

Winning Through Standards Development

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Outline

- Decide where we are going – Define the Working Groups Objectives and Scope
- What are the first steps?
- Focus on what's Vital
- How do we organize? What are our Working Group's rules and processes?
- We're off and running! - Let's not trip

Sample Objectives

Address packet distribution and collection in existing MAN and WAN optical rings

Satisfy Resiliency and service requirements for public networks

A solution that will become the leading choice for data carriers

Scope

Architecture can support data rates up to at least 10 Gbit/s

PHY Layer Independent

- Utilize existing PHY hardware

- Specify physical layer by reference to existing standards

Support real time and broadcast applications

First Steps

- PAR
 - Broad Enough to Include Solution Set
 - Narrow Enough to Focus the Group
- Responses to the 5 Criteria
 - They should satisfy skeptics and opponents of the PAR
 - They should reflect the Objectives and Scope.
 - Prepare a “Dog and Pony Show” to the working groups in November: Be ready to address concerns raised by other Working Groups

What's Really Important

- Consensus
 - Look for ways to build consensus, the standard will follow
- Organization
 - Good organization decreases the work and speeds the process
- Attention to Details
 - Lots of little “gotchas” can slow the standard. Understand what is required when.

Consensus

- Trust and good communication are key.
Possible aids include
 - alliances or consortiums with both marketing and technical expertise
 - informal meetings, especially between participants that may not see eye to eye
 - Working from agreement and then looking at how to resolve points of contention
 - Working hard to find win-win solutions

Using a Consortium to Drive Specifications in IEEE 802

- **Advantages**
 - **Focuses effort on common objectives**
 - **Closer working relationships can increase trust**
 - **Increased vendor participation**
 - **Greater world-wide visibility of developing standard**
- **Potential Pitfalls**
 - **Exclusivity builds walls:
Must embrace a wide range of participants**
 - **Attempting to control 802, rather than to assisting**
 - **Being schedule driven without regard to real technical problems**
 - **Familiarity can breed contempt instead of trust.**

Organization

- Of the Working Group
 - Working Group Structure
 - Processes and Procedures
- Of the Work
 - Many contributors
 - Strong commitment to contribute
 - Effective use of electronic communication to progress resolution of issues between meetings

Working Group Structure

- Officers
 - Chair, Vice Chair, Recording Secretary, Webmaster, Task Force Chair, Task Force Vice Chair, Document Editor(s)
 - Some Officers may hold multiple positions, some positions may not be required
- Task Forces
 - One per PAR
 - Ad-Hoc groups within Task Forces

Working Group Operation

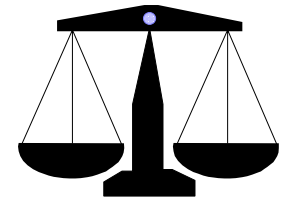
- Operating Rules
 - LMSC Operating Rules
 - Robert's Rules of Order
 - Working Group Rules?
 - Motions
- Processes and Procedures
 - Establishing Goals
 - Understand the work flow
 - Examples: Tech Issues, and Ballot Comment Resolution
 - Procedures an example
 - Require format of posted presentations with no company logos or page layouts that unduly add to the size of the resultant PDF files
 - Organization of web pages for efficient access of information

Organization of the Work

- Establish Overall Schedule
- Track issues and progress
- Post all important documents on web
 - PAR & 5Cs, Objectives and Scope, WG Rules and Procedures, Schedule, Issues - Status and Progress, All approved motions, Drafts: in addition to meeting papers and minutes
- Move multiple issues to resolution in parallel
 - small groups to bring forward proposed resolutions
 - email voting to approve or reject proposals
- Stay focused on schedule

IEEE 802 Standards Principals

- **Process**
 - Rules and Procedures
- **Consensus**
 - Near unanimity
- **Openness**
 - Everyone has Access to Process
 - Individuals, World-wide
- **Balance**
 - Balloting group must include developers and users
- **Right to Appeal**
 - Both procedural and technical anytime during the process



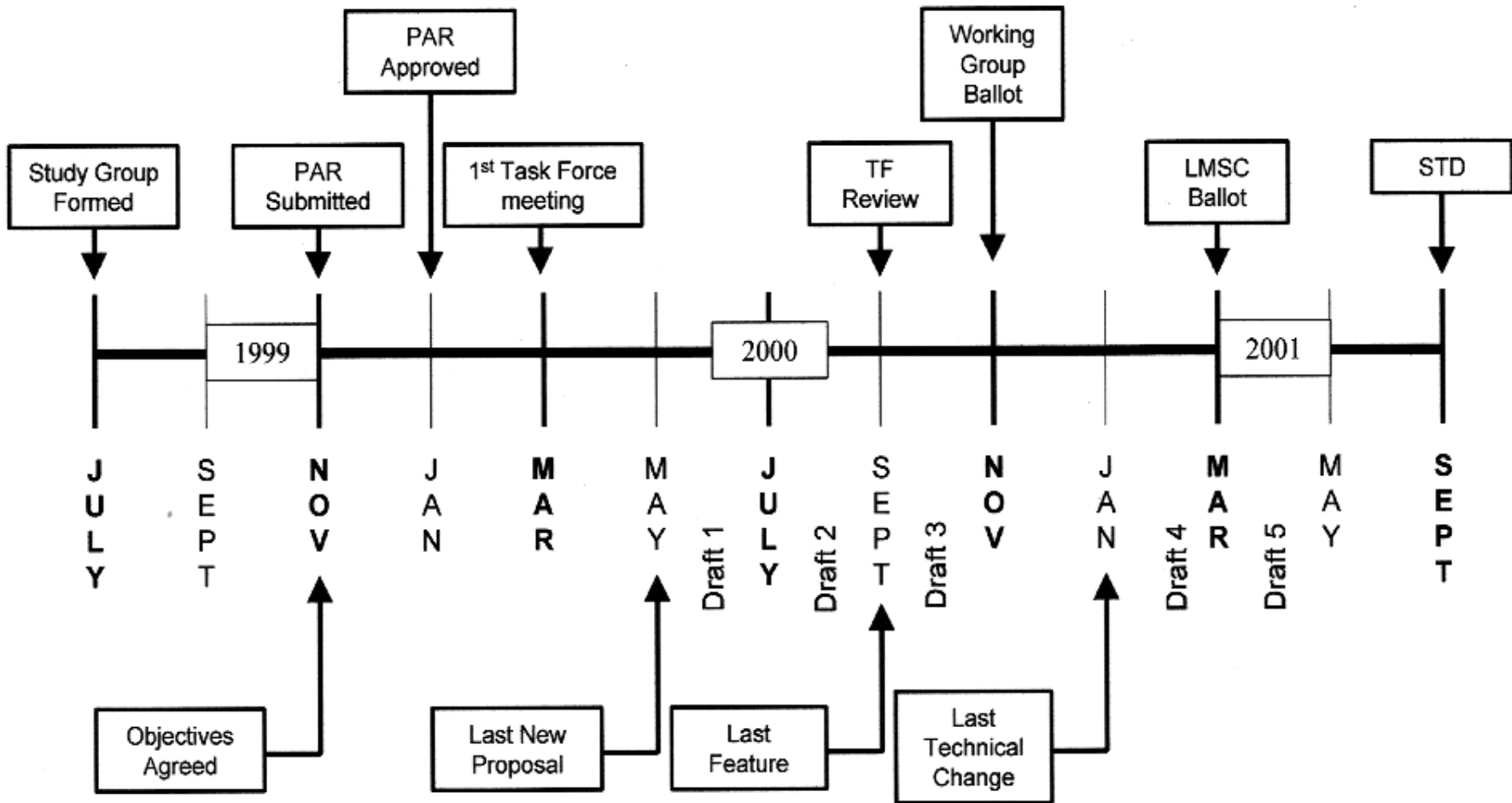
Attention to Details

- Adequate balloting cycle times in schedule
- Timely communication with the SEC
- The Working Group must reach consensus
 - Exercise due process in resolution of all issues
- A sponsor level ballot pool must be formed in a timely manner
- The Working Group must reach consensus
- Sponsor ballot cycle
- IEEE Standards Board approval

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Details – Sample Schedule



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Comments on Schedule

- **We can meet schedules only by adhering to the 3 “C”s**
 - **Commitment**
 - **Cooperation**
 - **Consensus**
- There are no guarantees a draft ballot will ever garner a consensus
- Working Group Approval is not enough

Front End

- **August**
 - **Establish Objectives, Scope, and Time Line**
 - **PAR and 5Cs close to final form**
- **October**
 - **E-Mail PAR and 5Cs to SEC reflector and on web**
- **November**
 - **Complete PAR and 5Cs**
 - **Separate votes on PAR and each of the 5 criteria**
 - **Review with all Working Groups**
 - **SEC Approval to form a Working Group**
- **December**
 - **IEEE Stds Board Approves new 802 RPR Working Group**

First Meetings of Working Group

- **January Interim**
 - **Presentations and work continue**
 - **Administrative Framework tentatively established**
- **March**
 - **First Plenary meeting of the Working Group**
 - **Establishes initial Working Group members**
 - **Confirmation / Establishment of rules, procedures, objectives, scope and timetables**
 - **Confirmation / Election of Chair (and possibly other officers)**
 - **Standards development continues in high gear**

Summary

- **Focus on**
 - **Objectives**
 - **Organization**
 - **Schedules**
- **Commitment**
 - **Open decision making**
 - **Working for Win-Win solutions**
 - **Developing Trust**
- **Tracking**
 - **Externally imposed deadlines**
 - **Issues**
 - **Details**