we ask that you adhere to the guidelines outlined in Personnel Policy 1.6 located in [Appendix C](#).

G. WORK WITH YOUR BOARD LIASON & COMMUNICATE WITH PAST CHAIRS

The Board Liaison is the Chair's primary contact for all governance related issues and supports the Chair with leadership of the committee as necessary. Past Chairs have the experience and institutional knowledge that can help committees ensure the continuity and progress of existing programs or projects.

H. COMMITTEE COMMUNICATIONS & SOCIAL MEDIA

All external committee communications must be submitted to The Bar's Communications staff for review and approval. This includes publications in The Florida Bar News, Journal, or website(s). Social media accounts must be approved by Communications staff. Contact your Committee Staff Liaison so they may coordinate such activities with Communications staff.

I. THE FLORIDA BAR'S LEGISLATIVE PROGRAM

The Supreme Court of Florida, through the Rules Regulating The Florida Bar, has established strict guidelines for legislative advocacy by the Bar. Sections and committees may draft proposed legislation and submit it to the Bar's [Board Legislation Committee](#) for consideration and then to the [Board of Governors](#) for final action. Legislative concepts and recommended positions are considered in accordance with established policy. If such advocacy is recognized by the Board of Governors, it usually is the responsibility of the proponent group to secure the introduction and support passage of such legislation in its own name. However, The Florida Bar may separately sponsor legislation, giving a bill priority status in its overall program and assuming responsibility for its successful passage through the Florida Legislature.

For guidelines, codified policy, legislative positions, information about Bar advocacy, and other links for those interested in the legislative process please visit the ['Florida Bar Legislative Activity'](#) page.



J. [Florida Bar Committee Reports \(2019-2020\)](#)

K. [Important Dates to Remember](#)

December 1st Annual Committee Preference opens in Member Portal

January 15th Deadline for Receipt of Committee Preference Forms

March 15th* Annual Reports of Committees (Appendix B) Due for online Bar Journal

For more dates, refer to The Florida Bar's [Master Calendar](#).

*This date is subject to change. Contact your staff liaison for more information.

Guidelines for TFB Staff

A. STAFF LIAISON RESPONSIBILITIES

- i. Functions as a valuable resource to the committee, not to do the work of the committee, its Chair, or Vice Chair. *Note that too large a staff role reduces the value of the committee and reduces members' motivation to participate. Too small a staff role often results in the committee's drifting aimlessly and operating ineffectively.*
- ii. Knowledgeable in all aspects of the committee's work, past and present, including the scope of work, topics under discussion, and TFB's relevant practices, policies, and procedures.
- iii. Provides orientation for new committee Chairs as well as for new and continuing committee members.
- iv. Works with the Chair to develop a committee work plan that will allow the committee to effectively and efficiently discharge its responsibilities for the year.
- v. Works with the Chair to finalize agendas and conduct committee meetings.
- vi. Provides administrative support, including but not limited to, coordination and on-site execution of committee meetings, facilitates communication and coordination of committee activities to/with TFB staff, the ED, BOG, or other TFB committees, etc.
- vii. Reports to the committee on decisions of the ED, BOG, or other TFB committees which impact the committee's activities.
- viii. Assists the Chair with committee reports, prepares reports for final review, approval, and distribution.
- ix. Works with the Chair, other committee members, and TFB staff to ensure that committee work actually gets done between committee meetings.
- x. Where appropriate, assists the committee in proposing products and services that will further the goals and objectives of TFB.
- xi. Available to answer questions, offer suggestions, and raise questions from/to the committee.



B. MEETINGS

i. Staff Deadlines

Most committees meet during major Florida Bar meetings, including the Fall and Winter Meetings and Annual Convention. Every year the Meetings Department will provide staff with a list of current deadlines. Make sure you receive these deadlines and, where necessary, confer with your committee to ensure they are met.

ii. Process for Committee CLE Accreditation

1. Complete [Online Formstack form](#) to Request Course Number.
2. Receive email with Course Number from PD staff.
3. Complete "CLE Application (In house CLER credit)" form and submit to LSE staff along with an outline of all topics addressed, a detailed time schedule, information about the speakers and their credentials. [Sample CLE Application \(In house CLER credit\) \(Appendix B – Forms\)](#).
4. LSE staff will email certificate with Course Number, Credits, and expiration date.

iii. Other Forms (For Reference Only)

1. [Sample Meeting Request Form \(Appendix B – Forms\)](#): this form notifies the Meetings Department whether or not your committee will be meeting allowing them ample time to secure a meeting room, time, and date.
2. [Sample Function Sheets \(Appendix B – Forms\)](#): this form covers meeting room requirements, audio visual equipment, food and beverage, and any other requirements or accommodations being requested by your committee. Please note committees are not authorized to request food and beverage unless funds have been budgeted.

Florida Bar Staff Contact List

Committee Staff Liaison contact information is listed on each individual committee page. Use the links [below](#) to view your committee's page and locate your committee's contact information.

Section members can access contact information for Section Administrator's [here](#).

For other Florida Bar contact information visit the website's [Contact Us](#) page.

List of Florida Bar Committees, Sections and Divisions

BOARD COMMITTEES

The Board of Governors Committees formulate and report on matters of policy concerning the activities of the Bar.

[Board Audit Committee](#)

[Board Budget Committee](#)

[Board Certification Plan Appeals Committee](#)

[Board Communications Committee](#)

[Board Disciplinary Procedure Committee](#)

[Board Disciplinary Review Committee](#)

[Board Executive Committee](#)

[Board Investment Committee](#)

[Board Legislation Committee](#)

[Board Program Evaluation Committee](#)

[Board Review Committee On Professional Ethics](#)

[Board Rules Committee](#)

[Board Strategic Planning Committee](#)

[Board Technology Committee](#)

STANDING COMMITTEES

Over 1,900 Bar members serve on 75 standing committees.

Bar Service Committees

[Advertising](#)

[Annual Convention](#)

[Board of Legal Specialization & Education](#)

[Constitutional Judiciary](#)

[Continuing Legal Education](#)

[Diversity & Inclusion](#)

[Federal Court Practice](#)

[Florida Bar Center Commission](#)

[Florida Bar Journal/News Editorial Board](#)

[Florida Registered Paralegal Eligibility and Compliance](#)

[Florida Registered Paralegal Enrichment](#)

[Grievance Mediation & Fee Arbitration](#)

[Judicial Nominating Procedures](#)

[Leadership Academy](#)

[Member Benefits](#)

[Mental Health & Wellness of Florida Lawyers](#)

[Pro Bono Legal Services](#)

[Professional Ethics](#)

[Professionalism](#)

[Senior Lawyers](#)

[Student Education & Admissions To The Bar Technology](#)

[Voluntary Bar Liaison](#)

Certification Committees

[Admiralty & Maritime Law Certification](#)

[Adoption Law Certification](#)

[Antitrust & Trade Regulation Law Certification](#)

[Appellate Practice Certification](#)

[Aviation Law Certification](#)

[Business Litigation Certification](#)

[City, County & Local Government Certification](#)

[Civil Trial Law Certification](#)

[Condominium and Planned Development Law Certification](#)

[Construction Law Certification](#)

[Criminal Law Certification](#)

[Education Law Certification](#)

[Elder Law Certification](#)

[Health Law Certification](#)

[Immigration & Nationality Law Certification](#)

[Intellectual Property Law Certification](#)

[International Law Certification](#)

[International Litigation & Arbitration Certification](#)

[Juvenile Law Certification](#)

[Labor & Employment Law Certification](#)

[Marital & Family Law Certification](#)

[Real Estate Certification](#)

[State and Federal Government & Administrative Practice Certification](#)

[Tax Certification](#)

[Wills, Trusts & Estates Certification](#)

[Workers' Compensation Certification](#)

Court Rules Committees

[Appellate Court Rules](#)

[Civil Procedure Rules](#)

[Code & Rules of Evidence](#)

[Criminal Procedure Rules](#)

[Family Law Rules](#)

[Florida Probate Rules](#)

[Juvenile Court Rules](#)

[Rules of Judicial Administration](#)

[Small Claims Rules](#)

[Traffic Court Rules](#)

[Workers' Compensation Rules Advisory](#)



Public Service Committees

[Citizens Advisory](#)
[Clients' Security Fund](#)
[Consumer Protection Law](#)
[Law Related Education](#)

[Legal Needs of Children](#)
[Military & Veterans Affairs](#)
[Prepaid Legal Services](#)
[Unlicensed Practice Of Law](#)

Substantive Law Committees

[Admiralty Law](#)
[Aviation Law](#)
[Education Law](#)

[Eminent Domain](#)
[Governmental and Public Policy Advocacy](#)
[Media & Communications Law](#)

SPECIAL COMMITTEES

As a service to our membership and the public, special committees or commissions or task forces are appointed as necessary to study and make recommendations in response to issues of significance to the legal profession or system of laws in Florida. Visit the [Special Committees and Commissions page](#) for a list of current special committees, commissions and task forces.

SECTIONS

[Administrative Law](#)
[Alternative Dispute Resolution](#)
[Animal Law](#)
[Appellate Practice](#)
[Business Law](#)
[City, County & Local Govt Law](#)
[Criminal Law](#)
[Elder Law](#)
[Entertainment, Arts, & Sports](#)
[Environmental & Land Use Law](#)
[Family Law](#)

[Government Lawyer](#)
[Health Law](#)
[International Law](#)
[Labor and Employment Law](#)
[Public Interest Law](#)
[Real Property, Probate & Trust](#)
[Solo & Small Firm](#)
[Tax](#)
[Trial Lawyers](#)
[Workers Compensation Law](#)

DIVISIONS

[Young Lawyers](#)
[Out of State Division](#)



Appendices

APPENDIX A – MEETING TIPS

How to Conduct Meetings That Get Results – Tips, pointers and guidelines

Associations are composed not of products but of people, and meetings are the glue that holds them together, whether they are board meetings, committee meetings or informal discussion groups.

Those who aspire to positions of leadership in associations are familiar with the heavy load of meetings in which they must participate.

But the jump from participating in a committee to leading a task force or serving as chair of a committee or head of a board of directors is a big one. There's more difference between serving as a member and acting as a leader than most people suppose.

Leaders don't just happen

The best leadership, like the best athletic or artistic effort, appears easy. The reality is that preparation, practice and diplomacy are all needed if the job is to be done well.

Leaders don't just happen. They must learn how to orchestrate the complex communications, personalities and problem-solving components involved in association meetings. Because of this, a leadership position should not be viewed as mere ego gratification, a ceremonial job or a reward for services rendered.

Experts acknowledge that the single most important ingredient in the effectiveness of committees, task forces or boards of directors is the chair's effectiveness in getting people to work together - usually at meetings.

Association staff members handle the administrative details of meetings, but the actual orchestration of the meeting is up to you as the volunteer association leader. Here are a few pointers to make the job easier.

Have a reason to meet

When and where the meeting will be held are important considerations. However, the very first question a meeting chair or facilitator should ask is, "Why is this meeting being called and what do we want to accomplish?"

If there are no clear-cut answers to these questions, it would be better not to hold the meeting at all. Meetings with no meat set a bad precedent, and members, once burned, may be reluctant to heed the next call to action.



The dates of some meetings, such as those of standing committees and of the board of directors, may be set by the bylaws. But if there's no real content to the agendas of even these meetings, it may be time to rethink the goals and priorities of the association.

The where of a meeting is usually decided by custom, room availability or the condition of the association coffers. The time set for the meeting and how long it will run should be given careful consideration. The first half-hour of meetings scheduled too early in the day is usually spent priming members with coffee in order to achieve the level of alertness necessary for the ordinary conduct of business.

Those held at the end of the day seldom hold the attention of members once normal quitting time has passed. It's human nature to want to begin and end one's working day at one's own pace and place.

Ten o'clock in the morning and 2 o'clock in the afternoon are optimum times for meetings, particularly those that are scheduled to run for one or two hours. Whatever timetable you choose, stick with it. Begin on time, and don't let the meeting run over.

Know who participates

The matter of who attends association meetings is seldom left to the leader. Participants are elected or selected, or they may simply volunteer. In working committees, it's best to have a definite limit on membership; the optimum size for getting results is five to 15 members. If there is no limit on committee membership and you have more than 15, divide the members into smaller groups for specific tasks.

Another consideration, particularly for standing committees and working groups, is the ratio of mature, successful members to those new to the profession. Ideally, there should be twice as many experienced members.

Be aware of hidden agendas

People participate in meetings for a variety of sometimes overlapping reasons: exposure, a desire to develop professionally, a desire to bring about changes that will make their jobs easier, or simply a compulsion to join. With so many different agendas, it's up to the leader to be aware of and use these motives to encourage participants to get things done.

New committee members need to be brought up to date quickly. This is best done before they attend their first meeting by supplying them with minutes of the past year, a review of the committee accomplishments and a list of recommendations for future actions made by past committee members. The association staff can handle development and distribution of these materials, but as the leader you should ensure that materials are sent early enough to give time for review.

Preparing for the meeting



Effective meetings don't just happen. They require advance planning and effort on the part of both the leader and the participants. In order to ensure this, an agenda should always be sent in advance of a meeting.

According to Frank Snell, author of “How to Hold a Better Meeting,” an agenda should list the date, place, and estimated duration of the meeting. The names of the participants should be given together with the subject of the meeting, some background information and the status of the material to be discussed. Usually association staff will prepare the agenda, but you should be sure it covers topics that need to be covered.

Most important, the agenda should clearly set forth the goal of the meeting. This document doesn't have to be long and involved, but it should contain enough information so that the participants know what is expected of them. For example, a meeting plan could look something like this:

Date of Meeting:

January ____, _____

Place:

Widget Association Conference Room

Time:

10 a.m.-Noon

Who Will Attend:

Association President Bob X
Public Affairs Director Sarah Y
members Smith, Jones, Perez and Butler

Subject:

Consumer Information Program

Background of Subject:

Board has decided that association shall develop a public information program for widget consumers.

Present Status:

Staff members have developed three alternative plans.

Goal of Meeting:

To reach complete agreement on which plan to use.



Background information and samples of these plans should be included in the agenda mailing. Careful advance preparation of materials serves two purposes: It forces the leader to identify the problem and set a goal and it allows participants to thoughtfully review the subject and develop a point of view.

Consider seating arrangement

Studies have shown that human beings react in certain predictable ways in certain physical surroundings. Industrial psychologists have gone to great lengths to discover the best room size for meetings, the most effective wall color and the most efficient seating arrangements.

The first two items may be beyond your control, but the seating arrangements usually aren't. The first consideration involves the table at which you and your committee or board will sit.

Ideally, a round table is best, but this works only for a small group. A wide rectangular or U-shaped arrangement is effective for larger meetings. There are even some instances where squeezing the participants closely together side by side promotes communication. Strangely enough, the same proximity doesn't work when members are put face to face across a narrow table, particularly when opposing factions are lined up on either side.

The second consideration is where the leader sits. As a leader it's important that you can be easily seen by all participants. This means positioning yourself at the head of the table if you fancy an authoritarian setting or in the middle of the table if you want to appear to be one of the crowd.

A useful tactic to remember when dealing with a possibly disruptive member is to seat that person to your immediate right, which means that you will have no eye contact, thus enabling you to ignore signals for attention.

Start on time

As leader you set the tone for the meeting. The one rule upon which all experts agree is this: Start on time. Don't wait for anyone. It sets a bad example and encourages others to be late at the next meeting.

Briefly state the purpose of the meeting in clear, lively language, and emphasize the positive aspects of the subject. If you predict gloom and doom from the beginning, members will become discouraged and tune out.

Once the meeting is underway, keep it going. B. Y. Auger explains in his book, "How to Run Better Business Meetings," that with a little practice, leaders can learn to keep a discussion moving along briskly.

His seven control points are:

1. Stimulate discussion; don't let it lag.
2. Balance the discussion; don't let any single point of view dominate when others are to be heard.



3. Keep the discussion on track; don't let people digress.
4. Break up hot controversies; they'll tear the meeting apart.
5. Keep the meeting lively; don't let people daydream.
6. Watch your timetable; finish on schedule.
7. Make sure there is a conclusion and some positive action initiated.

If the subject matter is complicated, go slowly and use a blackboard. This is also a useful tool in defusing a heated discussion, since listing the points being discussed seems to disassociate the idea from the person proposing it; it becomes more impersonal and easier to discuss freely.

Orchestrating results

Generally speaking, it's usually easier to encourage and direct rather than to push and pull, and this is where knowledge of the personalities and inner agendas of the participants is important. Manipulation may sound like a dirty word, but it works, and it's certainly less irritating than ruling by fiat, particularly in a democratic organization like a trade or professional association.

Remember, peers are the most difficult people to command. Try a carrot instead of a stick.

It's important to give each participant a chance to speak. This is difficult with those who are naturally reticent or who choose to play it close to the vest. However, by getting this type of person to open up by asking him/her to share information, you can sometimes open the way for opinions to come out as well.

It may take time and coaxing, but it's worth the effort. The silent ones are taking everything in while the gregarious ones are just too busy talking to listen.

The close of a meeting is as important as an opening. The leader should point out what decisions have been reached, what differences remain and what needs to be done in the future.

Qualities of a good leader

Strange as it may seem in this age of double talk, the duty of a leader is to lead. This doesn't mean to ride roughshod over others, but it does involve a responsibility which, if not exercised, can lead to group inaction or chaos.

A meeting leader should stay neutral, avoid lecturing and guide the meeting from problem to solution.

A leader should not hog the meeting, publicly rebuke a member or permit unnecessary interruptions such as phone calls, outside questions and so forth.



After the meeting adjourns

Once the meeting is adjourned, the leader still has work to do. The results of the most successful meeting in the world will slip away if they are not put into concrete form almost immediately. Frank Snell, author of "How to Hold a Better Meeting," suggests setting up a standard form for a follow-up memo. It should be tailored to a group's or committee's specific needs and include the following information:

Date of Meeting _____
Name of Sender _____
Subject of Meeting _____
Participants _____
Conclusions reached _____

Future Action _____

Send the memo to the participants, the association staff liaison and others who have a need to know. This memo can serve as the basis for the agenda for the next meeting.

A good meeting gets results

A good meeting is one that meets its goal in the fairest and fastest manner possible. Only an effective leader can make this happen. The leader has temporary custody, after all, of the participant's most precious commodity -- time.

You can stretch money, you can cut staff, but you can't manipulate time. Twenty-four hours a day is all anyone gets. By coming to a meeting, an association member puts this finite commodity into the leader's hands. It's a good leader who values this trust and makes the most effective use of it.



Action Agendas Make Better Meetings

Savvy planning of your next meeting's agenda can make a surprising difference in the success of the program.

An agenda defines the purpose of a meeting. More than just a list of topics, it tells attendees how and when they will make decisions. A good agenda is an action-oriented blueprint for the meeting, and it should be linked to the clock. Time limits and expected actions should be specified for each item in the agenda.

Too often, the agenda is scribbled on the back of an envelope a few minutes before a meeting, or even during the meeting. Prepare your agenda well in advance of the meeting so you can distribute it to everyone who will attend. With all the members properly prepared, you can get a lot of work done in a two-hour meeting.

Meetings rarely should last more than two hours. The time can be extended to three hours if necessary, but meetings that last longer than three hours become counterproductive. Don't believe it when people say they are willing to "meet all night if necessary." After about three hours, they will reach for any excuse to adjourn.

The old, typical agenda format begins with a reading of the minutes of the previous meeting, followed by reports, old business, new business, then miscellaneous business. This kind of agenda is no good. You can read the minutes if that is appropriate for your meeting, but frame the rest of the meeting according to the complexity of items and the clock.

Consider simple items in the early part of the meeting, then move to more difficult items just past the middle of the meeting. Return to simple items toward the end of the meeting. With this kind of structure, you should be able to cover about seven items in a two-hour meeting. The following are some basic, time-related rules for framing the meeting:

Read brief, agenda-relevant minutes (10 minutes)

In a typical committee meeting, there is a reading of the minutes of the last meeting, changes in the minutes if necessary, and adoption of them.

"Agenda-relevant" minutes means the headings of the last agenda are repeated in the minutes. This way, anyone can compare the meeting's agenda and minutes to get a quicker understanding of actions taken.

The minutes should summarize the meeting and all decisions made. Refrain from a verbatim recording of what was said and emphasize instead what was decided. This will avoid bogging down the meeting with a rehash of the last meeting.



Summarizing any points of view expressed without naming members' names will further reduce controversy over the minutes. Accuracy is all that should concern the members.

If you do all of this and the members still want to go over the same ground again, focus on language to avoid fresh discussion. For instance, ask "What language do you feel would be more appropriate?"

Here are four rules for dealing with agenda-relevant minutes:

1. Record members' views without naming them.
2. Summarize debates and avoid verbatim reports.
3. Keep it crisp and brief; record the actions taken.
4. Write the minutes using headings from the previous meeting's agendas.

Reports (time varies)

The number of reports should be kept to a minimum because they are great time-wasters. If you list a report, you can be sure that the reporting person will have something to say and often will ramble on interminably once given the floor. So, list on the agenda only those reports that are absolutely necessary.

As early as possible, find out if the subcommittee has something to report. If they do not, leave it out of the agenda. When you list a report in the agenda, clearly state the action that the members will be invited to take. This will encourage them to read the report outside the meeting, which is where reports belong. Many members never bother to read reports because they expect to be subjected to a reading of them at the meeting.

If a report is to be included in the agenda, circulate executive summaries of it to all members well in advance of the meeting. Such summaries should be no longer than about 10% of the original, preferably no longer than one or two pages. Good executive summaries will encourage members to read the reports beforehand, which is more efficient than their listening to them. Reading a paragraph is better than listening to a paragraph.

Here are four rules for handling reports:

1. List only relevant reports in the agenda.
2. Specify the expected activity relative to the report.
3. Summarize reports requiring no action.
4. Distribute executive summaries of scheduled reports before the meeting.

Announcements (15 minutes)

This is a flexible category that allows you to fill time if people are late for the meeting. It is essential that you start meetings on time; this shows respect for those who are there at the scheduled time.

Announcements should be noncontroversial and declarative in nature, made simply to transmit information. They should provoke little or no discussion. If an announcement does stimulate a good deal of discussion, table it and schedule it for the next meeting's agenda.



Less controversial items (15 minutes)

Light, relatively easy items should come early in the agenda. Easily reaching their first decision makes members optimistic and confident to tackle more difficult items. A quick, easy decision puts everyone in a decision-making frame of mind.

If the agenda is written in a way that specifies exactly what actions are required, members will be more prepared to deal with each item effectively. Examples are approval of minutes, appointment of the new membership director, and whether to purchase machine X or Y.

Most difficult time (25 to 40 minutes)

The middle section of a meeting is typically the time of the peak attendance. And, in a two- or three-hour meeting, members have the most psychologic energy in the middle. So this is the best time to deal with the most difficult item.

The agenda should allow 30 to 40 minutes for dealing with the most difficult item. If more time is required, the members probably need more information. Table the item. Make the arrangements to get more information and bring the item back in a later meeting.

Break (3 to 4 minutes)

Take a brief stretch break about two thirds of the way through the meeting. The mind can only absorb what the seat can bear, and the members will have been sitting for more than an hour. Besides, they need a mental break after dealing with the most difficult item.

The break itself need last only a few minutes, but the mental break will continue with the discussionable items.

Discussion-only items (15 to 30 minutes)

Putting discussion-only items after the most difficult item helps reduce tensions that might have built up. Discussing an item without having to reach a decision allows for ventilation of feelings. It also allows members to assess the political orientations of other members and their feelings about the issue. This sets the stage for compromises that members can make between meetings. And they will be prepared to get down to business when the item comes up at the next meeting.

Members know in advance that no decision is required on discussion-only items. This is an advantage because it provides adequate discussion of an issue, which helps avoid premature decisions.

Taking a straw vote can also help avoid wasted research by giving preliminary indications of which alternatives are preferred.



The "in-principle" technique should be used to help keep the discussion from getting out of hand. This is an agreement to stick to the major elements of an issue and leave the lesser how-to aspects for later. Without an in-principle agreement, members tend to oscillate between discussing major elements and minor details. It is better to have a thorough discussion of the major elements and leave the minor details for the next meeting.

Least difficult item (10 minutes)

Put your least difficult item -- a quickie that can be dispatched with ease -- in the final minutes of your meeting. This allows you to end the meeting on a positive note of agreement. That way, people can leave with a sense of orderliness and accomplishment.

The feelings that people have on leaving a meeting are important. The end of one meeting is the beginning of the next one, so good feelings at the end make the beginning of the next one more positive.



APPENDIX B – FORMS

Sample Meeting Request Form

MEETING REQUEST FORM

2020 Annual Convention
June 17 - 20
Hilton Orlando Bonnet Creek & Waldorf Astoria
Orlando, Florida

The _____ will will not meet.
(Name as it is to appear on schedule. Please do not abbreviate)

MEETING TIMES AVAILABLE:

Wednesday, Thursday, Friday, Saturday

- 8:00 a.m. - 10:00 a.m.
- 10:30 a.m. - 12:30 p.m.
- 1:00 p.m. - 3:00 p.m.
- 3:30 p.m. - 5:30 p.m.
- 6:00 p.m. - 7:00 p.m. - Receptions as requested

Starting time may be adjusted depending on room availability.

REQUESTS ARE HANDLED ON A FIRST COME, FIRST SERVED BASIS

(Include 3 time choices as space is limited.)

_____ First Choice (day, date, time)

_____ Second Choice (day, date, time)

_____ Third Choice (day, date, time)

Expected **attendance** for this meeting is _____
(Not necessarily the number on the committee/council)

Preferred Room Set Up**

- | | |
|------------------------|---------------------------------|
| _____ Theatre style | _____ U-shape (outside seating) |
| _____ Classroom style | _____ Rounds |
| _____ Conference style | _____ Other |
| _____ Hollow Square | _____ |

**ROOM SET UPS DEPEND ON CONFIGURATION OF MEETING ROOM.

Special Requests:

(List anticipated A/V requirements.)

Date: _____ Bar Staff Liaison: _____

Return this form to the Meetings Department by Friday, January 31, 2020 for space consideration. Requests received after that date will be on space-available basis only.





Sample Function Sheet Form

BILLING REFERENCE NO. [REDACTED]

The Florida Bar Function Sheet

2020 WINTER MEETING

**February 5-8, 2020
Hyatt Regency Orlando**

DATE: Thursday, February 6
TIME: 10:30 a.m. - 12:30 p.m.
FUNCTION: Mental Health & Wellness of Florida Lawyers Committee
#/SET: 30/hollow sq; 10 perimeter chairs; polycom;
COORD: [REDACTED]
LOCATION: Celebration 15
ACCT. NUMBER: [REDACTED]

MEETING ROOM REQUIREMENTS

____ Head table for ____ (# of people) ____ Easel only
____ Table top podium ____ Flipchart w/ pens
____ Standing podium ____ Registration desk for ____ (# of people)
____ Microphone Other: _____
____ Perimeter Seating for ____ (# of people)

AUDIO VISUAL EQUIPMENT

____ Powerstrip ____ Polycom
____ Monitor ____ Wired Mic
____ LCD projector/stand ____ Wireless Mic
____ Screen
Other: _____

FOOD & BEVERAGE

Coffee/Decaf/Tea for ____ (# of people) @ \$ ____ per person Sodas: ____ (# on consumption)
OR Other: _____
By the gallon: _____
Regular Coffee ____ (# of gallons) _____
Decaffeinated Coffee ____ (# of gallons) _____
Hot Tea ____ (# of gallons) _____

OTHER REQUIREMENTS/COMMENTS

Signed _____ Date: _____



Sample Annual Report Form for Publication in The Bar Journal

Committee/Section Name: _____

Average Attendance _____

Reports should be concisely written and **must not exceed 1,500 words**. Your annual report is meant to be a historical record of major projects and accomplishments of the committee, not a detailed account of each activity and its implementation. Topics of seminars may be included, but space will not permit a listing of each speaker and topic. Persons responsible for major projects of the committee may be named.

Identify your committee in the title and place your name as chair on the last page of the report.

Please email your report to Rawan Bitar at rbitar@floridabar.org, as a Word Document (no PDFs). Please also send a copy of your report to your staff program administrator/liaison for their files.

Reports received after the deadline will not be included in the *Journal*. For your reference, past annual reports are available on the Bar's website, www.floridabar.org/journal.



APPENDIX C – PERSONNEL POLICY 1.6 ACCEPTANCE OF GIFTS BY EMPLOYEES

I. Purpose

Establish guidelines for acceptable conduct pertaining to acceptance of gifts by employees of The Florida Bar (TFB).

II. Scope

- A. This policy overrides the section on Gifts to Employees in policy 1.2 Employee Conduct and Ethics.
- B. This policy applies to all employees of TFB.
- C. This policy does not affect the authority of TFB to accept donations or bequests made in furtherance of its governmental purposes.

III. Definitions

- A. Business with TFB means that, within 12 months of offering a gift, the gift giver has or will submit a bid or proposal to TFB to perform services or provide supplies or equipment.
- B. Employee means all regular full-time, part-time, hourly, and temporary TFB employees, including volunteer and contract employees.
- C. Gift means anything of value that is given to an employee.

IV. Maintenance

This policy will be reviewed every 3 years or as deemed appropriate based on changes in any applicable laws or changes in TFB.

V. Policy concerning Gifts to Employees

TFB recognizes that, on occasion, such as conferences, birth/adoption of a child, marriage, retirement, end-of-year, and holiday events, TFB employees may be offered gifts. To promote transparency and avoid even the appearance of conflict, the following guidelines must be followed:

- A. Employees will not solicit gifts. *²
- B. In determining whether to accept gifts, TFB employees will consider the following factors. If the answers to 1 and 2 below are yes, the gift should not be accepted.

² * Unless expressly authorized by the ED.



1. Whether a gift would be likely to influence TFB employee's objectivity or decisions; put the employee or giver under any moral or other questionable obligation to any person or entity other than TFB; compromise TFB's interests; interfere with an employee's impartial discharge of duties; influence an employee's decisions or the exercise of best business judgment; pressure an employee to reciprocate or grant favors; impose a sense of obligation on any employee; or create an actual or apparent conflict of interest or appearance of impropriety for the employee or TFB.
 2. Whether the purpose of the gift is premised solely on the business relationship of the giver and employee.
 3. Whether the gift is moderate, reasonable, and in good taste and openly provided.
- C. The following rules apply regarding gifts:
1. If the gift is less than \$100, TFB employees do not have to report the gift.
 2. If the gift is more than \$100 and less than \$500, TFB employees may accept the gift and must report the gift.
 3. If the gift value is more than \$500, TFB employees may not accept the gift and shall notify their supervisor about the offered gift.
 4. Multiple gifts given to TFB employees from the same individual or entity, which in aggregate exceed \$500 in value may not be accepted.
 5. If multiple gifts to TFB employees from the same individual or entity, in aggregate are valued at more than \$100, at the time the \$100 threshold is reached, the gifts must be reported.
 6. The \$500 gift limit is specific to individual committees, sections and events. For example, if a TFB employee staffs 3 committees and each of those committees gives this employee a \$250 gift card as a wedding gift, the employee may accept all 3 gifts, but must report them.
 7. Under no circumstances will TFB employees accept cash as a gift.
 8. TFB employees may not accept multiple gifts from individuals affiliated with the same entity. For example, if a TFB employee staffs a particular committee or section, that employee may not accept \$500 gift certificates from multiple members of the section or committee.
 9. Gifts from individuals or entities doing business with TFB are prohibited, regardless of the value.
- D. Reporting Gifts
1. Employees must provide the value of a gift. While gift cards provide an amount, other gifts may require an estimate.
 2. Employees will provide their names, the gift-givers' names, a description of the gift, and the value of the gift on a form provided on TFB Daily Connection.
- E. Examples of appropriate gifts include, but are not limited to:
- Flowers, plaques, or coffee mugs for special occasions



-
- Gift cards \$500 or less
 - Traditional birthday, special event, and holiday gifts worth less than \$100 (not cash)
 - Occasional award dinners or holiday dinners for employees and guests
 - Holiday turkeys, hams, etc.
 - Coffee, tea, soft drinks and donuts at staff meetings, or occasional meals provided to employees who must work overtime
 - Items that can be displayed in public areas of TFB's buildings like flowers, or shared in public areas like gifts of food
- F. Examples of inappropriate gifts include, but are not limited to:
- Cash or cash equivalent such as a check, money order, money transfer, etc. This includes gifts from Bar sections or committees as individuals or collectively as a group.
 - Use of a vacation home, boat, or airplane
 - Membership in a country club or athletic facility
 - Gifts that are repeatable or perpetual in nature
 - Tickets to sporting or entertainment events, like football or basketball game tickets or the use of the company box at a game or event.
- G. The above examples are not intended to be an exhaustive list. If you have questions, see [employee's] supervisor or director.