

Agenda

- Fundamentals
- **Forum Operations**
- Technical Procedures
- The Company Review
- Resources

Forum* Operations

- ❑ There must be a chair – elected by the members
- ❑ We use the consensus process (not other procedures such as Roberts Rules of Order)
- ❑ Meetings must be announced in advance
- ❑ Minutes must be recorded and published
- ❑ Forums 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 this applies to Working Groups also)

Forum Operations

- ❑ A forum must operate within the technical procedures at all times
- ❑ Workings of the forum must be open to all its members
- ❑ There are a number of best practices that forums can follow

Forum Operations

- The objective is to reach stable decisions
 - In general that means supported by a **consensus** of members of the Forum
 - 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 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?

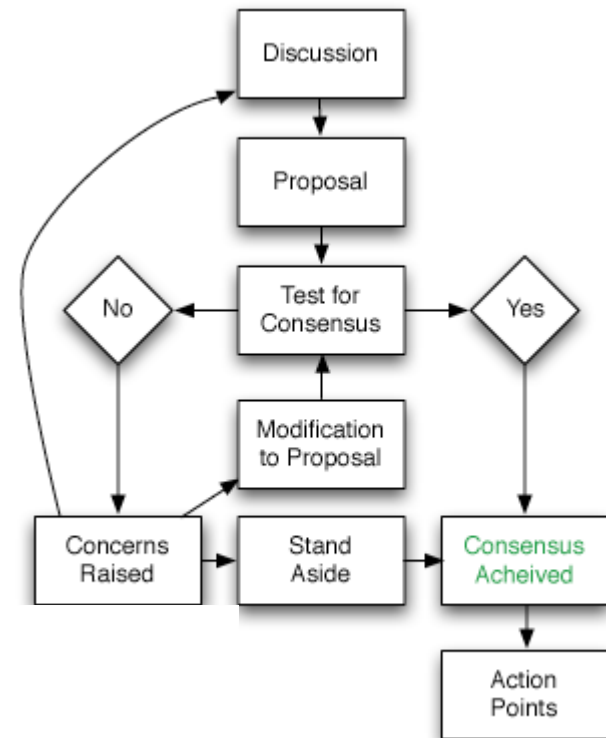
- ❑ **Inclusive**
 - As many stakeholders as possible should be involved in the consensus decision-making process
- ❑ **Participatory**
 - The consensus process should actively solicit the input and participation of all decision-makers
- ❑ **Co-operative**
 - Participants in an effective consensus process 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 cooperative, 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

Forum Operations

- ❑ 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 procedure
 - This is a useful tool for building consensus around other types of deliverable

Decision Making – Important Decisions

- A “super majority” vote is required for important decisions
 - 75% of those eligible to vote for approval
- Adopt a quorum for important decisions
 - *See next slide*
- Important decisions are votes on:
 - Approval of standards/specifications and the publication of other deliverables
 - Election of Forum officers
- Keep a clear record of all decisions taken with rationale
- Adopt “one company, one vote”
 - Stops any company stacking the voting

Decision Making – Other Decisions

- ❑ Other decisions may be made by a consensus of those present at a face-to-face or teleconference meeting, provided that a quorum is present
 - “Quorum” in this context means at least 10% of the membership of the Forum, or 3 members, (whichever is the greater)
- ❑ If no quorum is present, any decisions taken will need to be ratified (or otherwise) by the Forum membership by email vote
 - Simple majority required (50% +1)
- ❑ Keep a clear record of all decisions taken with rationale
- ❑ Adopt “one company, one vote”
 - Stops any company stacking the voting

Best Practices

- ❑ Announce face to face meetings at least 30 days in advance
- ❑ All meetings have to publish minutes
- ❑ 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

Best Practices

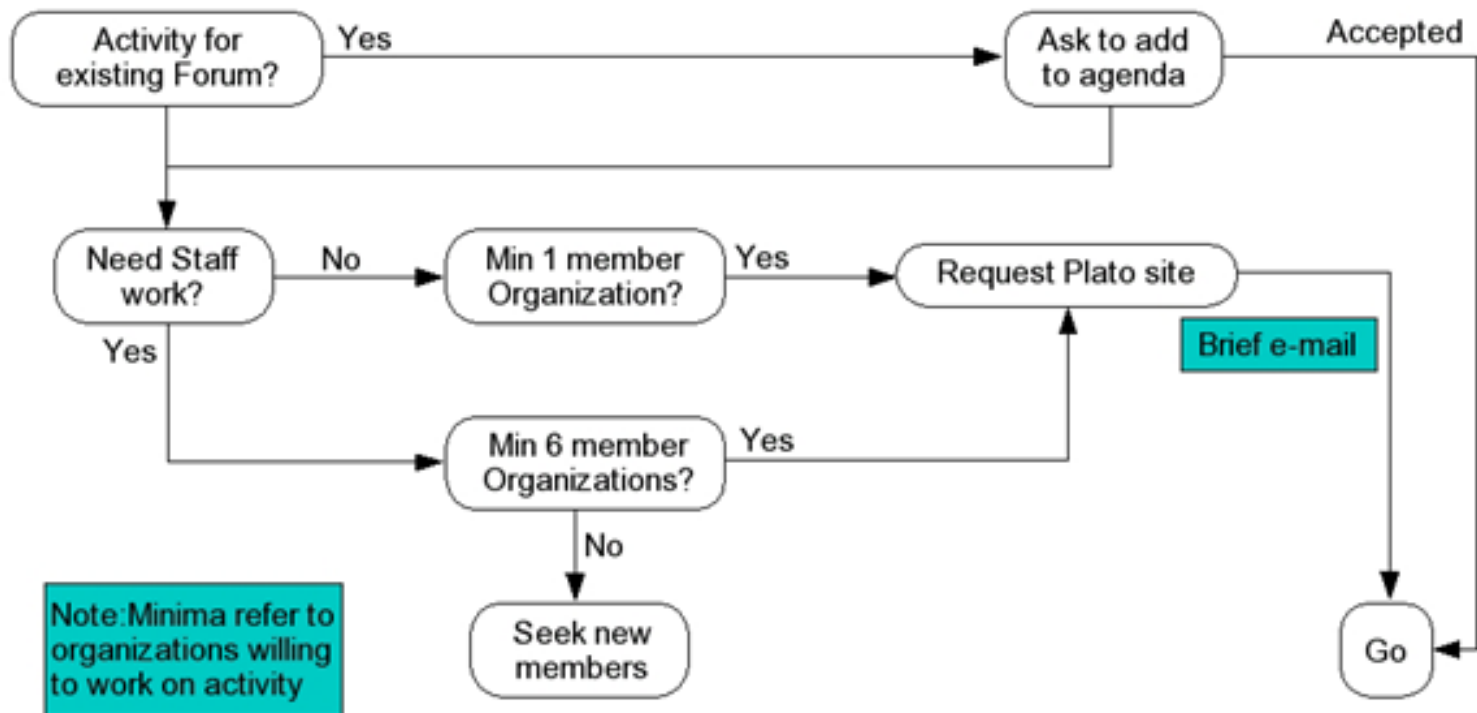
- Maintain an Issues List
 - A list of issues where no consensus has been reached.
 - A way to “park” an issue
 - For example,
 - Issue *identifier*: How to best organize the specification, should it be a singular document or split into modules?

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

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- ❑ Fundamentals
- ❑ Principles
- ❑ Forum Operations
 - Starting a New Work item
 - Infrastructure for Work items
 - Developing materials
- ❑ Technical Procedures
- ❑ The Company Review Process
- ❑ Resources

How to Start a New Work Item



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)

Scope

Timeline

Base
Document

Existing
Industry
Experience?

Is it within the
scope of the
forum?

Is there a
coordination or
integration plan?

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.)

What is the
market
requirement?

Is it 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 is the
secretary?

Who has
committed to
participate?

Is there a
balance of
viewpoints?

Do the
participants have
the necessary
expertise?

Is the resource
impact
reasonable?

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- ❑ Fundamentals
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 - **Infrastructure for Work items**
 - Developing materials
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Best Practices

- Maintain a document register
 - A repository of forum documents
 - A Plato site

- Maintain an email archive
 - Can be accessed through a Plato site

- Use other technology to allow access to as many members as possible
 - SIP phone access (Gizmo project)
 - IRC channel

Example Site

Information Feed



You are here: > DirecNet Task Force

What

The DirecNet® Portal is a common site for the members of the DirecNet® Task Force to share information and discuss our evolving standard.

Why

DirecNet is a directional, ad hoc, mesh network providing the warfighters on the edge of the GIG, a 1 Gbps communications backbone.

DirecNet Members are encouraged to participate in 'Conversations' and to contribute 'Documents'.

Who

Access to this site

You are at the Public Level

You must be a member of the DirecNet Task Force to have access to the non-public segment of this site. Please refer to the membership documents for more details. If you have any questions please contact the DirecNet Administrator or a DirecNet Admin.

Deliverables

When

Forthcoming/Recent Events		Documents (Membership)	
(No Forthcoming/Recent Events available)		08-Jun-06	DirecNet Membership Agreement 26 PDF
			June 2006 version 1.6 DOC
		08-Jun-06	DirecNet Terms and Conditions 27 PDF
			June 2006 version 1.7 DOC
		08-Jun-06	DirecNet Policies and_Procedures 26 PDF
			June 2006 1.6 DOC
14-Jul-06	DirecNet - Industry leaders to form consortia to develop an open-standard directional networking system		
05-Apr-06	Flight International Article - The Missing (data) → more		

Public level
Log in
Mailing Lists

Original DirecNet
DirecNet.org Home

Plato

This web page uses Plato - The Open Groups web

collaboration system
Overview

Help


FAQs

Tutorial



Example Site

You are here: Platform Forum > Single UNIX Specification



This is the development area for the Open Group Base working group that manages the development and evolution of the Single UNIX Specification.

A significant portion of the specification is jointly developed in collaboration with the IEEE POSIX and ISO WG15 committees under the auspices of the [Austin Group](#)

This section is restricted to Base WG members only.

Votes/Polls

Actions

Events

Documents

News

Current Polls	Open Actions
<p>24-May-05 Where should the next Base Working Group meeting be held?</p> <p>→ more</p>	<p>23-Mar-05 Andrew Josey Test Action</p> <p>→ more</p>
Forthcoming/Recent Events	Recent Documents
<p>26-May-05 16:00 GMT/BST Call Reminder: Austin Group teleconference</p> <p>→ more</p>	<p>15-Apr-05 LSB Specification Current LINK</p> <p>21-Mar-05 Conflicts between the ISO/IEC 9945 (POSIX) Standard and the Linux Standard Base Specification 1.2.8 LINK</p> <p>10-Mar-05 Frequently Asked Questions on POSIX.1 1.10 LINK</p> <p>24-Feb-05 Frequently Asked Questions on the Single UNIX Specification 1.9 LINK</p> <p>24-Feb-05 Frequently Asked Questions on the Austin Group 1.16 LINK</p> <p>18-Jan-05 AI-2005-01-04 POSIX Roadmap Slides 1 PDF</p> <p>18-Jan-05 Austin Group January 2005 Meeting LINK</p>
Recent News	
<p>11-Mar-05 2005-2006 Roadmap for next Revision</p> <p>20-Nov-04 Austin Group Meeting Jan 10-13 2005</p> <p>07-Oct-04 ISO Publication of the Corrigendum to ISO/IEC 9945</p> <p>05-May-04 2004 Edition of Base Specifications Issue 6 published</p> <p>→ more</p>	



Logged in as a.josey

PASC SEC level

[Public level \(logout\)](#)

[Mailing Lists](#)

[PASC Operating Procedures](#)

[SD11 Status Report](#)

[1003.1 Standard](#)

[Online](#)

[1003.13](#)

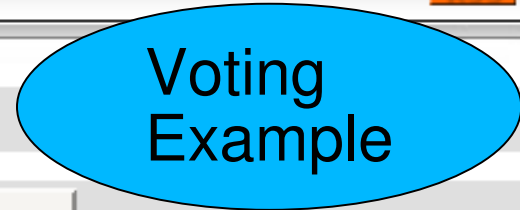
[Interpretations](#)

[SSWG-RT](#)

[Plato Help](#)

[Maintenance pages](#)

[PLATO news](#)



Votes

[Add a new Vote](#)

Age

Closed

[Reselect](#)

Start Date	Status	Title	Documents	Added by	Delete?	VOTE
Close Date						

24-Jun-2006 09-Jul-2006	Activated	Motion to Approve the PAR to revise the 1003.1 standard	PAR PMC Criteria	Andrew Josey	Update	<input type="checkbox"/>	<table border="1"> <tr><td>YES</td><td>12</td></tr> <tr><td>NO</td><td>0</td></tr> <tr><td>ABSTAIN</td><td>0</td></tr> </table>	YES	12	NO	0	ABSTAIN	0
YES	12												
NO	0												
ABSTAIN	0												

20-Dec-2005 04-Jan-2006	Activated	Resolution to enact previous vote on C++ Study Group		Nick Stoughton	Update	<input type="checkbox"/>	<table border="1"> <tr><td>YES</td><td>10</td></tr> <tr><td>NO</td><td>0</td></tr> <tr><td>ABSTAIN</td><td>0</td></tr> </table>	YES	10	NO	0	ABSTAIN	0
YES	10												
NO	0												
ABSTAIN	0												

10-Dec-2005 25-Dec-2005	Activated	Motion to create a Study Group on creating a C++ Binding		Andrew Josey	Update	<input type="checkbox"/>	<table border="1"> <tr><td>YES</td><td>9</td></tr> <tr><td>NO</td><td>0</td></tr> <tr><td>ABSTAIN</td><td>0</td></tr> </table>	YES	9	NO	0	ABSTAIN	0
YES	9												
NO	0												
ABSTAIN	0												

[Delete?](#)

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

```

irc.fre
#au [14:17] --> You are now talking on #austin
#bu [15:04] <ajosey> Dial-in Number: US +1(641) 985-1010
[15:04] Access code: 774188#
#lst [15:05] --> gwc (~gwc@maill.gclare.org.uk) has joined
irc.op [15:08] <ajosey> XSHbug2.txt ERN 132
#au [15:09] --- Disconnected (Connection reset by peer).
#au [15:09] --> You are now talking on #austin
#ge [15:26] drepper (~chatzilla@64.74.213.162) has joined
[15:50] <drepper> #austin
[15:50] waitid() with idtype set to P_ALL
[15:50] or
[15:50] waitid() with the first parameter being P_ALL
[15:51] <ajosey> http://www.opengroup.org/austin/docs/austin_349.txt
[15:52] Mark had proposed APP USAGE last week
[15:55] Calls to wait() will collect information about any
[15:55] child process.
[15:55] This may result in interactions with other
[15:55] interfaces that may be waiting
[15:55] for their own children (such as by use of system()
[15:55] ). For this and other
[15:55] reasons it is recommended that portable
[15:55] applications not use wait(),
[15:55] but instead use waitpid(). For these same reasons,
[15:55] the use of waitpid()
[15:55] with a <pid> argument of -1 is and waitid()
[15:55] with the first parameter being P_ALL is also not
[15:55] recommended for
[15:55] portable applications.
[15:58] <drepper> s/use waitpid()/use waitpid() or waitid()/
[15:59] from "of -1" replace with
[16:00] of -1 and waitid() with the <idtype> parameter of
[16:00] P_ALL is also not recommended for portable
[16:00] applications.
[16:01] <ajosey> --

```

Example IRC Usage

Allows for Forum
Discussions in
"realtime"

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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 its 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 1994-7, The Open Group. All rights reserved”*