

# **ITU Workshop on “Bridging the Standardization Gap”**

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## **Participation in the ITU-T Standardization Process**

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# Outline

## Presentations and interactive discussions

- **Getting ready at home: Creating a national process for ITU-T**
- Participation in the ITU-T: How to do it well
- Concrete steps to get started

# **A National Process: Think about the following as we go through this presentation**

- **What national level meetings do you have now?**
- **How are private sector entities included?**
- **What Ministry or Agency of your government should be in charge for ITU-T? What others are involved?**
- **Is there an established Secretariat?**

# A national preparatory process: Why?

- Standards touch all public and private realms
- Need to ensure consistent public positions in line with national policies, across all relevant external bodies
- There are multiple national players from the public and private sectors
  - ➔ Without coordination, different organizations might send people to the same meeting who don't know each other, and they will disagree

# Additional practical reasons

- Resources are finite – use them efficiently and effectively
- Good standards people are limited in number – leverage their talents to protect your national interests and to level the playing field
- Continuity is an important element for success in standards bodies

# Additional benefits

- If you feel that higher leadership positions are valuable, a national process can identify, nurture and support individuals over the long period of time necessary
- A coordinated process could pay for external memberships, documentation, internal resources, etc., rather than multiple national entities paying separately

# Three parts of a national process for international standards

- Governmental organizations
  - Policy aspects
  - Technical aspects
  - National coordination, when needed
- Private sector organizations, e.g.:
  - Companies
  - Standards development organizations
  - Universities
- Secretariat

# National process – who is in charge?

- For intergovernmental organizations, it is usually the Foreign Ministry, and...
  - With active management and support from other agencies responsible for, e.g.:
    - Regulations
    - Competition
    - User interests
    - Trade
    - Intellectual property



# How to organize

- There are choices. For example,
  - ➔ Organize by subject matter with coordination across external memberships
  - ➔ Organize by external body with coordination across subject matters
- The former is usually more effective
  - ➔ Most likely a hybrid structure will evolve
- Follow principles of Openness, Transparency and Due Process

# How to manage national meetings

- Open meetings, at least to national entities, with recognition that many companies employ non-citizens
- Share committee leadership among public and private sector people
- Be sensitive to competitive relationships and provide appropriate public oversight when necessary
- Have a clear hierarchy for decision-making and conflict resolution

# What choices exist for national positions?

## For example:

- One national position that all must support
- One national position that none may oppose
  - ➔ These two bullets are different!
- No government position, but private sector members develop a common, coordinated position
- No national position and all players can advocate their own positions (e.g., on technical matters)

# Consequences on types of positions

- All public and private entities will support a common position and each other
  - This might modify each entity's position but strengthen a single strategy; OR
- Each side will present and defend its own position
  - The "best" solution could win, but
  - This might result in weakening and possibly negating both positions

# Who can contribute to the national process?

- If the process is Open, anyone can submit proposals to the national process, or
- Only entities that are members of the international body can submit proposals to the national process (too limiting), or
- Only citizens can submit proposals, or
- Only domestic organizations can submit, or...

# Who can be on a national delegation?

- Only government employees, or
- Government and private sector who are members of the IGO (e.g., ITU-T Sector Members), or
- Government and any employee of a domestic company, or .....
- More choices, but to be most effective, include all relevant experts regardless of for whom they work

# Who pays for the national process?

- More choices, for example:
- One government agency with a budget for the national process, or
- A shared budget across several agencies, or
- Create membership categories for the national process and charge dues
  - Is this an Open process if dues are high?
  - Is it fair to those who have to pay while other competitors do not pay?

# A standards management process: How?

- There are two basic models:
  - Centralized
  - De-centralized
- Each model has benefits and shortcomings
- Both models can be effective
- A hybrid model is also possible with a small central organization and multiple local organizations



# Centralized model

- Team of “standards professionals”
- Manages a cross-entity coordination process
- Funding might be Central-only or via an entity “tax”
- Facilitates long-range, strategic planning
- Might directly fund selected experts
- It is responsible and also directly accountable

# De-Centralized Model

- Teams of technical and management experts within their own entities
- Close to policy makers, regulators, product and service developers
- Each can set its own priorities
- Cross-entity coordination is left for someone else or might be ignored
- No “tax” paid to a central organization
- Direct control of their own standards experts
- Responsible and accountable only to its entity

# Comparison

- Each has its plusses and minuses
- The choice will probably be driven by the existing national philosophy regarding centralized and decentralized functions
- A combination is also possible with multiple, strong, competent local standards management groups within an overall national structure

# Role of the Secretariat

- Secretariat provides essential support services to a national process, a corporate process or an SDO
  - ➔ Maintenance of the infrastructure supporting their operations
    - Meetings
    - Documentation
    - Legal requirements for record-keeping
    - Financial operations

# The Standards Secretariat

- Maintenance of and repository for the files and corporate 'memory' of the organization
- Provides continuity as policy and technical experts come and go over time
- Can sometimes represent the organization to other bodies

# Cooperation with the Secretariat

- Cooperation - “physical”
- Set up meetings at the request of the parent body
  - Negotiate with the meeting venue
  - Send meeting notices to membership
  - Process documentation before/during/after meetings
- Maintain a web site
- Collect dues, pay bills
- Maintain membership records

# **Collaboration with the Secretariat**

- **Collaboration - “mental”**
- **This is a Value-Added role of a good Secretariat**
- **Consult with leadership**
  - **Propose improvements**
  - **Advise meetings on procedural matters**
  - **Analyze problems and propose solutions**
- **Assist with preparation of meeting reports**
- **Represent organization at external meetings**
- **Brainstorm with organization’s leadership**

# For Discussion – A National Process

- What national level meetings do you have now?
- How are private sector entities included?
- What Ministry or Agency of your government should be in charge for ITU-T? What others are involved?
- Is there an established Secretariat?



# Outline

- Getting ready at home: Creating a national process for ITU-T
- **Participation in the ITU-T: How to do it well**
  - ➔ **Preparation before the meeting**
  - ➔ **Writing good Contributions**
  - ➔ **Participation at the meeting**
  - ➔ **Decision-making and consensus**
  - ➔ **Writing good Reports**
- Concrete steps to get started

# **Participation in ITU-T: Think about the following as we go through this presentation**

- What difficulties have you had with participation in external meetings?
  - Travel rules?
  - Language?
  - Knowledge of the group?
- What would make participation easier for you?
- Have you had e-meetings?
  - What was good and what was not good?

# Participant Perspective: Preparation (1)

- At least 2 to 3 times as much time for preparation as for the meeting itself
- Anticipate
- Talk with others, especially the ones you would rather not talk to
- Set reasonable expectations
  - Know your trade-offs between winning 100% and the time that might be needed
  - No one wins 100% of everything

# Participant Perspective: Preparation (2)

- Write down your objectives
- Have a back-up plan
- Have another back-up plan
- **TAKE-AWAY:** Understand what are the MOST important things to you
- Allow sufficient travel time
- Plan to be at all the meetings

# ITU-T Contributions – General Items

- Contributions are due at least 12 calendar days before the meeting
- Only Member States (MS), Sector Members (SM), Associates and Academia participants can submit “contributions”
  - ➔ All other input documents are submitted as “Temporary Documents”
- All contributions are submitted electronically and posted by TSB to appropriate web site

# Contributions: An evolutionary approach

- Issues have to be recognized by other members before they are ready to agree that work is needed, and
- No agreement is likely on detailed proposals before the group understands the issues. Therefore:
  - Start with contributions that identify the problem
  - Get buy-in that the problem needs to be addressed
  - Volunteer to participate or lead work

# An evolutionary approach

- Expect to work extensively between meetings
  - Consult
  - Talk with SG and WP leadership
  - Know what is most important to you
  - Know your timeline
- Meet your commitments
- Be prepared to address, but not necessarily agree with, other solutions

# How to prepare a contribution (1)

- State the issue to be addressed
- State your proposal and provide sufficient support to be convincing
  - Include a brief statement of your proposal in the opening, or Introduction, Section
    - This helps the reader understand what you will be saying
- Provide only the necessary background information: this is generally very short



# How to prepare a contribution (2)

- Provide rationale in a Discussion Section
  - ➔ Be clear how it addresses the problem to be solved
  - ➔ Be clear how it solves the problem
- Be aware of the guidelines on the length of contributions
  - ➔ It will be more difficult to write a short contribution than a long contribution
  - ➔ Most readers will not read a long contribution

# How to prepare a contribution (3)

- End with a Section called Conclusion or Proposal
- Finally, add an Abstract at the beginning
- One proposal per contribution is the best approach
  - Combining multiple proposals in one contribution could mean if one fails, all fail
  - Combining multiple proposals might result in contribution being assigned to multiple groups during the meeting

# Participant Perspective: At the Meeting (1)

- LISTEN to others
- Present contributions clearly
  - ➔ TAKE-AWAY: Practice at home; practice the night before
  - ➔ DO NOT READ to the meeting
  - ➔ State the issue, the broad means to solve it, your proposal

# Participant Perspective: At the Meeting (2)

- All interventions go through the Chair:
  - ➔ In the ITU, everyone says: “Thank you, Mr. Chairman” to start speaking and to stop speaking
- Know how to use Coffee Breaks to solve problems off-line
- When objecting, also offer an alternative
- Speak **SLOWLY AND CLEARLY**

# Participant Perspective: At the Meeting (3)

- Talk off-line with others
- Do not eat only with your own colleagues
- **HARDEST TAKE-AWAY:** Introduce yourselves to those you don't know
- Continue to build relationships
- Winning does not mean making the other person lose

# Participant Perspective: At the Meeting (4)

- Know the decision-makers
- Continuity and personal relationships are key
- **BIGGEST TAKE-AWAY:**
  - ➔ To be successful in standards,  
**BE THERE!**

# Decision-Making

- There are many kinds of decisions made within ITU-T
- The rules of procedure indicate two kinds of approval criteria:
  - Various forms of “soft” criteria to keep the work moving ahead (e.g., “agrees”, “consents”, “by consensus”)
  - Specific “hard” criteria for final decision-making (e.g., “unopposed agreement”)
- Avoid “voting” in ITU-T
- Important: ONLY Member States have the right to vote

# Consensus – I know it when I see it

- No rigorous definition of consensus in ITU
  - There have been many attempts to define it, but none have succeeded
- Consensus is declared by Chairman of the meeting
- The Chairman's declaration can be challenged by participants, but there is no explicit conflict resolution process



# Consensus – I know it when I see it

- Some views of “consensus”
  - Unanimous agreement
  - Unanimous agreement of MSs
  - No opposition
  - Lack of sustained objection
  - Lack of sustained objection by materially affected parties
  - No more than 1 (or 2?) (big) Member States objecting
  - No more than one MS from each region objecting
- None of these are an ITU requirement for consensus

# Decision-Making Observations (1)

- In general, day-to-day work progresses by consensus among the participants
- Chairman's job is to create an environment that allows the meeting to find consensus
- Resolution of disagreements is generally achieved by those directly involved, with reporting back to parent group
- Consensus is the foundation of global standardization

# Decision-Making Observations (2)

- Avoid putting a sovereign Member State in a position that forces it to state support or opposition, e.g., open voting, show of hands, direct query
  - Elegant solution is “unopposed agreement”
- Chair can help by carefully crafted questions that move the meeting ahead:
  - “Is there any support/opposition to the proposal?”

# After the meeting: Preparing good reports

- There are many kinds of reports, each serving a different purpose, and each intended for a different audience, e.g.:
  - Internal reporting for your home organization
  - External reporting for the standards body

# Internal reporting

- There are multiple internal audiences for standards meeting reports, each with its own interests and needs, covering technical and management aspects:
  - Technical and policy experts
  - Standards participants
  - Standards managers
  - Business entities, if from industry
  - Middle management
  - Top management

# Reports for Internal Audience (1)

- Detailed report for those responsible for technical aspects, including what they need to know:
  - ➔ details of inputs, a record of your organization's inputs, links to meeting documents of interest, competitive information, discussion of implications, alliances, next meeting tactics

# Reports for Internal Audience (2)

- Short report for those responsible for strategic, operational and standards planning, including what they need to know:
  - ➔ What was at stake
  - ➔ Who was there
  - ➔ What happened, and whether it was good for you or bad for you
- **TAKE-AWAY:** Tell management what they need to know, not what you need to know

# Internal reporting (3)

- Planning horizon for at least the next 2 meetings and preferably through approval of the new standard
- Include both Facts and Opinions, separately
- Consider where to put future efforts in the standards body:
  - Working level
  - Middle management
  - Higher management



# Internal reporting (4)

- Format and substance of internal reports will vary depending on the intended audience: e.g., colleagues, developers, middle management, upper management
  - ➔ Each must fit the Standards Management structure and processes of your organization
  - ➔ Minimize the number of reports to prepare
- **TAKE-AWAY:** Design a standardized report format that allows the reader to access only the parts intended for them

# External reporting for the standards body (1)

- When reporting from a leadership position, such as a Chair, Rapporteur or Editor:
  - Do not abuse your position
  - Do not change substance under the name of editorial fixes
  - Fulfill your commitments

# External reporting for the standards body (2)

- Be brief
  - State the issue fairly
  - Give the main points accurately
  - State conclusions
- Do not use judgmental language
- Include verbatim comments only when specifically requested
- Sensitive agreements should be recorded exactly as agreed – do not paraphrase!

# How to prepare a meeting report

- A meeting report is NOT meeting minutes
- Include required information, e.g.:
  - Agenda
  - Participant list (if not found elsewhere)
  - Title and source of each document with a very short summary of what it says
  - Concise report on the highlights of any discussion
  - Clear statement of the resulting decision of the group.

# For Discussion – Participation in ITU-T

- What difficulties have you had with participation in external meetings?
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# Outline

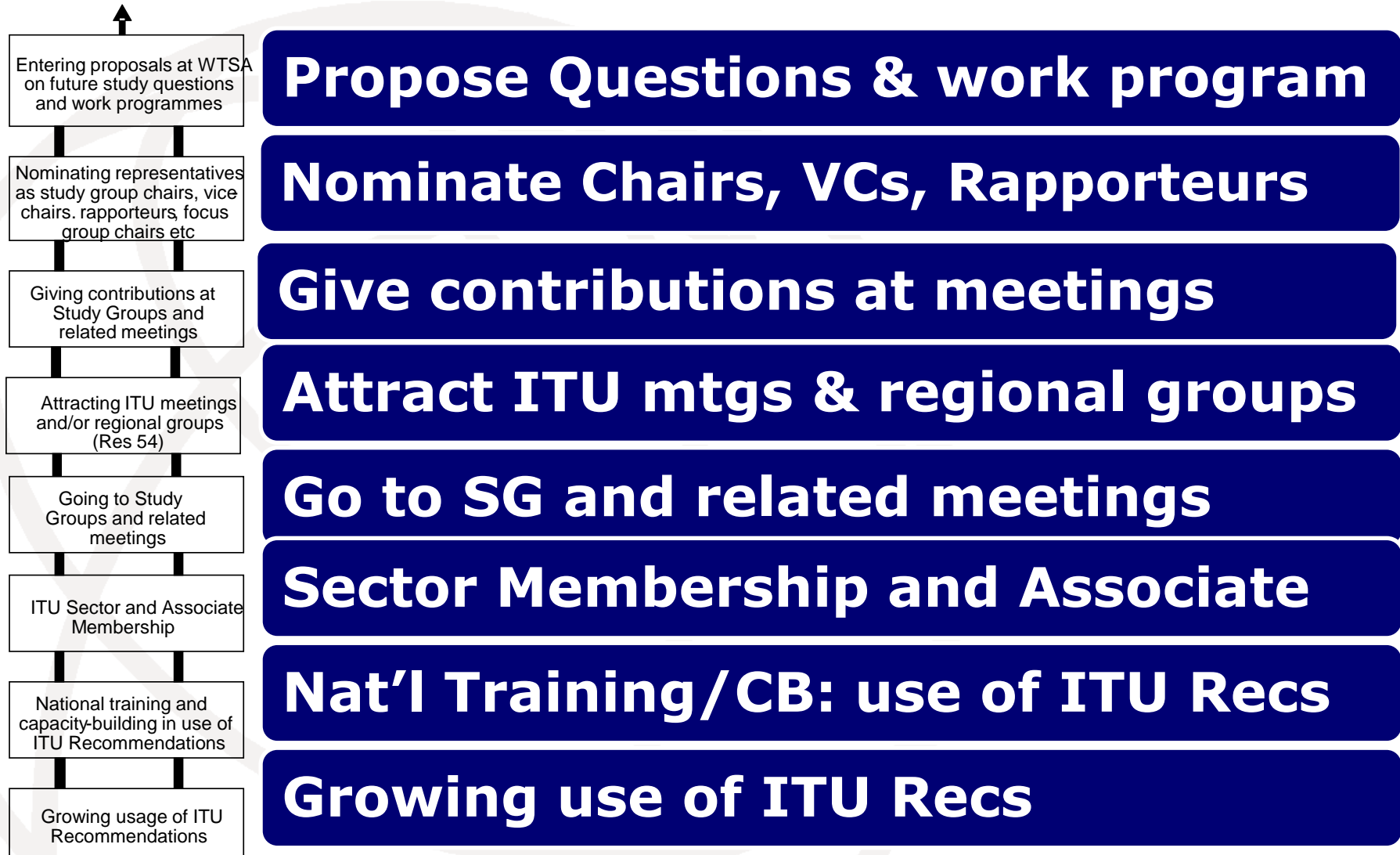
- Getting ready at home: Creating a national process for ITU-T
- Participation in the ITU-T: How to do it well
- **Concrete steps to get started**
  - **Where you want to be on the Standardization Development Ladder**
  - **What can you do now?**

# **Concrete Steps:**

## **Think about the following as we go through this presentation**

- Where do you see your country on the Ladder now?
- Where would you like to be in 5 years?
- Why are you not there now? What obstacles have you had?
- What changes would help you to move up 2 steps?
- Identify 3 things to do now that you would recommend to your boss when you go to the office tomorrow.

# Standardization Development Ladder





# You and the Ladder

- Where are you now?
- Where in International Standardization would you like to be in 5 - 10 years? E.G.,
  - User of International Standards
  - Active in some areas
  - Active in all areas
  - Technical leaders, middle-management and/or top-level standards management

# Where on the Ladder do you want to be in 5-10 years?

- Why are you not there now? E.G.,
  - Lack of technical know-how
  - Lack of standards know-how
  - Lack of a strategy
  - Language issues
  - Financial aspects
  - Lack of interest

# What concrete steps can you take?

- Decide what you want – this is #1
- Technical training is necessary
- Technical training is not enough
  - ➔ Also need training on the standardization process and how to use it effectively
  - ➔ Will need training for leadership roles as well as participant roles
- Get [TIES](http://www.itu.int/TIES/registration/index.html) accounts for your experts  
(<http://www.itu.int/TIES/registration/index.html>)

# What concrete steps can you take?

- Put someone in charge of your standards programme
  - ➔ With a budget!
- Get familiar with the [ITU-T web site](http://www.itu.int/ITU-T/)
  - ➔ e.g., [Delegate Resources](http://www.itu.int/ITU-T/info/dresources.html)  
(<http://www.itu.int/ITU-T/info/dresources.html>)
    - Information on ITU, Geneva, member services, tutorials, guidelines
- Start attending selected meetings – attend consistently

# What concrete steps can you take?

- Volunteer at the working level
  - Be in a Drafting Group, Lead a Drafting Group, be an Editor, an Associate Rapporteur, a Rapporteur
  - Don't need to be an expert
  - Your help will be appreciated
- Establish an internal reporting process **FOCUSED ON POLICY AND BUSINESS NEEDS**, not standards needs

# Points to Consider

- Where are you on the Standardization Development Ladder?
- Where would you like to be?
- Why aren't you there?
- What can you do:
  - ➔ Now
  - ➔ Later

# DO IT NOW!

- To Bridge the Standardization Gap, what are the 3 things you can do first?
  - e.g., appoint an internal coordinator today: no cost, no delay; get a TIES account
- What will you need in your toolkit to move up 2 rungs of the Standardization Development Ladder?

# For Discussion – Concrete Steps

- Where do you see your country on the Ladder now?
- Where would you like to be in 5 years?
- Why are you not there now? What obstacles have you had?
- What changes would help you to move up 2 steps?
- Identify 3 things to do now that you would recommend to your boss when you go to the office tomorrow.





**Thank you**

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