



PLANNING COMMITTEE REFERENCE MANUAL

Note: This manual has a supplement with the following title, Planning Committee Reference Manual Supplement.

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I. PLANNING COMMITTEE PURPOSE AND SCOPE

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

The Planning Committee (PLC) reports to the BOD and is responsible for ASHRAE's long-range and strategic planning activities on a continuous basis. The PLC role is to assist the Board of Directors (BOD) and the organization to think strategically in planning for both the short-term and long-term future, to recommend long range strategic goals, and monitor the strategic vision of the organization.

These activities include determining methods for soliciting and gathering 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 is to receive recommendations from the Councils and Committees to assemble the members' initiatives.

When requested by the BOD or starting the 3rd Society Year after the current plan has been issued, the PLC shall facilitate development of a new Strategic Plan.

Once a Strategic Plan is approved by the BOD, the PLC shall:

- A. Develop methods and see to the communication of the Strategic Plan initiatives and benefits to all Members, with specific effort directed to Chapters, Regions, Committees, and Councils.

- B. First year Directors assigned to Planning Committee shall be assigned to each subcommittee by the PLC Chair.
- C. Oversee Strategic Plan implementation by establishing an Innovation and Implementation Subcommittees.
- i. The Innovation and Implementation subcommittee shall consist of:
 1. PLC Members as assigned by the PLC Chair.
 2. One chair.
 - ii. There will be years where it could be a single subcommittee known as the Innovation and Implementation subcommittee. The intent is that there will be one or two subcommittees continually appointed to handle the work described below.
 - iii. The Implementation Subcommittee will work on the following items:
 1. Team with ASHRAE Councils and Committees to ensure each develops appropriate timelines for implementation, metrics to measure success, and a method to measure progress related to the strategic plan and report back to PLC.
 2. Develop a methodology to identify gaps and overlaps in implementing the Strategic Plan.
 - iv. The Innovation Subcommittee will work on the following items:
 1. Solicit creative ideas from the membership, make strategic assessments, identify strategies, develop and recommend new initiatives to the PLC to adopt as strategic goals.
 2. Recommendations to be formulated as Next year, three (3) year, five (5) year, ten (10) year, and twenty (20) year goals.
 - v. At the discretion of the PLC Chair, in years where the next version of the Strategic Plan is not being developed, the Implementation Subcommittee and Innovation Subcommittee will be a single committee known as the Implementation and Innovation Subcommittee.
 1. In the years of a single subcommittee, it is assumed that the duties of the Implementation Subcommittee would be addressed between the Annual and Winter Conference so they can address the Innovation Subcommittee duties between the Winter Conference and Annual Conference.
- D. Monitor the activities of Society Councils and Standing Committees to determine their progress in achieving the Strategic Plan goals by establishing the Validation and Documentation Subcommittee.
- i. The Validation and Documentation Subcommittee consists of the following, per the MOP:
 - Up to seven (7) members of Planning Committee.
 - One (1) liaison from the Research Strategic Plan.
 - One (1) chair.

- ii. The members of the subcommittee will be assigned as follows:
 - Up to two (2) liaisons to Tech Council,
 - One (1) liaison to Members Council,
 - One (1) liaison to Pub/Ed Council,
 - One (1) person to follow the Society theme and presidential ad hoc committees

- iii. The Validation and Documentation Subcommittee is responsible for:
 - Receiving, reviewing, and quantifying each Council and Committee's MBOs.
 - Receiving the Continuous Strategic Planning (CSP) input from the committees and councils and presenting them to the full PLC for consideration by the Board of Directors at the Fall BOD meeting.
 - Updating the survey, review the responses, and compiling summary information and potential actionable items from the annual Membership Survey.
 - Utilizing the metrics and key performance indicators (KPIs) to evaluate the success and progress of the Strategic Plan and presenting them for the full PLC Annual Meeting.

- iv. The Validation and Documentation Subcommittee shall be a permanent subcommittee of Planning Committee.

E. Provide a report of findings and recommendations to the BOD at the Winter Meeting of the Society.

F. 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 halfway through the Strategic Plan implementation process.

G. The PLC Vice Chair shall monitor the yearly plan developed by PEAC

H. The subcommittee chairs of PLC should attend TRAC meetings

I. The Chair of PLC has the authority to form additional subcommittees as necessary to do the work of the committee:

- ii. Develop, execute, and regularly reassess procedures to convey strategic planning suggestions for the BOD to develop strategic directions.

iii. Desired Qualifications of Planning Committee Members

1. Strongly preferred qualifications include demonstrated ability in strategic, forward thinking and a broad understanding of recent past, current, and potential issues facing the Society.
2. 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.

III. SPECIFIC TIME, FINANCIAL AND TASK COMMITMENTS OF MEMBERS:

- A. Attend the ASHRAE Annual (Summer) and Winter conferences.
- B. Dates of required attendance:
 - i. The PLC traditionally meets on Friday, the day prior to the Annual and Winter conferences, typically from 1:00 PM to 6:00 PM.
 - ii. If a PLC member is assigned to be a liaison 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.
 - iii. 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.
- C. Up to two (2) additional meetings may be held at the discretion of the Planning Committee Chair.
- D. Subcommittee meetings at the Annual and Winter Conference, if the Subcommittee Chair deems them necessary.
- E. 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.
- F. Transportation Costs: Transportation costs are paid by the Society. See ROB 1.201.027.
- G. Additional expenses covered by Society: N/A
- H. Requirements between Annual and Winter conferences:
 - i. 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 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 should be two hours or less on duration.
 - ii. 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. 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. Prospective members should be aware of their obligations: 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 to be able to weigh strategic ideas and make recommendations to identify the most significant initiatives for the Society to pursue.

The initiatives are to anticipate the steps that must be taken to gain BOD support, facilitate the implementation of those steps, evaluate impact when a change has been implemented, and identify potential risks.

IV. CONTINUOUS STRATEGIC PLANNING (THIS WILL BE UPDATED IN THE 2022-2023 SOCIETY YEAR)

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. 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)

