ITU-T Study Group, TSAG and Other Groups Leadership Tutorial

Working methods and best practices of ITU-T

Gary Fishman

Pearlfisher International
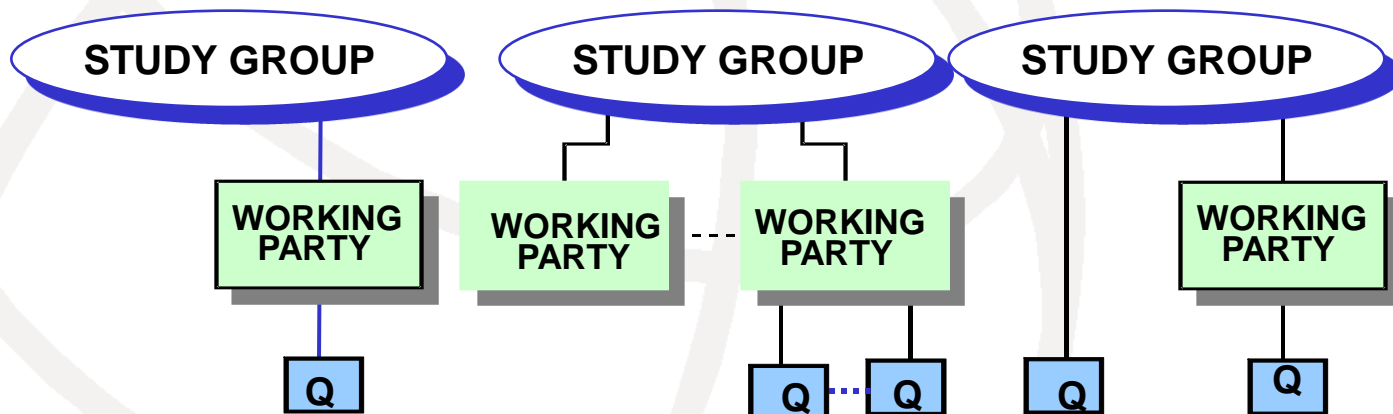
TSAG Chairman (1996-2008)

International Telecommunication Union

Committed to connecting the world
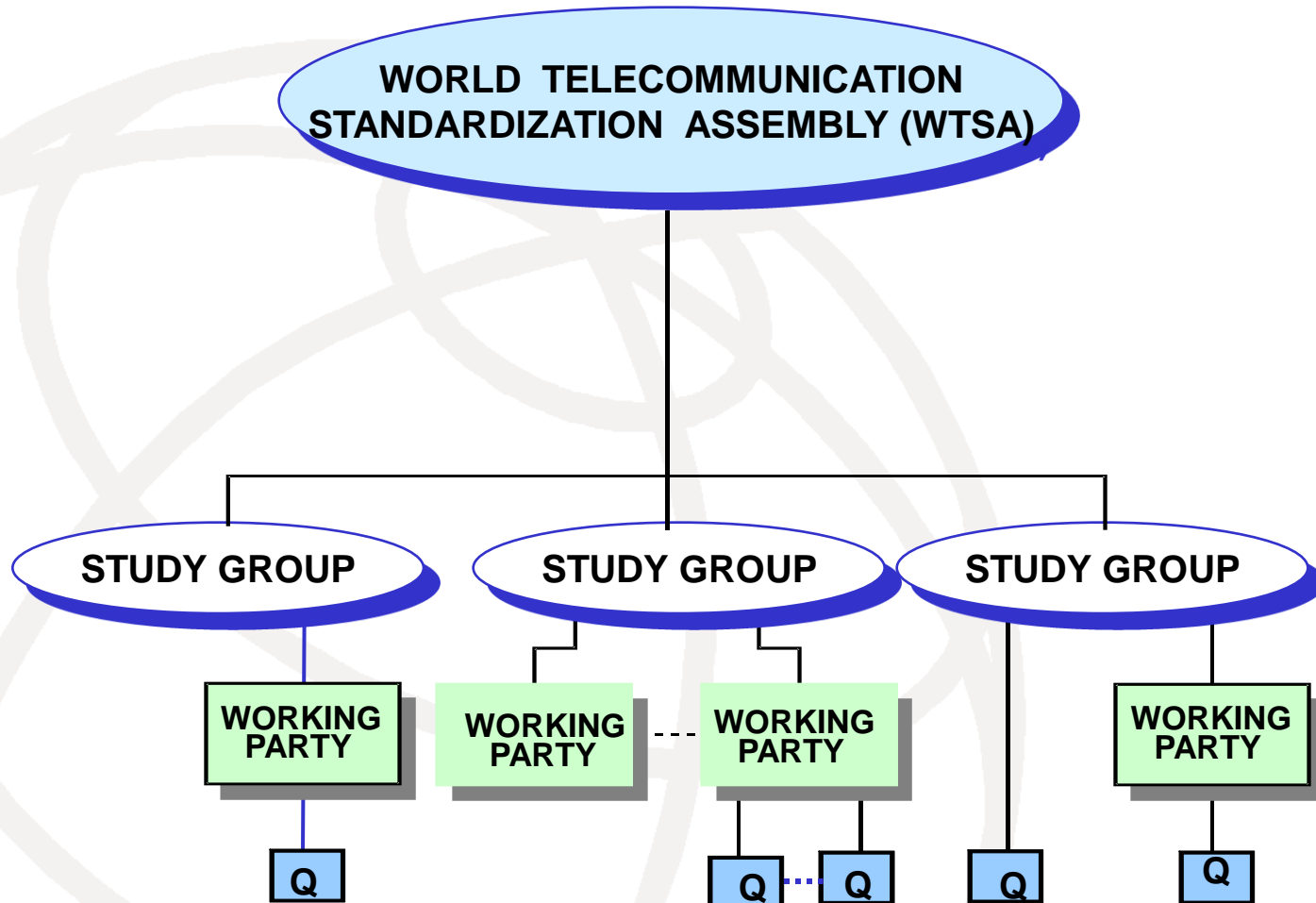
Geneva, 10-11 Jan 2013

Outline*

1. ITU-T Structure and management: SG, WP, JCA (and GSI), FG, RG, EG

2. Role of chairmen and other leadership positions

3. Kinds of meetings, including rights of participation

4. Kinds of documents

5. Coordination: inside and outside ITU-T

6. New and revised study Questions

7. Languages

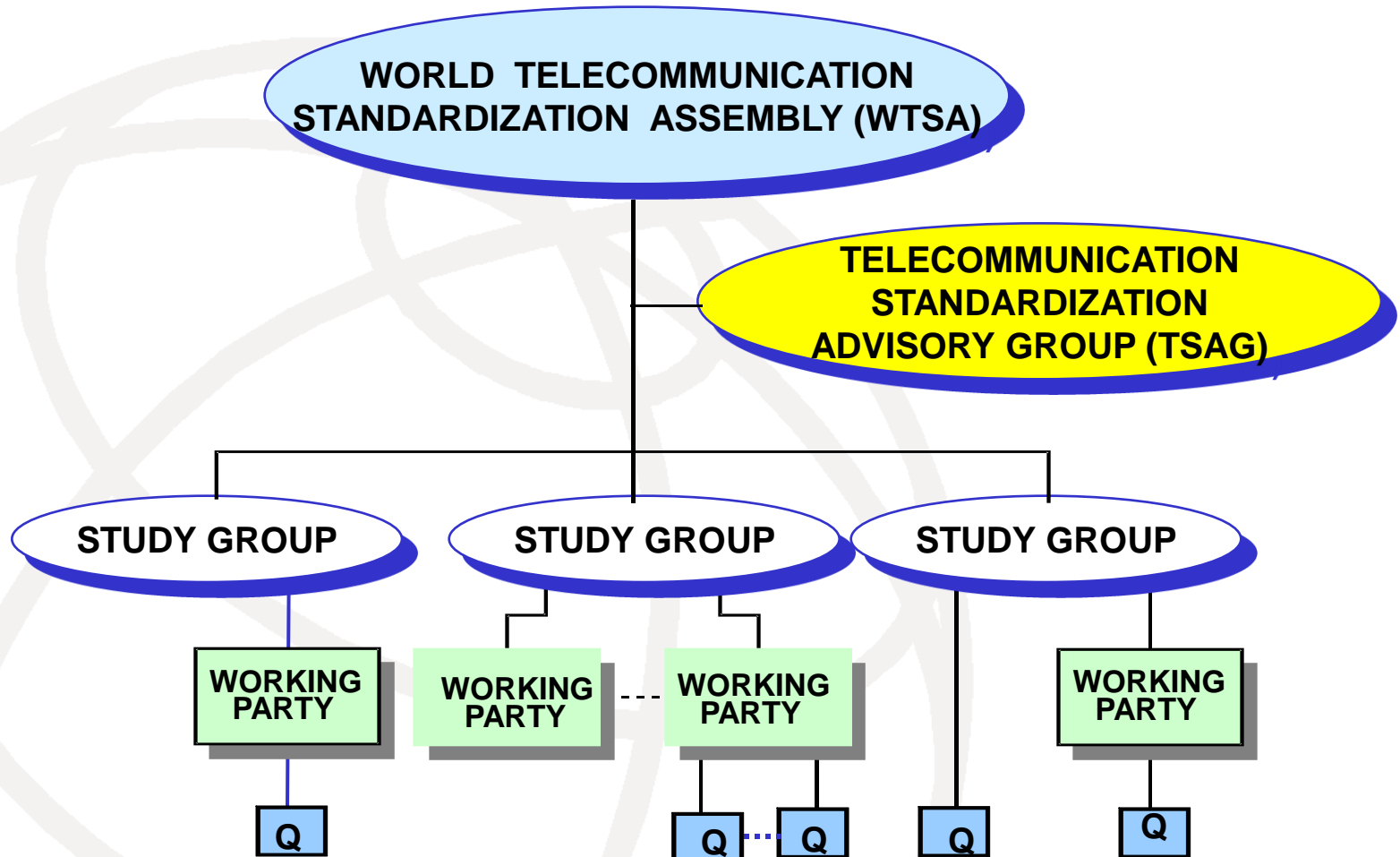* Drawing on WM & Best Practices presentation (2008) of Simão Campos, TSB

SG and TSAG Leadership Tutorial
Work Methods & Best Practices

ITU-T structure

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Work Methods & Best Practices

ITU-T structure

WORLD TELECOMMUNICATION STANDARDIZATION ASSEMBLY (WTSA)

STUDY GROUP — STUDY GROUP — STUDY GROUP

WORKING PARTY

WORKING PARTY - - - WORKING PARTY

WORKING PARTY

WORKING PARTY

Q

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Q

Q

ITU-T structure

ITU-T structure

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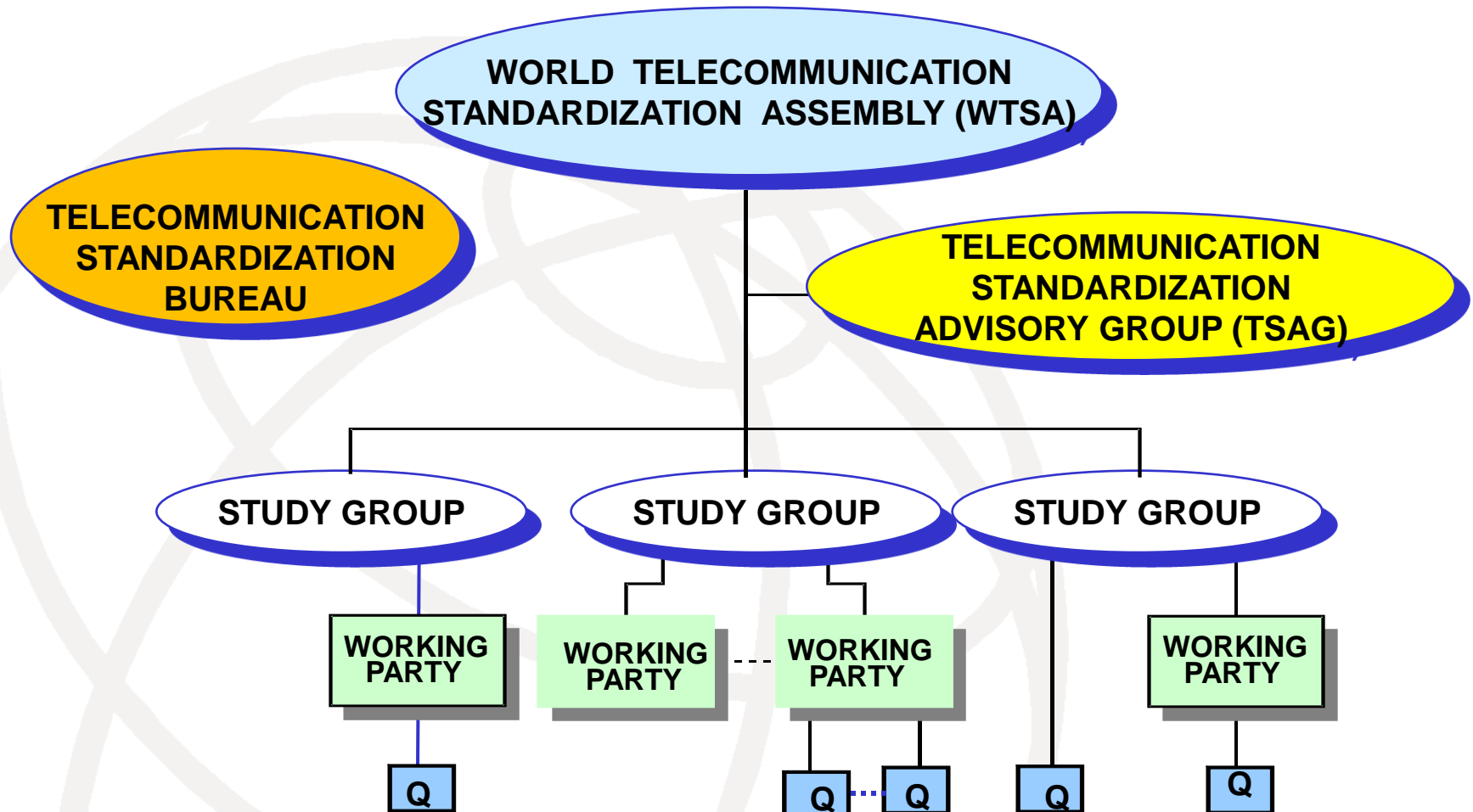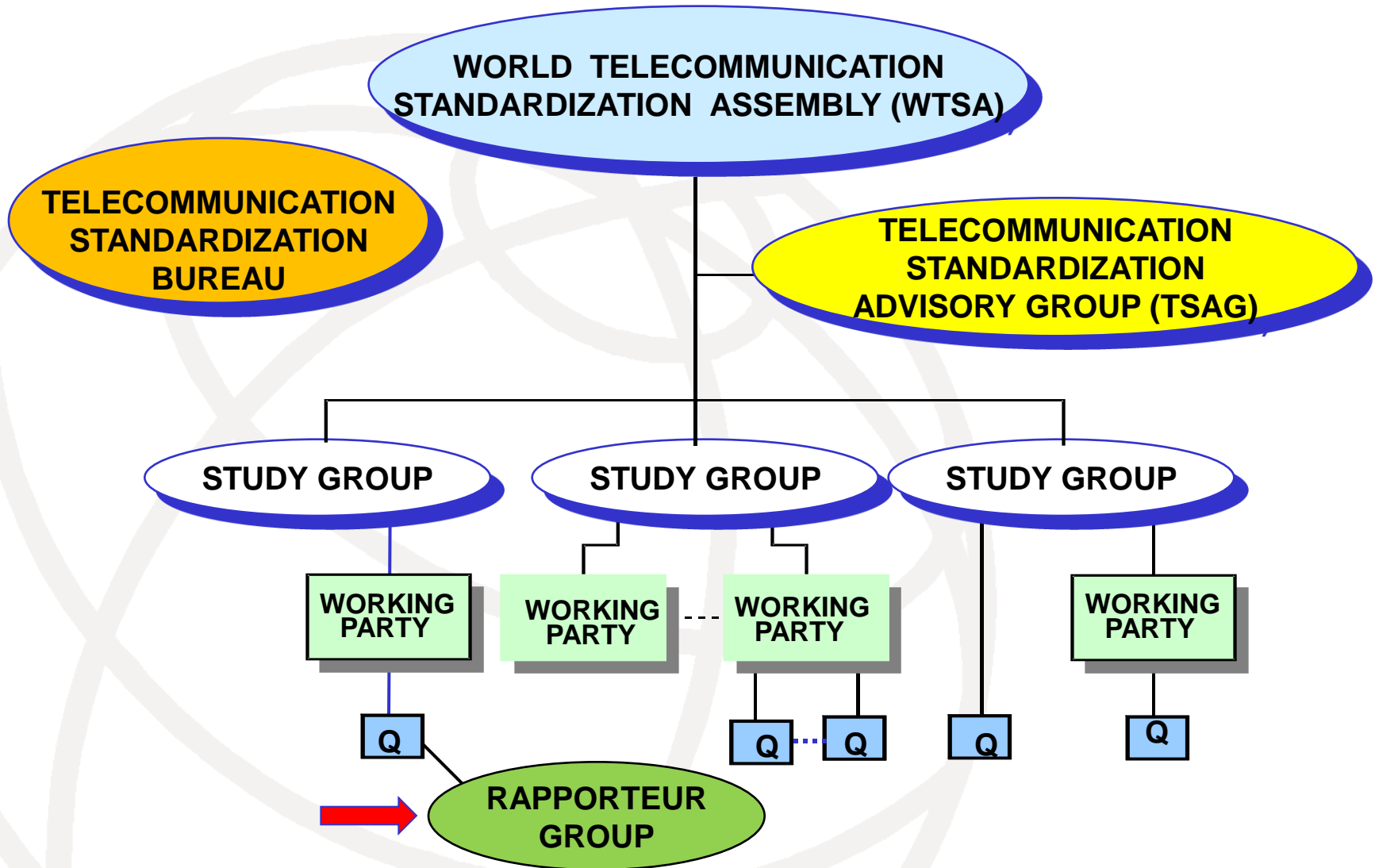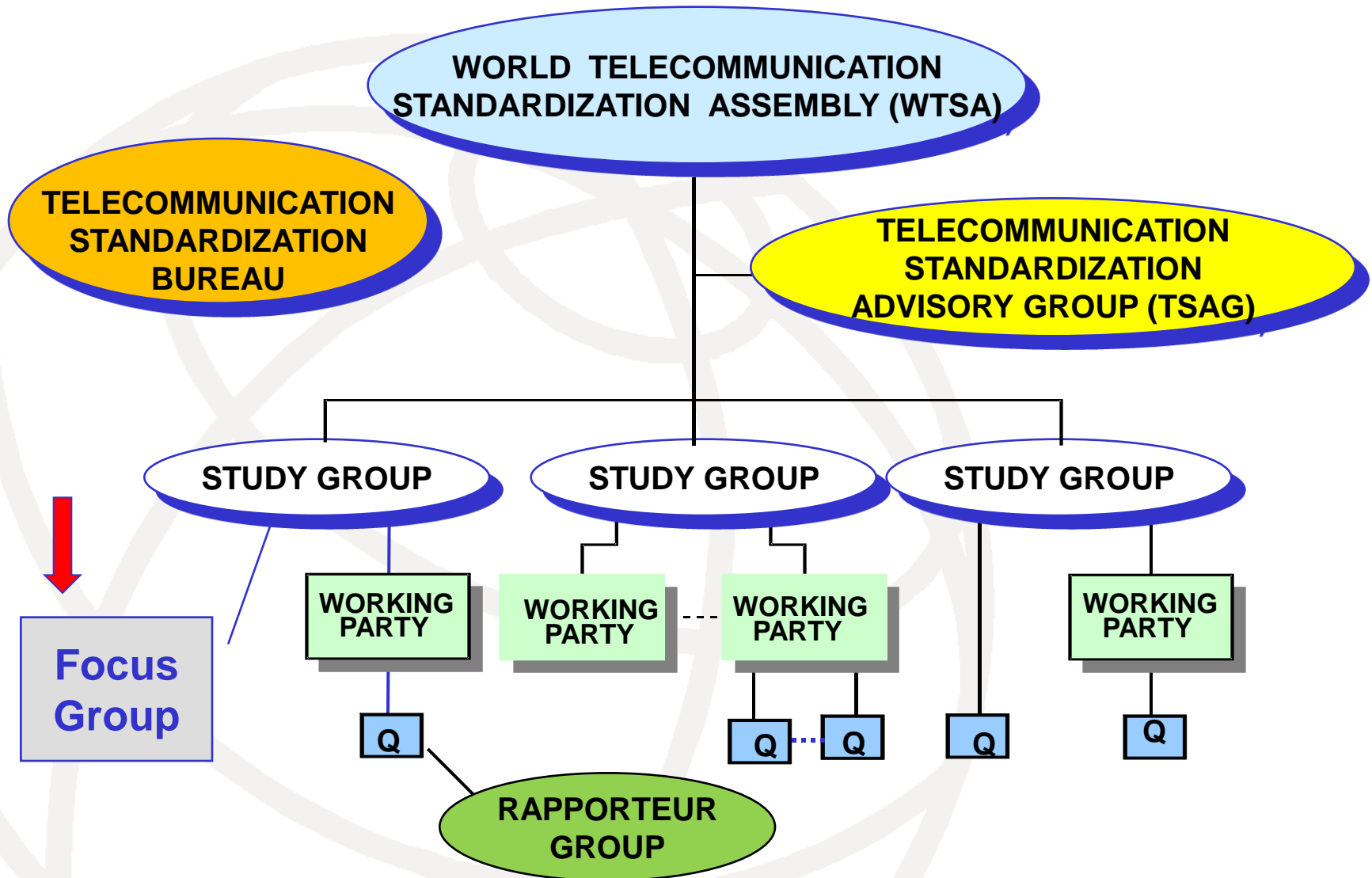
ITU-T structure

Rapporteur groups (RGs)

- A Rapporteur is responsible for a Question, a part of a Question or multiple Questions

- Rapporteur Groups are open to the ITU-T membership, Associates, Academia
  - Additionally: Rec ITU-T A.1, §2.3.2 says that Chairmen of meetings can invite non-member experts to participate

- Most drafting of Recommendations takes place in RGs

ITU-T structure

WORLD TELECOMMUNICATION STANDARDIZATION ASSEMBLY (WTSA)

TELECOMMUNICATION STANDARDIZATION BUREAU

TELECOMMUNICATION STANDARDIZATION ADVISORY GROUP (TSAG)

STUDY GROUP

STUDY GROUP

STUDY GROUP

Focus Group

WORKING PARTY

WORKING PARTY

WORKING PARTY

WORKING PARTY
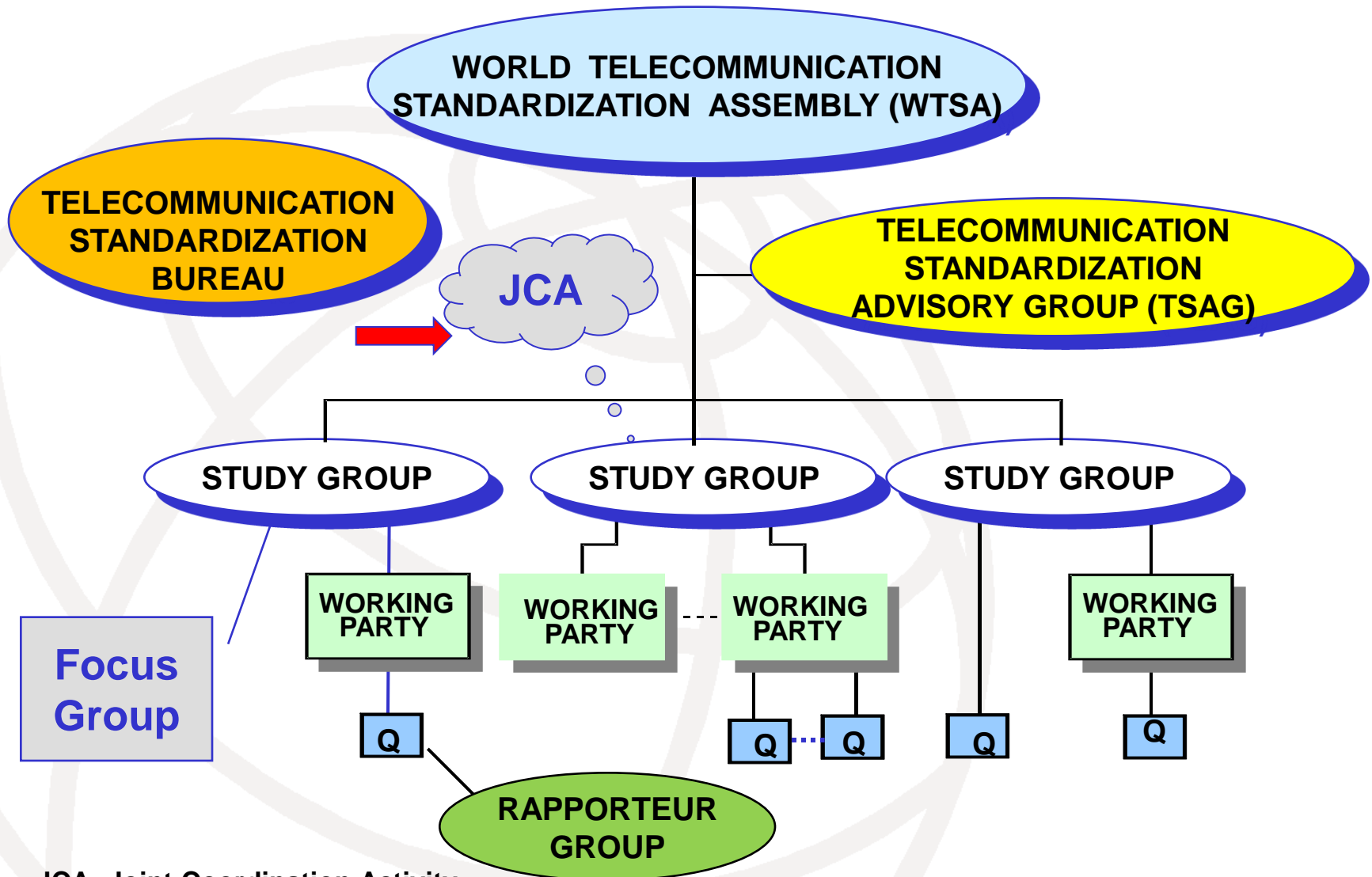
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RAPPORTEUR GROUP

Focus Groups (Rec. ITU-T A.7)

- Created to study a well-focused topic, under clear Terms of Reference (ToR), and report findings to its parent group

- Can be created by TSAG or by a SG if the topic is within the mandate of that one SG

- Non-members can participate (except on ITU-T strategic, structural or operational matters) if from an ITU Member State

- For topics not clearly within the mandate of a single SG, TSAG and cross-SG management consultation is required to establish a FG

Focus Groups (Rec. ITU-T A.7)

- Short life-time: normally 9-12 months, but can be extended by the parent body
- Can meet as often as necessary
- Sets its own working methods, including language
  - Consensus-based
  - Must follow the Common Patent Policy
  - Can publish deliverables but not as ITU-T Recommendations
  - Cannot change its own ToR
- Limited support from TSB

ITU-T structure

WORLD TELECOMMUNICATION STANDARDIZATION ASSEMBLY (WTSA)

TELECOMMUNICATION STANDARDIZATION BUREAU

JCA

TELECOMMUNICATION STANDARDIZATION ADVISORY GROUP (TSAG)

STUDY GROUP — **STUDY GROUP** — **STUDY GROUP**

Focus Group

WORKING PARTY — **WORKING PARTY** — — **WORKING PARTY** — **WORKING PARTY**

Q — Q — Q — Q — Q

RAPPORTEUR GROUP

JCA: Joint Coordination Activity

Joint Coordination Activity (JCA) (Rec ITU-T A.1, §2.2)

- JCA coordinates studies across multiple, concerned SGs
- JCA can be created by a SG or by TSAG
- JCA is open but, to limit its size, comprises representatives of the concerned SGs
  - Reps are usually a SG officer, e.g., Chairman, WP Chairman, Rapporteur
- JCA does not perform technical work
- JCA does not create Recommendations

JCA's coordination of collocated meetings - a Global Standards Initiative (GSI)

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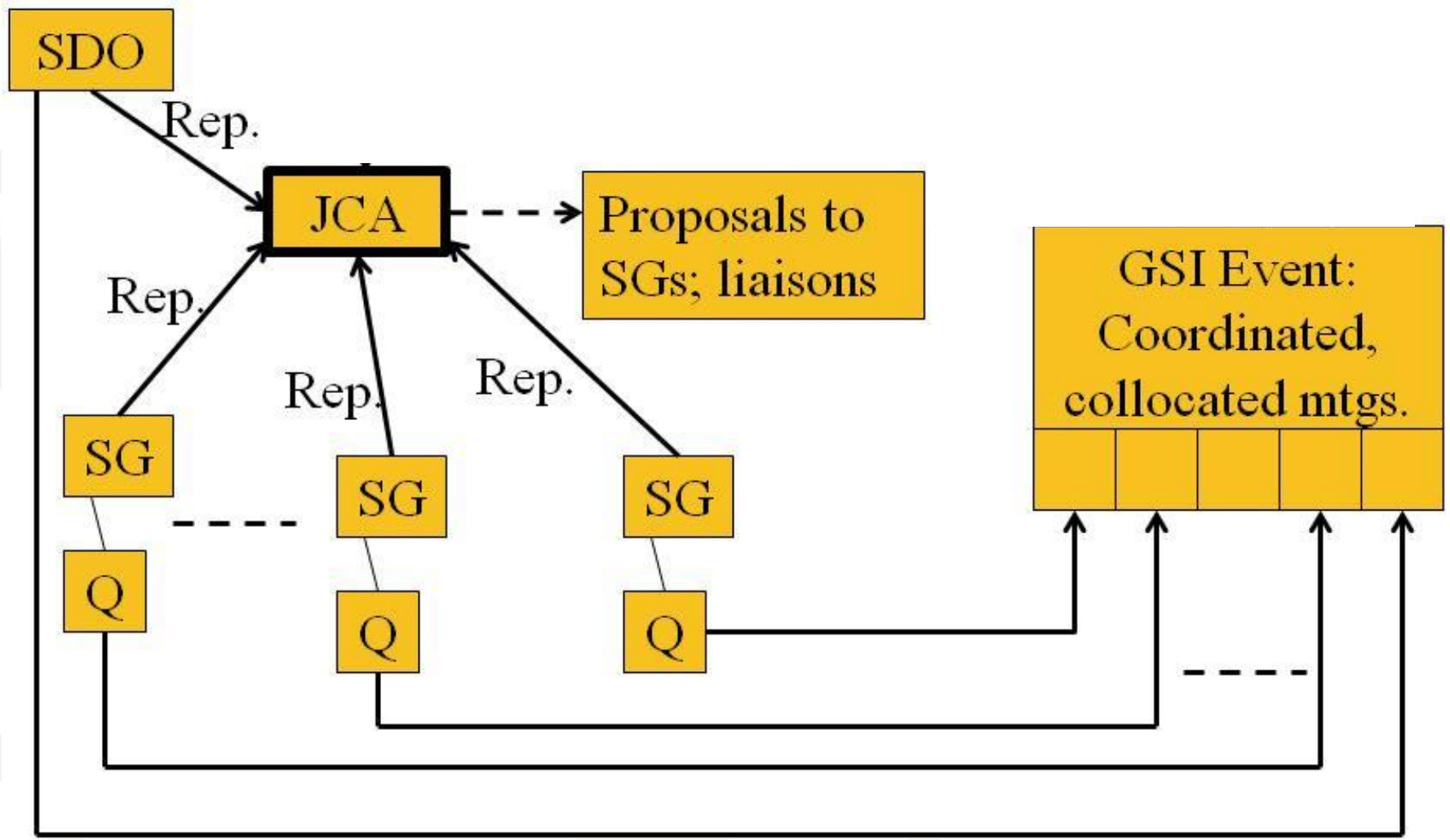
Global Standards Initiative

- Although a JCA cannot do technical work, a JCA can facilitate progress on technical work
  - JCA can establish a means to coordinate collocated meetings of Questions from multiple SGs
  - The collocated meetings are held under the umbrella name of a "Global Standards Initiative" (GSI) event
- A JCA can also provide a means to monitor and quickly address issues arising from a GSI event
  - JCA can establish a Technical and Strategic Review group (TSR)

JCA – GSI - TSR
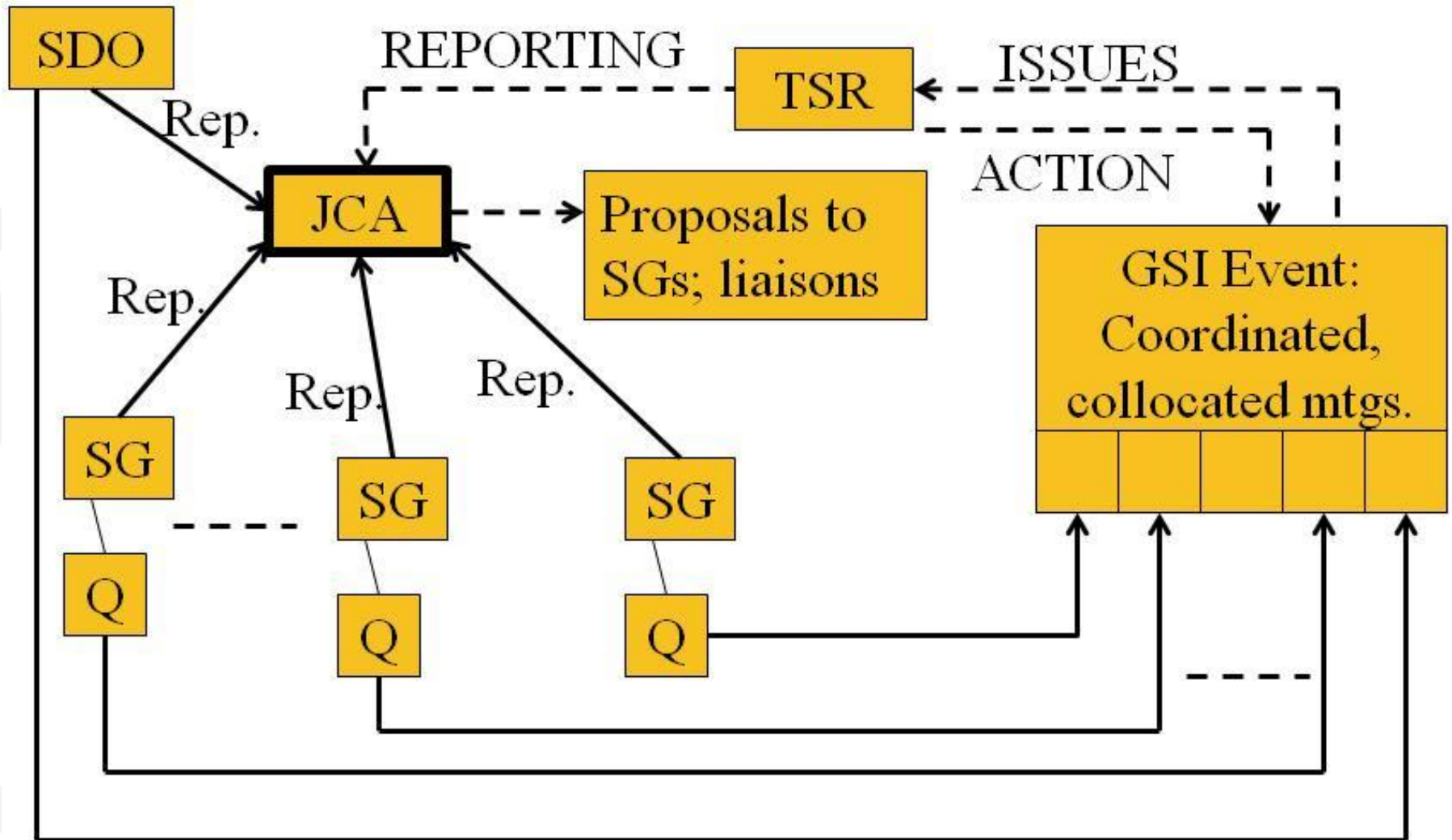
Other groups

- Other groups can be created as required; e.g.:
  - Regional groups (Res. 54)
  - Joint Working Party (rarely used)
  - Ad hoc groups
  - Drafting groups
  - Editing groups

Study Group Management: Who are they? How are they appointed? What do they do?

Range of official roles - 1

- Chairman and VC: Appointed by WTSA
  - Proposed by Heads of Delegation with agreement of WTSA
  - Term is 4-years until next WTSA or until TSAG changes the SG structure
- WP Chairman: Appointed by SG Chairman
  - Advice, and in practice, agreement from SG
  - SG VCs considered first but proven technical and managerial competence is key deciding factor
  - Role is of equal importance to that of a VC
  - Some WPs have co-chairs or vice chairs
  - Term is normally until the next WTSA

Range of official roles - 2

- Rapporteur: Appointed by WP Chair, or SG Chair if Question reports to SG
  - Agreed by WP (or SG)
  - Technical expertise in the subject to be studied
  - Term is normally for the 4-year study period until the next WTSA
- Can also have: Associate Rapporteur, Co-Rapporteur, Vocabulary Rapporteur, Liaison Rapporteur (also called liaison representative, liaison officer, etc.)
  - Endorsed by WP (or SG)

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Range of official roles - 3

- Editor: Appointed by Rapporteur
  - Endorsed by WP
  - Term is until the approval of the work item (usually a Recommendation) and support for ongoing maintenance issues
- Other: EWM coordinator; Promotion officer; …
  - Agreed by SG

Role of SG chairman - 1

- Plan and manage meetings
  - Consult/Prepare agendas/Watch the time
- Ensure appropriate rules are applied and order is maintained
- Ensure everyone has a fair chance to express their views
  - Manage list of speakers
  - Keep discussion on point
  - Closing the list
- Make proposals to progress the work
- Postpone or adjourn sessions (e.g., coffee break)

Role of SG chairman – 2*

- Declare consensus
- Rule on acceptance of late contributions (but see Rec A.1, §3.2.5)
- Ask the IPR Question
  – Record affirmative responses in meeting report
- Manage Recommendation approval process
  – Request Director to announce application of TAP or AAP procedures
  – AAP Last Call Judgment/Additional Review Judgment

*See Additional Information at end of presentation

Other responsibilities of Study Group Chairman

- Attend SG Chairmen's meetings that precede TSAG meetings
- Attend TSAG
- Participate in the SG Chairmen's conference calls (every 2-3 months)
  - Preparation and chairing rotates amongst the TSAG/SG chairmen
- Represent SG and/or ITU at events
  - Joint meetings of ITU & other SDOs (GSC, IETF, ISO/IEC JTC1, etc)
  - Workshops, other meetings

Responsibilities: VC and WP Chair

- **SG Vice Chairman**
  - Assist the chairman in matters relating to the management of the study group
    - Substitution for the chairman at meetings
  - If a chairman cannot continue, the SG selects a new chairman from among the vice chairmen

- **WP Chairman**
  - Plan and manage working party meetings
  - Similar set of roles as the SG chairman

Responsibilities: Rapporteurs*

- Report to study group:
  - Organization of work and work plan
  - Establish and maintain list of collaborators
  - Meeting report for every RG meeting
  - Progress made between SG/WP meetings
  - Texts of draft Recommendations
- Main point of contact for liaisons
- Provide all documentation to TSB for archiving
- Assist in resolving comments on draft Recs during approval procedures

*See Additional Information at end of presentation

Responsibilities: Editors

- Record the consensus points during discussions

- Editors edit. Editors do not change content.

- Maintain up-to-date version of the draft Recommendation

  - Chairmen: Ensure Editors always check with TSB to get the correct version of a draft Rec to use as baseline text

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Cautions concerning your Rapporteurs and Editors

- Rapporteurs and Editors shall not:
  - Insert their own ideas in place of other agreements
  - Insert their own ideas in the absence of other inputs
- Rapporteurs DO NOT continue work without a clear need for a new or revised Recommendation
- Editors DO NOT change content
  - Editor Groups are NOT Drafting Groups

Kinds of meetings

Comparison of SG-WP-RG meetings

Activity	SG/WP	RG
Announce meeting	TSB, by Collective Letter	Rapporteur; TSB posts information
Document control	TSB	Rapporteur
Document deadline	12 days (but see Rec A.1)	Rapporteur Group decides
Decisional role	Decision-making	Consensus-building
Secretariat	TSB supports; TSB present	No TSB support; TSB not present

SG/WP Meetings outside Geneva

- Invited by a MS or SM
  - Needs agreement of TSB Director
  - Host covers costs over the cost of a Geneva meeting, including for participation of TSB staff
  - Host provides suitable facilities and services at no cost to participants
- Cancelation: fall back to original dates in Geneva
- TSB provides guidance and assistance

Electronic meetings – many options

- E-mail distribution lists (subscriptions)
- Audio and video teleconferences
- E-mail discussion threads
- Web-based e-meetings
- Web-based collaboration on a common document
- Important aspects to consider:
  - All concerned experts to be informed
  - Clear beginning and end times/dates
  - Take time zones into consideration and "share the pain"

Organizing RG meetings
A 6-step process*

- **Step 1: Pre-authorize**
  – Agreed in principle by SG/WP on topic, date, venue
- **Step 2: Plan**
  – Venue, solicit participants and contributions
- **Step 3: Authorize**
  – ToR, sufficient number of participants, contributions
- **Step 4: Confirm**
  – At least 2 months before meeting (used to be 3 weeks)
- **Step 5: Hold meeting**
- **Step 6: Report**
  – Meeting report
  – Archive documentation
  – Submit draft Recs at least 6 weeks before SG/WP

* See Additional information at end of presentation

Meeting on a Question during a SG/WP meeting

- Rapporteur will usually be asked to chair meetings of their Question which are held during a SG or WP meeting
  - These follow SG and WP rules
  - These are NOT Rapporteur Group meetings and do not follow the procedures for RG meetings

Participation rights - 1

- Member States can participate in all ITU-T activities by right

- Sector Members can participate in all ITU-T activities

- Associates can participate in all activities of the single SG they join
  - Cannot take part in decision-making
  - Cannot serve in liaison role
  - Can serve as Rapporteur and editor
  - Can submit Last Call comments in AAP
  - Access documents required for their work

Participation rights - 2

- Academia participants:
  - Cannot take part in decision-making
  - Can participate in all SGs, TSAG and workshops
  - Can participate in GSS and WTSA in a non-advisory capacity
  - Can serve as Rapporteur
  - Has access to ITU-T documents

Participation rights - 3

- Experts who are not members:
  - The Chairman of any meeting may invite individual experts as appropriate (Res.1 §2.3.1)

- "Observers"
  - Participation in … study groups …by …observers in an advisory capacity may include the submission of contributions and oral interventions… (PP-06 Res.145, Annex 2)
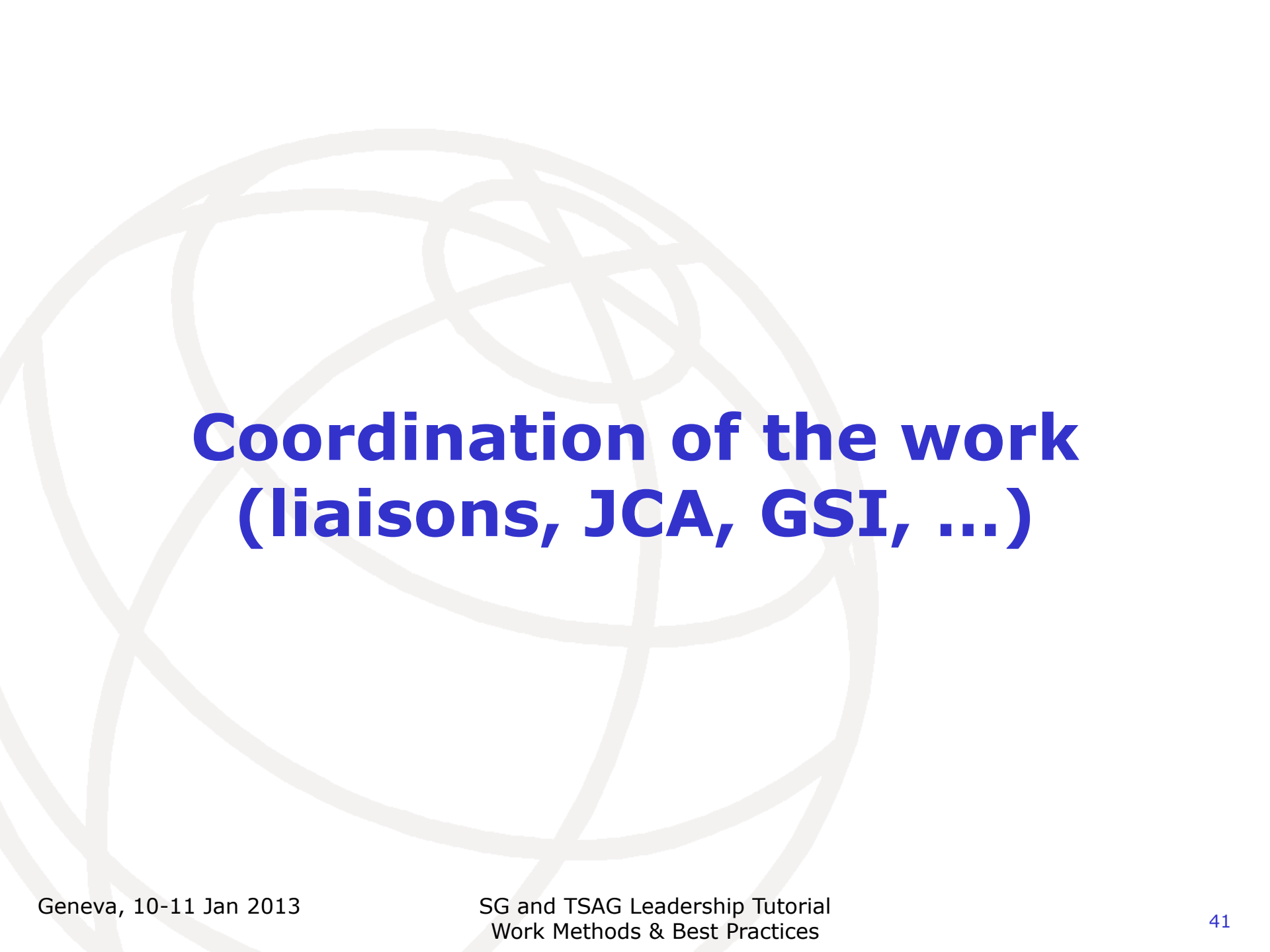 - E.g., regional telecom organizations, UN specialized agencies)

Kinds of documents

Input Documents

- Contributions are submitted by:
  - MS, SM, Associate, Academia (membership and participants only)
  - Numbered sequentially throughout the study period in a SG series
- All other inputs are TDs
  - From SG officials, secretariat, incoming liaison statements
  - Numbered sequentially throughout the study period
  - Can be in multiple series within a SG, e.g., by WP

Other Documents

- Documents generated during a meeting may be TDs
- Reports
  - Numbered sequentially in a SG series
  - Prepared by TSB, usually in conjunction with SG leadership and group chairmen
- Working documents
  - No life outside of meeting; not archived
- Rapporteur group documents
  - Can be numbered as decided by RG
  - Archived after each RG meeting

Coordination of the work (liaisons, JCA, GSI, …)

Coordination within ITU

- Coordination among ITU-T SGs
  - JCA, GSI
  - Collocated meetings, e.g., SG11 & SG13
  - Liaison statements
  - Liaison representatives
  - Joint Rapporteur Groups (rare)
  - Joint Working Parties (rare)
- ITU-R/ITU-T cooperation, joint groups, collaboration (Resolution 18)
  - New possibility of Inter-Sector Rapporteur Groups approved by WTSA-12

Coordination outside ITU

- Workshops and seminars
  - Events open to members and non-members
- Liaison statements and liaison reps
- Exchange of information with Forums and Consortia (Rec ITU-T A.4) or with SDOs (Rec ITU-T A.6)
- Cooperation with ISO and IEC (Res 7)
- Cooperation with Universal Postal Union (Res 11)

Coordination outside ITU

- Collaboration with ISO/IEC JTC1 – Rec ITU-T A.23
  - Joint teams
  - Common text and twin text standards
  - Easy to reference a JTC1 standard as a normative reference in an ITU-T Rec
- Rec ITU-T A.5: Incorporation by reference of standards of another body
  - A TD with a completed Rec ITU-T A.5 justification form is required before starting AAP or TAP for normative references
    - Access e-tool from the draft Rec page in Work Programme database to create required TD

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A.4, A.5, A.6

- Evaluation criteria to "qualify" an organization under these Recs include:
  - Legal basis of the organization
  - Membership – openness
  - Secretariat – record keeping, contacts
  - IPR policy – consistent with ITU-T policies, guidelines on patents, copyrights, marks
  - Document publication and control
  - Work methods – open, fair, documented
- "Qualification" is not a requirement to exchange information
  - TSB maintains a database of "qualified" bodies

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Questions

Questions

- Proposed Questions for all SGs are prepared by SGs and submitted to WTSA for consideration and approval
  - Contribution 1 of each SG contains the text of Questions allocated to that SG
- New/revised Question can be proposed any time by contribution to SG meeting
  - Approval normally considered at next SG meeting
  - Procedures for Question approval and deletion, at or between WTSAs, are found in Res 1, 7 (http://www.itu.int/en/ITU-T/wtsa12/Documents/resolutions/Resolution%2001.pdf)

Use of languages in ITU-T

Languages

- PP-10 Res.154 "*Use of the six official languages of the Union on an equal footing*", resolves "*to take all necessary measures to maximize interpretation and the translation of ITU documentation in the six languages on an equal footing, although some work in ITU (for example working groups, study groups, regional conferences) might not require the use of all six languages*"

- WTSA-12 Resolution 67 on use of languages on an equal footing

- Various aspects:
  - Interpretation at meetings
  - Translation (written texts)
  - Other issues

Interpretation at meetings

- Provided upon request at least one month before the meeting
  - Full time in TSAG and SG 3 meetings for one meeting room
  - Closing plenary of the other SG meetings
  - Full time at WTSAs
- In principle not provided for other meetings (e.g. workshops, JCAs, Rapporteur group meetings)
- Captioning has been provided for some meetings

Interpretation team rules

- Teams are booked for the "whole day"
  - 3 hr session + 1.5 hr break + 3 hr session
  - Interpreters work in pairs → they do not need coffee breaks
  - Exceed "day" by more than 10 minutes, ITU pays all teams another full day
  - Max: 2 more hours with a 30 min break
- For any change to basic agreement, ask interpreter's OK
- Alternatives: ask meeting whether to:
  - Continue without interpretation (**don't** say "continue in English-only")
  - Stop meeting short of extra 10 minutes

Translation

- AAP Recommendations
  - Budget constraints
  - Summaries are translated and posted
  - Full English version is published
- TAP Recommendations are translated into 6 languages (after Determination but *before* Decision meeting)
- TSAG Reports

Other languages issues

- ITU-T is a multi-lingual, multi-cultural environment
- Speak slowly and clearly
- Make it clear when a decision has been made (e.g., bang the gavel)
- Set up editorial groups from the start
- Some presenters might have to use written notes, so:
  - Give them time to react to questions, comments, etc
  - Do not allow better English-speakers to dominate others

Additional Information

- WTSA-12 Results
- Role of SG Chairman
- Chairman's powers
- Responsibilities – Rapporteurs
- Rapporteur meetings: Steps 1 to 6
- Acronyms

Final thoughts

- Power of the Chair:
  - Creation of the right environment to enable agreements
- Goal of good chairmen
  - Everyone goes home claiming victory

Thank you

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Additional information

WTSA-12 Results

- Webpage with WTSA-12 results is at http://www.itu.int/en/itu-t/wtsa12/Pages/default.aspx

- Pre-published versions of Resolutions and A-Series Recommendations

- SG, TSAG and other group leadership
  - Including names submitted following WTSA-12 (e.g., Review Committee, Standardization Committee on Vocabulary, SG3 Regional Groups)

Role of SG chairman

- The chairman shall direct the debates during the meeting, with the assistance of TSB
  - General Rules, specific Sector provisions
- Proposes to the plenary new chairs and vice-chairs of WPs and Rapporteurs
- Ensure all members can fully express themselves
- Authorized to decide that there shall be no discussion on Questions on which insufficient Contributions have been received
- IPR roll call
- Judgement after AAP LC/AR
- Authorize Rapporteur group meetings
- Ensure that work progresses in between meetings

Chairman's powers* (GR11, 17)

- Open and close the meetings
- Direct the deliberations
- Ensure that the rules of procedure are applied
- Give the floor to speakers
- "Put questions to the vote" and announce the decisions adopted
- Responsible for the general direction of all the work of the meeting
- Ensure that order is maintained at meetings
- Rule on motions of order and points of order
- Empowered to close the lists of speakers and to propose that discussion on a question be postponed or closed, or that a meeting be suspended or adjourned
- Postpone the convening of a plenary meeting
- Protect the right of each delegation to express its opinion freely and fully on the point at issue
- Ensure that discussion is limited to the point at issue, and may interrupt any speaker who departs therefrom
  - request such speakers to confine their remarks to the subject under discussion
- Submit proposals likely to accelerate the debates
- Decide whether proposals during discussions be presented orally or in writing

Extensible as appropriate to chairs of other groups under the SG

Responsibilities: Rapporteurs - 1

- Advance notice to SG/WP & TSB of intention to hold Rapporteur Group meetings, especially unplanned ones
  - See slide ahead with further details concerning Rapporteur Group meetings.
- Establish a group of active "collaborators" where appropriate
  - Updated list of collaborators given to TSB at each WP/SG meeting
- Delegate the relevant functions from the list above to associate rapporteurs, editors and/or liaison rapporteurs as necessary
  - Delegation does not transfer responsibility

Responsibilities: Rapporteurs - 2

- Responsible for the quality of their texts
  - Delegation to editors does not relinquish the responsibility
- Progress on the basis of written contributions
- Establish and update the Question's work programme

Rapporteur meetings: Step 1 - Pre-authorize

- Normal case: Provide at least 2 months notice

- Urgent case: SG management can authorize holding unplanned RG meetings
  - Notification of meeting sent as soon as possible

- TSB will post list of pre-authorized RG meetings on the SG home page

Rapporteur meetings: Step 2 - Plan

- Rapporteur is responsible for circulating meeting notices to the concerned experts (e.g. via mailing lists) soliciting contributions and participation

- Notice provided by the Rapporteur is posted on the SG web page
  - TSB does not circulate convening letters for RG meetings

- RG meetings outside Geneva: participants should not be charged for meeting facilities, unless agreed in advance by the SG, and on an exceptional and fully justified basis
  - Caveat: no participant should be excluded from participation if unwilling to pay the charge
  - Additional services offered by the host shall be voluntary; there shall be no obligation on any participant for these additional services

- RG meetings in Geneva: ask TSB for room availability as soon as possible

Rapporteur meetings: Step 3 - Authorize

- Authorization by SG management
  – Typically: by the SG chairman in consultation with TSB and the concerned WP chair
  – Management can agree on a different arrangement
- Three criteria to be met:
  – clear Terms of Reference
  – sufficient documentation to be discussed
  – sufficient number of participants / membership representation
- Further considerations
  – collocated with other related Questions?
  – strategic importance of holding the meeting

Rapporteur meetings: Step 4 - Confirm

- Circulate confirmation notice of date and venue at least two months before the meeting (NOTE: WTSA-12 changed this from 3 weeks to 2 months)

- Copy to TSB and to SG & WP chairmen

- Update information on the SG website from 'planned' to 'confirmed'

- Step 5: Hold the meeting

Rapporteur meetings: Step 5 – Hold Meeting

- NOTE!! Discussion of a Question during a SG or WP meeting, even if chaired by a Rapporteur, is NOT a Rapporteur Group meeting. It is part of the SG/WP meeting and follows SG/WP rules.

Rapporteur meeting: Step 6 - Report

- Rapporteur prepares report of each RG meeting
- Rapporteur presents a progress report to each meeting of its parent group
  - If draft Recs are included, submit at least 6 weeks before the parent group meeting
- RG meeting reports should include:
  - Date, venue, chair, list of participants
  - Agenda of the meeting
  - Summary of input contributions and results
  - Record of the IPR Question and any affirmative replies
  - Outgoing Liaison Statements
- Send all meeting documents to TSB for archiving
  - Default: SG Informal FTP Area

Acronyms

- FG   Focus Group
- GR   General Rules
- GSC   Global Standards Collaboration
- GSI   Global Standards Initiative
- IFA   Informal FTP Area
- IPR   Intellectual Property Rights
- JCA   Joint Coordination Activity
- MS   Member State
- RG   Rapporteur Group
- Rec   Recommendation
- Res   Resolution
- SG   Study Group
- SM   Sector Member
- ToR   Terms of Reference
- TSAG   Telecommunication Standardization Advisory Group
- TSR   Technical and Strategic Review
- WP   Working Party
- WSC   World Standards Collaboration
- WTSA   World Telecommunication Standardization Assembly