Forum and Work Group Operations

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Fundamentals

- The Open Group is **Open**
  - Standards Adoption Criteria define what it means to have an “open” specification

- The Open Group is a **Consensus** body
  - We operate with the support of the majority of our members

- The Open Group must at all times operate in accordance with US, EC and international anti-trust laws
  - Certain decisions must utilize the approved standards process
Forum/Work Group Operations

- There must be a chair – elected by the members
  - An acceptable alternative is to have two or more Co-Chairs to share the role of Chair in rotation or based on availability
- We use the consensus process (not other procedures such as Roberts Rules of Order)
- Meetings must be announced in advance
  - Four (4) weeks for face-to-face meetings
  - One (1) week for teleconferences
- Minutes must be recorded and published
- Forums/Work Groups must operate within the charter of The Open Group and be lawful and not do anything to undermine the assets of operation of The Open Group

(* Note in later slides Forum applies to Work Groups also, unless explicitly stated otherwise)
Forum/Work Group Operations

- A Forum/Work Group must operate within the procedures defined by The Open Group Standards Process at all times
- Workings of the Forum/Work group must be open to all its members
Forum/Work Group Operations

- The objective is to reach stable decisions
  - In general that means supported by a consensus of members of the Forum/Work Group
  - It also means not strongly opposed by a sufficient subset of the members to cause decisions to be revisited
  - No reply does not equate to consensus
  - See the following slides on consensus decision-making:
Consensus is a Principle of The Open Group

- To promote consensus, Chairs must ensure that Forums and Work Groups consider all legitimate views and objections, and endeavor to resolve them, whether these views and objections are expressed by the active participants or by others.

- Decisions may be made during meetings (face-to-face or distributed) as well as through email.

- Consensus must be established over a time period sufficient to give any interested party an equal chance to participate.
Consensus decision-making

- Consensus decision-making is a decision-making process that not only seeks the agreement of most participants, but also to resolve or mitigate the objections of the minority in order to achieve the most agreeable decision.

- “Consensus” is usually defined as meaning both general agreement, and the process of getting to such agreement. Consensus decision-making is thus concerned primarily with that process.
What is consensus decision-making?

- **Inclusive**
  - As many stakeholders as possible should be involved in the consensus decision-making process

- **Participatory**
  - The consensus process should actively solicit the input and participation of all decision-makers

- **Co-operative**
  - Participants in an effective consensus process should strive to reach the best possible decision for the group and all of its members, rather than opt to pursue a majority opinion, potentially to the detriment of a minority

- **Egalitarian**
  - All members of a consensus decision-making body should be afforded, as much as possible, equal input into the process

- **Solution-oriented**
  - An effective consensus decision-making body strives to emphasize common agreement over differences and reach effective decisions using compromise and other techniques to avoid or resolve mutually-exclusive positions within the group
Consensus as an alternative to voting

- Voting is competitive, rather than co-operative, framing decision-making in a win/lose dichotomy that ignores the possibility of compromise or other potential solutions.
- A majority decision reduces the commitment of each individual decision-maker to the decision
  - Members of a minority position may have a sense of reduced responsibility for the ultimate decision.
The process of consensus decision-making

- Since the consensus decision-making process is not as formalized as others, such as Roberts Rules of Order, the practical details of its implementation vary from group to group. However, there is a core set of procedures which is common to most implementations of consensus decision-making.

- Once an agenda for discussion has been set and, optionally, the ground rules for the meeting have been agreed upon, each item of the agenda is addressed in turn. Typically, each decision arising from an agenda item follows through a simple structure.
The process of consensus decision-making

- **Discussion of the item**
  - The item is discussed with the goal of identifying opinions and information on the topic at hand. The general direction of the group and potential proposals for action are often identified during the discussion.

- **Formation of a proposal**
  - Based on the discussion, a formal decision proposal on the issue is presented to the group.

- **Call for consensus**
  - The facilitator of the decision-making body calls for consensus on the proposal. Each member of the group usually must actively state their agreement with the proposal, often by using a hand gesture or raising a colored card, to avoid the group from interpreting silence or inaction as agreement.

- **Identification and addressing of concerns**
  - If consensus is not achieved, each dissenter presents his or her concerns on the proposal, potentially starting another round of discussion to address or clarify the concern.

- **Modification of the proposal**
  - The proposal is amended, re-phrased or a rider is added, in an attempt to address the concerns of the decision-makers. The process then returns to the call for consensus and the cycle is repeated until a satisfactory decision is made.
Roles in the consensus process

- **Facilitator (usually the Forum Director)**
  - As the name implies, the role of the facilitator is to help make the process of reaching a consensus decision easier. Facilitators accept responsibility for moving through the agenda on time; ensuring the group adheres to the mutually agreed-upon mechanics of the consensus process; and, if necessary, suggesting alternate or additional discussion or decision-making techniques, such as go-arounds, break-out groups or role-playing.

- **Timekeeper (usually the Chair)**
  - The purpose of the timekeeper is to ensure the decision-making body keeps to the schedule set in the agenda.

- **Empath or ‘Vibe Watch‘ (usually the Chair)**
  - The empath, or ‘vibe watch’ as the position is sometimes called, is charged with monitoring the ‘emotional climate’ of the meeting, taking note of the body language and other non-verbal cues of the participants. Defusing potential emotional conflicts, maintaining a climate free of intimidation and being aware of potentially destructive power dynamics, such as sexism or racism within the decision-making body, are the primary responsibilities of the empath.

- **Notes Taker (identified at start of meeting)**
  - The role of the notes taker or secretary is to document the decisions, discussion and action points of the decision-making body. Unlike other forms of decision-making, consensus minutes often make a point of documenting dissenting positions.
If consensus is not unanimous, who must agree?

- A healthy consensus decision-making process usually encourages and outs dissent early, maximizing the chance of accommodating the views of all minorities.
- Since unanimity may be difficult to achieve, especially in large groups, or unanimity may be the result of coercion, fear, undue persuasive power or eloquence, inability to comprehend alternatives, or plain impatience with the process of debate, The Open Group may use an alternative benchmark of consensus.
- **Unanimity minus two** (or U-2)
  - does not permit two individual delegates to block a decision, but tends to curtail debate with a lone dissenter more quickly. Dissenting **pairs** can present alternate views of what is wrong with the decision under consideration. Pairs of delegates can be empowered to find the common ground that will enable them to convince a third, decision-blocking, decision-maker to join them. If the pair are unable to convince a third party to join them within a set time, their arguments are deemed to be unconvincing.
When consensus cannot be reached

- Although the consensus decision-making process should, ideally, identify and address concerns and reservations early, proposals do not always garner full consensus from the decision-making body. When a call for consensus on a motion is made, a dissenting delegate in The Open Group has one of two options:

  - **Declare reservations**
    - Group members who are willing to let a motion pass but desire to register their concerns with the group may choose "declare reservations." If there are significant reservations about a motion, the decision-making body may choose to modify or re-word the proposal.

  - **Stand aside**
    - A "stand aside" may be registered by a group member who has a "serious personal disagreement" with a proposal, but is willing to let the motion pass. Although stand asides do not halt a motion, it is often regarded as a strong "nay vote" and the concerns of group members standing aside are usually addressed by modifications to the proposal. Stand asides may also be registered by users who feel they are incapable of adequately understanding or participating in the proposal.
Guidelines are available for how to start a new project or new work item within The Open Group.

Decisions relating to approval of specifications MUST use the approved Company Review process:
- This is a useful tool for building consensus around other types of deliverable.
Decision Making

A Forum or Work Group must use the Consensus Decision-Making Process for decision-making, except for the following:

- Decisions relating to approval of specifications must use the Company Review Process
- Election of Forum officers *

* A process for Chair elections is available in the sample forum charter
Decision Making

- By default, the set of members eligible to participate in a decision is the set of Forum or Work Group members (one per company).
- The Standards Process does not require a quorum for decisions. Instead, the call for consensus is sent to all members eligible to participate.
- Where unanimity is not possible, a Forum or Work Group is recommended to make consensus decisions where there is significant support and few abstentions.
- The Standards Process does not require a particular percentage of eligible members to agree to a motion in order for a decision to be made but there must be sufficient evidence to demonstrate the consensus.
Meetings

- Announce face to face meetings at least 4 weeks in advance
- Announce teleconferences at least 1 week in advance
- All meetings have to publish minutes
Planning and Roadmaps

- Develop a workplan/roadmap for each year (or two year period)
  - Based on member proposals
  - Based on member consensus
- Work to the roadmap, report regularly on progress, update the roadmap
- One useful technique is for the Forum Chair to maintain the Roadmap as part of the Forum Spotlight presentation
Recording Issues and Consensus

- Maintain an Issues List
  - A list of issues where no consensus has been reached.
  - A way to “park” an issue
    - For example,
    - Issue identifier: How to best organize the specification, should it be a singular document or split into modules?

- Maintain a Consent list
  - A list of key decisions
    - For example
    - Identifier: AGREED. New feature xyz would be incorporated into the specification
How to Start a New Work Item

1. Activity for existing Forum?
   - Yes: Ask to add to agenda
   - No: Need Staff work?
     - Yes: Min 1 member Organization?
       - Yes: Request Plato site
       - No: Min 6 member Organizations?
         - Yes: Brief e-mail
         - No: Seek new members
2. Accepted

Note: Minima refer to organizations willing to work on activity.
Sample Proposal for New Work item for a Forum

6 slides (not including the title)
3 Slides fixed topics as in this template
Project Description

(The first three slides should briefly describe the project and its scope, its proposed timeline and whether there is a base document, they should also cover existing industry experience, if any)
Business Relevance

(Slide 4 should identify the market place relevance of this proposal in terms of what problem is being solved and or need being addressed)

What problem does this solve?

What need does this address?

Does this bring sufficient value to the industry?

Does it sufficiently further the interests of the industry?
Market Requirement

(Slide 5 should identify the nature of the Market Requirement, assessing the extent to which it is essential, desirable or merely supportive of some other project. Indicate if this is Essential, Desirable, or Supportive.)
Working Group Commitment

(Slide 6 should list working group participants who would commit to this proposal. These participants must include a Chair and Technical Editor, as well as a sufficient number of technical experts representing a reasonable balance of viewpoints, and the participants must be willing to support the secretarial function)

Who is the Chair?

Who is the Technical editor?

Who has committed to participate?

Is there a balance of viewpoints?

Do the participants have the necessary expertise?

Is the resource impact reasonable?

Who is the secretary?
Collaboration Tools

- Maintain a document register
  - A repository of forum documents
    - A Plato site
- Maintain an email archive
  - Can be accessed through a Plato site
- Collaborative development
  - Use a Wiki
- Use other technology to allow access to as many members as possible
  - Webex
  - Skype
  - IRC channel
Plato

- The *Plato* Web Services Infrastructure is
  - A flexible web infrastructure tool to facilitate a scalable and efficient method of forming and running collaborative special interest groups, projects or consortia.
  - An example of what is often called Groupware or Web Collaboration software.

Cont’d…
Welcome to the Architecture Forum members' web site. This is the starting point for information about the Forum, upcoming members' meetings, email archives, how to subscribe to / unsubscribe from mailing lists, and how to access-only and access-plus-email.

Self subscription to projects is now back online - select Project Mailing Lists on the left panel. To manage your other activities within The Open Group select 'My Open Group'.

Something to contribute that would be of value to all members? Submit it to the 'Materials: Contribution' area (below right).

Please note that materials from past meetings, inactive Standing Committee and completed Working Groups has moved to the Archived status within the Document register. To locate these materials, click the Documents tab, pull down the applicable Category descriptor, select the Archived radio box, then click on 'Reselect'.

The Architecture Forum Google Calendar

Add to Google Calendar

1. Current Votes
   (No Current Votes available)

2. Recent News
   01-Dec-11  TOGAF 9.1 Defect Reporting
   + more

3. Recent E-Mail for ogarchmain-updates-I
   13-Jun-12  Document [Meeting Minutes of the TOGAF 9 Maint...
   12-Jun-12  Document [Phase A Draft 1: reviewing-comments...
   12-Jun-12  Document [Phase A Draft 1: reviewing-comments...
   07-Jun-12  Document: Commenting on the TOGAF Next draft 1...
   + more

   09-May-12  (latest change) 1 Documents
   + Show/Hide

5. Materials: San Francisco 2012
   07-Feb-12  (latest change) 11 Documents
   + Show/Hide

   07-May-12  (latest change) 2 Documents
   + Show/Hide

7. Meeting Minutes
   13-Jun-12  (latest change) 298 Documents
   + Show/Hide

8. Procedures, Tutorials and Templates
   24-Mar-12  (latest change) 16 Documents
   + Show/Hide

9. Reference: Call for Papers
   + Show/Hide
Introduction

This is the working WEB site for The Open Group’s OpenPegasus open source project. It is intended as a common source of information for the members of the project and others interested in the implementation of OpenPegasus. This is a working site and will change and grow as the project continues.

OpenPegasus is an open-source implementation of the DMTF CIM and WBEM standards. It is designed to be portable and highly modular. It is coded in C++ so that it effectively translates the object concepts of the CIM objects into a programming model but still retains the speed and efficiency of a compiled language. OpenPegasus is designed to be inherently portable and builds and runs today on most versions of UNIX(R), Linux, OpenVMS, and Microsoft Windows.

Getting Involved

OpenPegasus is an open-source project. The project is operated under the auspices of The Open Group however, use of the code or contribution to the project is not limited to members of The Open Group.

There is a public mailing list for OpenPegasus, which you can join by selecting the Mailing Lists link to the left. Joining the mailing list will provide you with a login name which will allow you to login to the site, giving you access to more content.

It is also possible to unsubscribe by following the same Mailing Lists link.

Once you have logged in, you have the option to join the pegasus-architecture mailing list where the 'real' development work takes place.
The DirectNet™ Plato portal is the collaborative website for the members of the DirectNet™ Task Force.

You are at the Public Level

This is an export controlled site

To access this site:
You must be a member of the DirectNet™ Task Force or have Steering Committee approval to have access to the non-public segment of this site. Please refer to the membership documents and the policy on "ITAR Responsibilities and Obligations" for more details. If you have any questions please contact the DirectNet™ Administrator at DirectNet™ Admin.

Schedule for Steering Committee Teleconferences

Dates: The First and Third Thursday of each month.
Time: 1pm EDT

You can access the meeting via the Open Group's WebEx calendar at: https://opengroup.webex.com.

Please Log in for call details

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Benefits of using *Plato*

- **Quick deployment** - a web presence for a project or projects can be created quickly
- **Flexibility** - a high degree of customization is available and can be simply managed through the web
- **Extensible** - additional functionality can be rapidly developed if necessary
- **Simplicity** - no html editing skills are required to establish or manage a site
- **Commonality** - each site benefits from enhancements developed to meet the requirements of other users
Plato Overview

- A place on the web where **information** can be brought together.
  - A simple one page layout makes it easy to see news items, events, emails, action items, documents (in all formats) and other information.
  - This page can serve as your project or consortium's home page with links as appropriate to external URLs.

Cont’d…
This is the collaborative work area for the Austin Group. Its prime use is for supporting meetings. It allows document upload and other facilities.

The main Austin Group site is here, and contains the latest draft documents.

For the next meeting of the Austin Group and other documents see the Single UNIX Specification Collaboration site.
IRC Usage

Example

Allows for Forum Discussions in “realtime”
Confidentiality and IPR

- Member agrees to the following obligations of confidentiality with respect to information received through participation in the Forum(s):

  “Any specifications, drawings, sketches, models, samples, data, computer programs or documentation or other technical or business information in written, graphic or other tangible or electronic form furnished or disclosed to The Open Group or any other party in the course of the Forums’ activities and/or as a result of Member’s use of any materials (“the Information”) should be deemed the property of The Open Group, and shall be returned to The Open Group upon request. Member agrees to maintain all Information in confidence, using the same degree of care Member uses to protect its own proprietary information of like importance, but in no event less than a reasonable degree of care.”

*The Open Group Membership Agreement*
Copyright Notices

- Materials developed as part of participation in a forum’s activities must carry The Open Group copyright

  Copyright © Year* The Open Group, All rights reserved

- And it’s recommended that drafts carry the additional header or footer

  Unapproved Draft, Subject to Change

* First and each year in which the materials were created/amended/updated – e.g. “Copyright 1994-2011, The Open Group. All rights reserved”
Liaisons

- Establishing Liaisons
  - Approval required from The Open Group Executive Management
  - Liaison Manager assigned by The Open Group Executive Management
  - Liaison representatives can be designated from the membership by an open nomination and election process
  - Governing Board notified and given opportunity to raise objections
Liaisons

- Approving Liaison Statements
  - Liaison statements must reflect consensus of a Forum or Work Group
  - Must be approved by Liaison Manager
  - Must be copied to the Director, Standards
Invited Guests and Invited Experts

- Criteria defined for qualification of guests and experts with a Forum or Work Group
- Process defined for obtaining approval for a guest or expert to participate
  - The Chair designates a Guest or Expert
  - The Open Group VP Membership & Events approves the designation
  - The individual provides a signed NDA to The Open Group Legal Counsel
## Qualifying Invited Guests and Experts

<table>
<thead>
<tr>
<th>Invited Guest</th>
<th>Invited Expert</th>
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<tr>
<td><strong>Term limit</strong></td>
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<td>a single meeting</td>
<td>until the specific activity concludes</td>
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<td>Should possess recognized expertise that a Forum or Work Group needs for a specific activity</td>
<td>Must possess recognized expertise that a Forum or Work Group needs for a specific activity</td>
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<td>Can be a prospect for membership</td>
<td>Must not be a prospect for membership</td>
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<tr>
<td>Can be from a different category of membership</td>
<td>Must not be one category of member but enjoying the benefits of membership by invitation</td>
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Resources

- We’ve developed specifications and standards before!
  - http://www.opengroup.org/standardsprocess

- It's often better to build on the work of others than re-invent the wheel

- Additional resources:
  - https://collaboration.opengroup.org/projects/spectools/
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<th>Confidentiality</th>
<th>Liaisons</th>
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<td>• Documents</td>
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http://www.opengroup.org/standardsprocess
## Resources

### Specification Tools and Process Support Site

"Tools, templates and processes for specification development"

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**You are here:** Specification Tools and Process Site > Documents

---

**Documents**

- **Status:** All
- **Category:** All
- **Age:** All
- **Group by Category:**
- **Show all versions:**
- **Current:**
- **Archived:**
- **Reselect:**

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**Documents per page**

- **All:**
- **Change:**

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**Displaying all of 29 Documents**

- **There are 2 archived Documents**

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Guidance Hand Books available:

- I121 A Handbook for the Consensus Decision-Making Process
- I122 A Handbook for Elected Officers of The Open Group Forums and Work Groups
- I123 A Handbook for Individuals Acting as The Open Group Liaison to Another Organization

http://www.opengroup.org/bookstore/catalog
Thank you!