

GAO

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Conference Planning Guide

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Preface

Many people who have organized conferences have expressed exasperation at the seemingly endless number of details that need to be thought about and dealt with. Conference organizing is something that, if not done on a regular basis, has to be “relearned” a little each time. Many people have expressed the need for a guide that could be used when organizing a conference. To avoid having to reinvent the wheel each time, conference planners could use a checklist of the types of things that need to be thought of—including tips based on the experience of other conference planners.

The purpose of this pamphlet is to serve as such a guide. It will provide you with information on how to organize a conference, what GAO regulations apply, and what needs to be done before the conference, the day of the conference, and after the conference has been completed. It will discuss whom to invite, how to issue invitations, how to arrange for transportation and lodging, how to reserve an appropriate conference room, how to prepare the agenda, what type of discussion format to have, and what types of records to keep. It is something that has been needed for some time.

This pamphlet was prepared as an Operations Improvement Program project under the direction and guidance of Ray C. Rist, Director of Operations. The major contributors are listed in appendix II. We also acknowledge input and contribution from the Office of Information Management and Communications, the Office of Facilities Management, the Training Institute, General Services and Controller,

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Introduction

YOU

- have a draft report on which you would like to get the views of an outside panel of experts, or
- would like to get outside help on determining the methodology for a project, or
- are looking for assistance on how to deal with a broad issue or problem.

SO

- You would like to hold a conference to get the advice of interested parties outside of GAO.

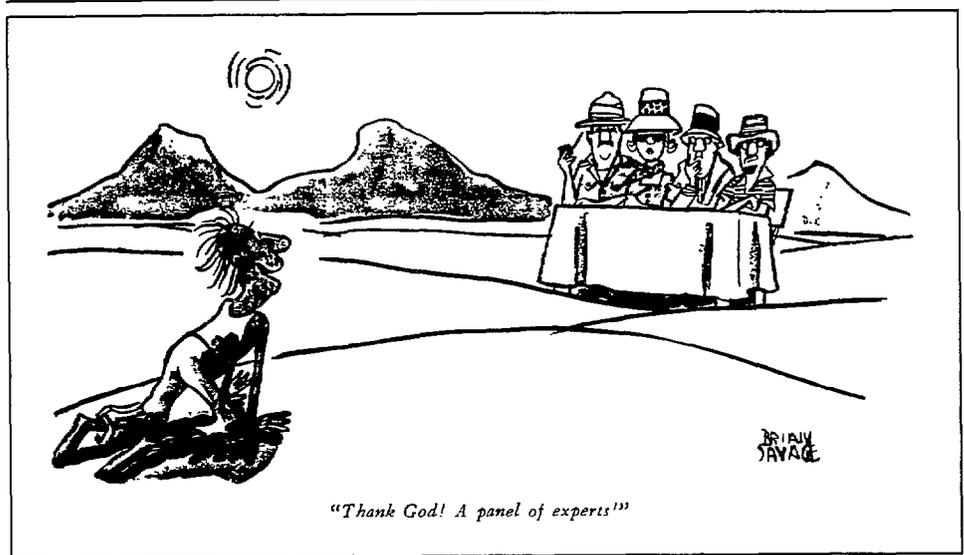
WHAT NEXT?

- How do you get a conference organized?
- What has to be done?
- Whom do you invite and how do you invite them?
- Are there funds to pay for expenses?
- Are there GAO requirements or limitations that pertain?

YOU NEED

- answers to these and many more questions to organize a successful conference and
- the information in this guide.

Chapter 1
Introduction



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Whether to Have a Conference

- What is a conference?
- When can a conference be a useful management tool?
- What are the benefits of a conference?
- What legal requirements and GAO regulations pertain?

Definition

The dictionary defines a conference as “a meeting for consultation or discussion” or “the act of conferring or consulting together, especially on an important or serious matter.” For purposes of the guide, conferences are defined as structured discussions convened to solicit advice or other input from knowledgeable people outside of GAO. They usually involve people from outside GAO as well as GAO staff, last from a few hours up to a few days, and require significant advance planning to get the maximum results. GAO obtains such services either without charge to GAO or through the reimbursement of others’ expenses, temporary employment, or contract.

Purpose

Conferences can be used for many purposes. In GAO this usually means getting advice on subjects ranging from issue area planning to defining the scope of a project, obtaining background information on a specific question, or, on a broader issue, obtaining comments on a draft report.

Benefits

There can be many benefits to conferences. For example, they can be efficient. The advice and views of several people can be obtained within a short period of time. Another advantage is that by bringing knowledgeable people with various points of view together in a conference setting, the extensive interaction and synergism of the discussion can lead to new ideas and/or build consensus. Because many of our audits and evaluations cover technical

subjects, experts and consultants can also help supplement staff capabilities in certain areas. Additionally, knowledgeable people can be used as “sounding boards” to test the quality of our evidence, reasonableness of our conclusions, and soundness of our recommendations.

Legal Requirements and GAO Regulations

When a conference is to be held at GAO, you must decide what role the participants at the conference will play and what you intend to do with the information or opinions you obtain from them. These decisions will determine the legal requirements you must follow.

If you are gathering information from conference participants concerning their views as representatives of an industry, public interest group, or other group about an issue area or a specific job, then the participants are representing interests and positions other than GAO’s and any expression of their views in a GAO product should be identified with the group that they represent. A panel or conference convened to obtain representative opinions should be balanced and should not exclude significant affected interests.

If, on the other hand, you are seeking expert assistance or advice, rendered individually or as part of a panel, to analyze data or to help shape GAO products, and this advice will not be provided in a representative capacity, then the participants will, in effect, be functioning as GAO employees. Legal precedents require that they must be placed on the rolls as special government employees or as contractors. GAO employees and contractors must comply with appropriate ethics requirements and avoid conflicts of interest. The appointing process will assist you in ensuring that all ethics and conflict of interest requirements are met. In some cases, particularly when there will be a specific product delivered, it may be appropriate to obtain their services by contract or purchase order. The standards

of conduct and individual conflict of interest stipulations that apply to GAO employees do not apply to contractors, but organizational conflict of interest regulations do apply.

If you have any questions about whether you should be appointing conference participants as special government employees or how ethics and conflict of interest requirements should be met, you should contact the Legal Services Division of the Office of General Counsel.

The GAO Orders that are listed in appendix I should be reviewed to ensure that you are in compliance. Finally, for a conference convened solely by GAO, you do not have to follow the Federal Advisory Committee Act or the Government in the Sunshine Act, because they do not apply to GAO. However, if a conference is co-sponsored with an Executive Branch agency to which these acts apply, then the provisions of these acts probably would apply to that conference.

Conference Planning Checklist

The checklist that follows covers what to do before the conference, what to do the day of the conference, and what to do after the conference. It is intended to serve as a memory jogger for those people who have conducted meetings and conferences and do not need the explanations in the guide, and to help those people with less experience to organize their thinking and subsequent actions. The checklist is cross-indexed to the guide for further information.

For additional information the reader should be aware that the Training Institute offers a course—Running Effective Meetings—that covers some of the points addressed in this guide.

Conference Planning Checklist

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| <input type="checkbox"/> Decide on a discussion format | 15 |
| <input type="checkbox"/> Decide how to record results | 15 |

2. Conference Participants

- | | |
|------------------------------------------------------------------------|----|
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| <input type="checkbox"/> Determine financial requirements | 17 |
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Conference
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Notes

What to Do Once a Decision Has Been Made to Have a Conference

Before the Conference

This chapter will discuss what to do once a decision has been made to have a conference. The chapter is organized in the following sections:

- What to do before the conference.
- What to do the day of the conference.
- What to do after the conference.

Each of these sections is subdivided into (1) conference content; (2) conference participants; and (3) conference facilities, supplies, and services.

1. Conference Content

Allow Enough Time for Planning

An important consideration in planning conference content is timing. Begin planning the content far enough in advance to allow yourself time to think through the issues for discussion, prepare the agenda and other materials, think about what might go wrong, and avoid last-minute stresses. Plan the conference to make every minute count toward achieving the objectives. According to one study, 75 percent of managers believe that at least half of the time they spend in meetings is wasted.

Determine Objectives

Another important step in planning the content of the conference is to determine the objectives as precisely as possible. A clear, explicit sense of what you want to get out of the conference can serve to guide all subsequent steps in content preparation, such as formulating the agenda, determining the appropriate discussion format, and selecting participants. Conversely, the conference can fail if the objectives are not clear and participants are not adequately informed. For example, participants who are simply asked to review and prepare to discuss a draft report may arrive at the conference with little more than editorial suggestions when

what you really wanted was advice on potential recommendations that could flow from the evidence.

Prepare an Agenda

Prepare an agenda that will best achieve the conference objectives. Each agenda item should relate to the objectives. Match the number and depth of topics to be covered to the time available and vice versa. Don't try to do too much too fast and don't take all day to discuss something that could be handled in a morning. Set a time limit for discussing each agenda item. Consider the relative importance of each topic to the meeting objectives and the depth of discussion required. There should be no more than 60 to 90 minutes of discussion without a break.

Decide on a Discussion Format

Decide upon a discussion format that implements the objectives and agenda. Possible formats include a debate, open discussion, brainstorming, question and answer, or presentations followed by comments from panelists. Varying the discussion format can enhance the interest level of the conference participants.

Decide How to Record Results

Decide how the conference results will be recorded (e.g., audio or video recording, transcription, notes by team members, etc.) and make necessary preparations. If you want to hire transcribers, a task order needs to be prepared and submitted to the division's administrative officer. The task order should be submitted about 2 weeks in advance of the conference. If relying on notes, make it clear who will be responsible for writing up the conference. Decide whether and how to evaluate the conference (formally or informally, by only the team members, or by all participants).

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2. Conference
Participants

Determining the panel composition is one of the three most vital steps leading to a successful conference. (The others are determining the objectives of the conference and the agenda, both of which were discussed in the "conference content" section above.)

Determine Panel
Composition

Three considerations in forming the panel, in addition to availability, are: the conference objectives, a balance of viewpoints, and cost.

Objectives: Determine the types of participants desired on the basis of the information or assistance needed. For example, do you want someone who will present an official agency position, or simply speak from personal experience? Do you want someone who will provide a technical or a policy-oriented view, organizational experience, or in-depth knowledge of an issue, etc.?

Balance: Make certain that the panel provides a good cross-section of views and provides a balanced perspective on the subject to be discussed.

Cost: Two aspects of cost are (1) whether the panel members will be selected only from the local area or will include out-of-town participants and (2) the panel members' financial requirements. If local participants are selected, there will be no requirement for transportation expenses. Out-of-town participants might require reimbursement by GAO. This has to be weighed against the possible advantage of getting a particularly desirable participant and the possible benefit of bringing in a broader cross-section of views.

Determine Availability of
Key People

Before a date has been selected, make sure key GAO and outside people will be available. Make an initial contact by phone with important potential participants to determine if they are available on the dates selected and are willing to participate. Determine

under what conditions they will participate; for example, will the conference be on or off the record? Will participants be asked to represent their organizations or will they be speaking as individuals? What financial arrangements will be made? Who else will be participating? If any particular participants are vital to the success of the conference, perhaps you could be flexible regarding dates and arrangements to meet their schedules, and once arrangements are made with these "anchor" participants, then the other participants could be selected accordingly.

Determine Financial Requirements

Determine which participants would be willing to participate in the conference at no cost to GAO, which would require reimbursement for expenses, and which would require compensation in addition to expenses. Of course, it is your choice which of these arrangements to use. We have found that frequently even very highly regarded government, business, and academic officials are willing to participate in GAO conferences at no cost—particularly if they are from the Washington area. The prestige of GAO is such that they welcome the opportunity to provide input into our process and have their views heard. It is also fairly common for people to be willing to travel from out of town with just their expenses covered. Occasionally, people will require compensation, in which case we should decide whether we want their participation to such a degree that we are willing to offer compensation. Keep in mind the guidelines mentioned in the legal requirements and GAO regulations section. When in doubt, contact the Legal Services Division.

If any participants will be paid by GAO contract or purchase order, the Office of Acquisition Management should be contacted at the earliest possible moment to advise on the process of preparing procurement requests and satisfying requirements

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associated with competition and selection of participants. Similarly, the personnel office should be contacted if the participants are to be hired as temporary employees.

If GAO is paying for the expenses of out-of-town participants, whether they are temporary employees or not, our policy is to reimburse them as we would a GAO employee. (See GAO Order 2304.1, dated August 30, 1990.) Participants can make their own travel arrangements and GAO will reimburse them for the cost of their air fare. However, it is preferable for conference organizers to make travel arrangements for the participants in order to take advantage of the contract carrier rates and minimize GAO's cost. It is important to communicate clearly to participants that they will be subject to the same government limitations for reimbursement for lodging, meals, and incidental expenses that affect all federal employees.

**Prepare Formal Letter of
Invitation**

After the initial contacts have been made and a tentative list of participants has been determined, a formal letter of invitation should be sent to each. This letter should clearly spell out the objectives of the conference, the agenda, and what we expect of the panelists, e.g., reading a draft report before the meeting or making a presentation. In addition to identifying all of the participants, mention those individuals who will be observers or in the audience and reiterate the arrangements that have been agreed upon (on or off the record, etc.). The letter should also address administrative items, such as room number, access to the building, and parking information. The letter should also provide the name of an individual and a telephone number to contact if there are any questions. Consideration should be given to calling the participants 1 or 2 days prior to the conference to confirm all previous arrangements and to take care of any last-minute details. The two basic objectives of this letter are to

avoid surprises or misunderstandings about expectations or arrangements and to make sure the participants understand our objectives.

**Determine Reimbursement
Arrangements If Any**

Reimbursement can be handled two ways. One way would be to issue travel orders (GAO Form 176) to participants and pay for their transportation, lodging, meals, and incidental expenses in accordance with the government per diem regulation. Administratively, this means issuing a travel order and making travel arrangements (either by GAO or by the participants) before the conference. After the conference, a travel voucher (Standard Form 1012) should be completed in order to obtain reimbursement for expenses. A convenient way to do this is to ask participants to submit to us their transportation and other expenses, including receipts, when they return home. We will transcribe expense information onto the travel voucher and mail it to the claimant for review and signature before submitting it to the Office of Financial Management for approval.

A second way to reimburse participants is to issue a purchase order for their services. Purchase orders can be used when the cost does not exceed \$25,000. In order to issue a purchase order, the Office of Acquisition Management requires a Procurement Request (GAO Form 31) and a statement of work that includes the compensation being requested. If more than \$2,500 is being requested, competition is required. An important consideration when using a purchase order to reimburse participants is to allow 3 to 4 weeks' lead time to process the GAO Form 31 and the statement of work. After the conference, have the participants submit their fees, expenses, and receipts on their individual letterheads. The conference coordinator is responsible for approving

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the invoice and forwarding it to the Office of Financial Management for payment.

**Determine Lodging
Requirements if Any**

Lodging arrangements for out-of-town participants can be handled either by letting them make their own or by offering to make arrangements for them.

**Coordinate With Office of
Security and Safety**

Approximately 2 days before the conference, provide the names of the outside attendees to the Office of Security and Safety on GAO Form 65. This means that the attendees will not have to sign in with Security when they enter the building. They simply announce themselves, present identification, and are then permitted access to the building. GAO Form 65 also addresses parking needs for visitors. Please be aware that visitor parking is extremely limited. If visitor parking is required, the conference sponsor should make that need known to the Office of Security and Safety as far in advance as possible. Also, there should be no parking commitment made to attendees until availability has been confirmed by the Parking Administrator.

**Prepare Backup Plan for
Replacements**

Prepare a backup plan in case any of the team members or outside participants unexpectedly cannot attend. Make sure outside participants have phone numbers where the team members can be reached on short notice. Think about ways to work around the missing participants—including the possibility of last-minute replacements.

3. Conference Facilities, Supplies, and Services

Facilities

A meeting room that is large enough for everyone to be comfortable in and furnished to encourage free-flowing conversation is important. Key the facility to the number of participants and observers desired and vice versa. Don't invite more people than can comfortably fit in the room.

Determine Facility Availability. Appropriate conference facilities may be obtained from any of the following sources:

- GAO
- Congress
- Executive Agencies
- Commercial Facilities

GAO facilities. The following options are available for obtaining conference rooms within GAO:

- GGD conference rooms are available through normal procedures. This involves reserving the room by signing a sign-up book for each room. Be sure to allow yourself an extra half hour before and after the meeting so that you will be able to set up the room and clean up afterwards.
- Conference rooms are also available elsewhere in the GAO building. GAO Order 0660.1 lists the various conference rooms available in the building, their seating capacity, and how they may be reserved.
- Conferences that may involve the discussion of very sensitive or classified information should be discussed with the Office of Security and Safety well in advance. There are limited conference facilities available that are cleared for the discussion of classified information.

- Rooms in the Training Institute and the Management Development Center are also available. Arrangements for these facilities can be made through the Training Institute. The Training Institute generally accepts reservations no earlier than 1 month in advance of the conference date. Rooms at the Training Institute and the Management Development Center, however, are often fully booked, making their availability for conferences problematic.
- Other GAO conference rooms are available at audit sites and regional offices.
- GAO is also developing new opportunities in the area of video teleconferencing, which opens more possibilities for bringing people together. Video teleconferencing centers are available in the GAO headquarters building and the Seattle Regional Office, with additional centers under consideration at other locations.

Congressional facilities. Generally, the use of Committee meeting rooms can be arranged through the Committee staffs. We have found that Committees will usually make these rooms available if they are not being used for Committee business. However, we should be careful, if planning to use these rooms, to not portray an image that GAO is closely tied to the interests of the Committee. In addition, it is advisable to schedule a back-up room in case of a last-minute requirement for the room by a Congressman or Committee.

Executive agency facilities. Conference rooms can also be arranged in other government agencies. Again, there is the need to be sensitive about the implications of using a conference room at an agency being audited by GAO.

The General Services Administration manages a program called The Living Buildings Program in which conference facilities and auditoriums are available in various government facilities for a fee. These are usually attractive, historical facilities,

e.g., the Lee-Custis Mansion in Arlington or the foyers at the Department of Agriculture or the National Academy of Sciences. One of these facilities is the Departmental Auditorium on Constitution Avenue, which has conference rooms immediately off of the main auditorium. A permit is required for use of facilities under this program. For further information, contact The Living Buildings Program coordinator at GSA on (202) 472-1948.

Commercial facilities. It is GAO policy that meetings and conferences should generally be held in GAO facilities or at other facilities that can be obtained at no cost to GAO. Exceptions to this policy can be made by an Assistant Comptroller General and must be reported to the Director, General Services and Controller (see GAO Order 0660.2). If an exception is granted, there are, of course, conference facilities available at various hotels that can be reserved. It is important to note the need to submit procurement requests if you plan to use hotels for conferences. If the government is spending more than \$2,500, facilities will be selected on a competitive basis. In such cases, the Office of Acquisition Management should be contacted so that it can assist with the procurement process. Note that when commercial facilities are used, the sales staff who book space may not be the same staff who worked on the details of the meeting. It is imperative to meet with the hotel's events coordinator in order to coordinate and work out all the details. Sales staff sometimes forget to let the hotel event coordinators know what commitments have been made, so the burden falls upon GAO personnel to make sure that all of GAO's requirements are understood and accommodated.

Supplies and Equipment

Check the conference room at least a half hour before the meeting to be certain that facilities are adequately prepared or will be by meeting time.

Determine need for supplies and equipment. Make sure that there are sufficient tables and chairs for your purposes and that these are, or will be, arranged in a suitable fashion. Don't forget coat racks if they will be needed. A Requisition For Facilities Services (GAO Form 40) can be issued requesting help from the Office of Property Management to prepare the room for the conference.

In some cases it is advisable to prepare name badges and/or tent cards to be placed in front of the participants who will be sitting at the table(s). Other things to consider are paper, pencils, water, and cups. The Office of Information Management and Communications offers some sources for making name badges and tent cards for participants, as well as other services.

Pay attention to audiovisual equipment. Check with all meeting participants to see what their needs are regarding audiovisual equipment, and see to it that it is in the room and in operating condition prior to the meeting. It is also a good idea to have reserves of items, such as extension cords, light bulbs for overhead or slide projectors, etc. Equipment can be reserved from the Video Communications Branch by submitting GAO Form 480A. If the briefing room is being used, be sure to reserve the room a day or two before the conference and contact the visual communications staff for training on the use of the briefing room's electrical and audiovisual equipment. In addition to equipment, the Office of Information Management and Communications can also provide support through the preparation of slides or printed materials. Furthermore, it can also provide assistance in procurement and leasing of computers or other electronic or telecommunications equipment if needed.

Special attention is required when using audiovisual equipment in situations where the conference is being held at a hotel because most hotels charge for the use of such equipment. If costs will be incurred

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for using audiovisual equipment, a procurement request should be prepared justifying its need.

Prior to the meeting, identify the nearest telephone that meeting participants may use to make calls and inform them of that at the start of the meeting. Also, assign someone who will be able to receive telephone calls and bring messages to the conference room. Put this latter information and the phone number in the invitation package.

**Refreshments and
Entertainment**

In general, funds are not available to provide refreshments to conference participants. The following are a few suggestions for dealing with this situation.

Determine need for refreshments and entertainment. It is a good idea to have a break for refreshments, such as coffee and donuts in the morning or soft drinks and cookies in the afternoon. Refreshment breaks can be provided by the GAO participants acting as hosts for their guests or by setting up a refreshment table with a collection dish and a price list. Alternatively, participants can be directed to the cafeteria. If the conference is in one of the Training Institute rooms, food is not permitted, but beverages are allowed. There are provisions for making coffee at the Management Development Center.

There is also the question of what to do regarding lunch if the meeting is to last all day. A successful approach has been for the group to walk to a nearby Chinatown restaurant. With advance reservations many of them will serve family-style lunches at a reasonable price, which can be shared equally by the participants. The food is plentiful, tasty, and is often served at a round table, which encourages good conversation and continuation of the meeting topic.

While it can be somewhat embarrassing for GAO to ask someone to attend a conference and to give us the benefit of their time and knowledge and not be in a position to buy them lunch, most people seem to understand that most government employees do not have access to hospitality funds. Of course, individuals coming from out of town who are receiving a per diem from GAO would have their lunches paid for that way.

Finally, if the conference lasts more than 1 day, there is the question of what to do about dinner and evening relaxation or entertainment for the out-of-town participants. Most people prefer to make their own arrangements and to have a free evening. However, it is probably a good idea to check with anybody coming in from out of town to see if any arrangements can be made ahead of time that will help them enjoy their stay. The invitation package to out-of-town participants might include information on "What's Going On Around Town." On some occasions, if a large group is in from out of town, you might want to arrange for a group function.

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Conference**

Notes

Day of the Conference

1. Conference Content

Start on Time	Start the conference on time—it shows you are serious about what you are doing.
Opening Remarks	Perform any necessary introductions and go over the meeting objectives, agenda, discussion format, and ground rules for discussion, such as time limits for speaking and whether to allow questions, etc. Discuss “housekeeping” items, such as access to phones, restrooms, etc.
Participants’ Comments	Make sure it is clear whether participants are speaking on or off the record and whether they are speaking for themselves or for organizations they represent. Clearly communicate how the results of the conference will be used.
Control Meeting	Keep the discussion focused on the agenda as much as possible; however, be alert to allow flexibility if it makes sense towards accomplishing the conference objectives. Be alert to digressions that are not relevant to the discussion or to the overall meeting objectives. Contain long-winded speakers. One approach is to ask the participant how the information can be used, and another is to offer to further discuss the issue with the participant after the meeting.
Closing Remarks	At the end of the conference summarize the conclusions or highlights of each agenda item, draw any

overall conclusions, and relate these to the objectives of the conference. Give the participants a chance to offer any closing comments.

Follow Up

Determine if participants will be available for subsequent contact to further elaborate on their comments if needed.

2. Conference
Participants

Cleared With Reception
Desk

On the day of the conference, double-check to make certain that the guards at the reception desk have the names of all the people who will be attending from outside GAO. Also confirm that visitor parking is reserved, if applicable.

Directions to Conference
Room

Make sure that people can find the conference room conveniently once they have arrived at GAO. Think about stationing greeters either on the first floor or by the elevators on the floor of the conference to provide assistance. Alternatively, post signs. The use of signs has to be cleared with the Office of Security and Safety a few days before the conference.

Use of a Conference
Coordinator

Assign someone, independent of those who are involved with the contents of the conference, to handle various administrative matters and to care for participants' needs, e.g., manning a registration table; seeing to it that people who will be reimbursed are reminded to send in their receipts upon returning home; helping people locate rest rooms, telephones, cafeteria, etc.

3. Conference
Facilities, Supplies,
and Services

Prepare Room

Assign someone to go to the room at least 30 minutes before the conference to open the room, prepare the audiovisual equipment, put out the tent cards, paper, and anything else that needs to be done to prepare the room for the meeting.

Return Room

Assign someone to stay at the room after the conference is over to see to it that everything is picked up and the room returned to its original condition.

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After the Conference

1. Conference Content

**Results Prepared and
Distributed**

Prepare, review, and distribute the record of the conference. Consider having the participants review the conference record and indicate their agreement, especially if the record is a summary of notes by the team members rather than a full transcript.

Follow Up

Follow up with participants on any outstanding issues or questions.

Lessons Learned

Team members should conduct their own evaluation of the conference, assess what worked well and what did not, and draw any lessons for future reference. Thank all who helped organize the conference.

2. Conference Participants

Thank You Letters

After the conference, send a thank you letter to each of the participants. Try to personalize each letter by specifically mentioning what the participant did or spoke about at the conference.

Assessment

Obtain views of the participants on effectiveness of the conference, suggestions for improvement, etc.

**3. Conference
Facilities, Supplies,
and Services**

Follow Up

Follow up with the host to make sure that facilities were left in good condition. As with setting up the facility, a GAO Form 40 can be issued requesting Property Management to return the facility to the way it was before the conference.

Thank You

Make sure that anyone who provided facilities receives an expression of appreciation.

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Notes

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Applicable GAO Orders

1. GAO Order 0211.2, The availability of GAO appropriations for furnishings and items of a personal nature. (July 10, 1990)
2. GAO Order 0300.2 (A-80), Hotel and motel accommodations in the Washington metropolitan area. (April 15, 1980)
3. GAO Order 0625.1 (Ch. 4), GAO procurement guidelines. (April 28, 1989)
4. GAO Order 0660.1 (A-88), Scheduling and use of conference rooms and the briefing room, and requirements in arranging for luncheon meetings. (June 2, 1988)
5. GAO Order 0660.2, Meeting requiring conference facilities outside GAO occupied space and/or TDY travel. (Jan. 30, 1990)
6. GAO Order 0681.1, GAO vehicle parking program. (June 30, 1989)
7. GAO Order 0910.1, The GAO security manual. (Nov. 5, 1990)
8. GAO Order 0910.3, After-hours meetings in the GAO building. (Nov. 30, 1989)
9. GAO Order 2304.1, Employment of experts and consultants. (Aug. 30, 1990)
10. GAO Order 2332.2 (Ch. 2., Sec. 2), Staff planning system. (Jan. 14, 1981)
11. GAO Order 2500.1, Pay administration in GAO. (Aug. 31, 1989)

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