



**PLANNING COMMITTEE
REFERENCE MANUAL**

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I Purpose and Scope of Planning Committee

The role of the Planning Committee (PLC) is to assist the Board of Directors (BOD) and the organization in the development of strategic thinking for the future. The activities required to accomplish this role include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD to adopt as strategic goals on an ongoing basis.

The PLC uses an approved method of soliciting continuous strategic planning from the councils and committees for use in advising the Board of Directors on ideas which may be considered for changes to the strategic goals and directions of the Society. This process implements bottom-up thinking and empowerment of the councils and committees. Included in this section is a graphic presenting the necessary timelines to allow BOD to engage strategic thinking on issues as they arise.

The PLC monitors, on an ongoing basis, councils' and committees' progress in achieving the Strategic Plan goals of the Society. The PLC provides regular reports on findings and recommendations for adjustments to the Strategic Plan. On a regular basis, PLC performs a gap analysis on the Strategic directions and goals of the councils for inclusion in a report to the BOD to facilitate the planning process.

The PLC continuously reviews all facets of Society operation and makes recommendations to the BOD for changes and revisions as appropriate.

II Planning Committee Responsibilities

a. Strategic Planning

- 1) The Planning Committee (PLC) is responsible for ASHRAE's long-range and strategic planning activities on a continuous basis. The PLC role is to monitor the strategic vision of the organization, to suggest long range strategic goals and to assist the Board of Directors (BOD) and the organization to think strategically in planning for the short term and long range future. These activities include determining methods for soliciting creative ideas from the membership, assessing capabilities, making strategic assessments, formulating strategies and recommending new initiatives to the BOD for adoption as strategic goals on an ongoing basis. The PLC reports to the BOD.
- 2) When requested by the BOD, the PLC shall facilitate development of a new Strategic Plan.
- 3) Once a Strategic Plan is approved by the BOD, the PLC shall
 - i. Develop methods to communicate the Strategic Plan initiatives and benefits to all Members, with specific effort directed to Chapters, Regions, Committees, and Councils.
 - ii. Oversee Strategic Plan implementation
 - iii. Develop means to measure successful Strategic Plan implementation

- iv. Monitor the activities of Society Councils and Standing committees to determine their progress in achieving the Strategic Plan goals.
 - v. Actively pursue formal liaisons with committees identified as critical for Strategic Plan implementation.
 - vi. Provide a report of findings and recommendations to the BOD at the Winter Meeting of the Society.
 - vii. If an update of the existing strategic plan is requested by the BOD, submit it to the BOD at the appropriate meeting. An example is a “mid-plan” update half way through the Strategic Plan implementation process.
- 4) Develop and implement feedback procedures to convey strategic planning suggestions and desired directional shifts to the BOD.
- 5) Committee Composition: The PLC shall consist of 7 to 12 voting members and should include representation from all councils. The Executive Vice president and a staff director shall be non-voting members of the committee. The PLC voting membership shall include:
 - i. One (1) Society Vice President
 - ii. One (1) Director-at-Large
 - iii. One (1) Director and Regional Chair
 - iv. At least two (2) to seven (7) other members of the Society who are serving or have served as Board members
 - v. One (1) member who is serving on the YEA Committee at the time of appointment. It is recommended that past YEA committee chairs be considered for this position.
 - vi. One member in good standing
- 6) Term of Service: With the exception of the Society Vice President, the Executive Vice President and the staff director, service on this committee is intended to be for a 3-year term. Appointments are made, however, each year by the President-Elect for the administrative year covered by her or his term as president. The Society Vice President shall serve two years contingent on his/her election as a Society Vice President and his/her appointment by the President-Elect.
- 7) Qualifications:
 - i. All members except the member who represents YEA must hold the grade of Member or higher in the Society.
 - ii. All councils should be represented on the voting membership of the committee.
 - iii. Representation from outside North America should be considered
- 8) Helpful qualifications, experience, interests or skills: Strongly preferred qualifications

include demonstrated ability in strategic, forward thinking and a broad understanding of recent past, current and potential issues facing the Society. It is also preferred that several PLC members are able to clearly articulate strategic concepts to help facilitate strategic discussions with the BOD ExCom, during the BOD fall planning session and other interactions with the BOD.

9) Specific Time, Money and Task Commitments:

- i. Attend the ASHRAE Annual (Summer) and Winter conferences.
- ii. Dates of required attendance: The PLC meets on Friday, the day prior to the Annual and Winter conferences, typically from 1:00 PM to 6:00 PM. If a PLC member is assigned to liaise with a council or committee, the member should plan to be present for the appropriate council or committee meetings held during the Annual and Winter conferences as well as to participate in conference calls of the council or committee. Frequently, PLC members elect to attend most of the Annual and Winter conferences to maintain familiarity with current Society issues and become aware of strategic directions the Society may pursue.
- iii. Up to 2 additional meetings may be held at the discretion of the Planning Committee Chair.
- iv. Transportation Costs: Transportation costs are paid by the Society. See ROB
- v. 1.201.027.
- vi. Additional expenses covered by Society: N/A
- vii. Subcommittee work description: There are no on-going PLC subcommittees; however, there are likely to be subcommittees formed per the prerogative of the PLC chair to carry out committee MBOs or for other reasons. It may be determined that these subcommittees will meet during the Annual or Winter conferences.
- viii. Special events to be aware of at the Annual and Winter conferences: Because the PLC is responsible for guiding the BOD through its strategic planning activities, there may be special BOD sessions held during the Annual and Winter conferences that require PLC participation.

10) Requirements between Annual and Winter conferences:

- i. Describe the frequency of conference calls: The PLC holds at least one conference call in the fall and one in the spring following the Annual and Winter conferences. Typically, the PLC will hold two or three calls in the periods between Annual/Winter/Annual conferences. Subcommittees formed to carry out committee MBOs are likely to also hold conference calls, depending on what the subcommittee leads determine is necessary. Committee and subcommittee conference calls are two hours or less on duration.
- ii. List anticipated face-to-face meetings in spring and fall: PLC does not hold regular face-to-face spring or fall meetings; however, if the BOD determines it wishes to hold a special planning session, then PLC members may be required to attend this meeting. Typically, the BOD conducts its annual strategic planning discussions during the fall planning session concurrent with the fall BOD meeting (usually occurring mid-October

to early November). Some PLC members who are not current members of the BOD may be invited to participate in this session.

- iii. Describe individual workload and anticipated time requirements per week (or month): Most of the individual workload is determined by the individual's assignment to support the PLC chair's MBOs. Work is likely to occur in bursts, requiring up to a few hours per week over a short period of time. Once activities supporting an assigned MBO are completed, then the individual's workload is minimal beyond what is necessary to be familiar with committee activities (a few hours here and there). The committee chair workload consistently averages a few hours a month with extra time needed to prepare for special events, such as the fall BOD planning session and the Winter and Annual conferences.
- iv. What other committee activities must a prospective member be aware of: Strategic leadership of the Society is the Board's most important role, and PLC members enjoy the strategic thinking and big-picture perspective when looking forward on the Society's behalf. Members are also able to weigh strategic ideas and make recommendations to determine which is the most appropriate for the Society to pursue, anticipate the steps that must be taken in pursuing the ideas (most importantly, gaining BOD member support for the ideas), facilitate implementation of those steps and evaluate impact when a change has been implemented.

b. Continuous Strategic Planning

Appendix B (of the supplement) details the timelines for continuous strategic planning (CSP) activities and graphically illustrates these timelines. The Planning Committee is responsible for receiving the CSP input from the committees and councils and presenting them to the Board of Directors for consideration at the fall planning meeting. The authority for this activity is under ROB 2.101.008. Each council and standing committee has specific requirements to meet this ROB. The Planning Committee member encourages this planning culture at all levels within the Society.

Appendix C (of the supplement) is the June 26, 2011 Webinar on Continuous Strategic Planning

The information to be provided by Committees and Councils is solicited via an Excel Spreadsheet that has been developed for that purpose. (See Appendix D of the supplement)