



Managing a TC

An Overview

3rd ISO TC/SC Chairs
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Agenda

- JTC 1 Overview
- Leadership and the role and responsibilities of the chair and the secretary
- Interactions with SC chairs and secretaries
- Interactions with TPMs



JTC 1

Information Technology

- Established in 1987 as the first (and, up to now, only) Joint Technical Committee of ISO and IEC
 - Integrating ISO/TC 97, IEC/TC 83 and IEC/SC 47B into a single TC
- JTC 1's Scope

Standardization in the field of Information Technology.

Note: Information Technology includes the specification, design and development of systems and tools dealing with the capture, representation, processing, security, transfer, interchange, presentation, management, organization, storage and retrieval of information.

JTC 1 Facts

Membership

JTC 1 members are National Bodies. There are **27** Participating (P) Members and **39** Observer (O) Members . There are **16** Liaison members internal to ISO and IEC, and **22** External Liaison members.

Structure

JTC 1 is composed of 17 Subcommittees, 2 Special Working Groups, a Rapporteur Group and a Study Group.

Standards

JTC 1 is responsible for approximately 1800 published International Standards, Technical Reports, and related documents.

JTC 1 produces about 120 standards and related documents each year.

Experts

There are approximately 2100 technical experts from around the world working on more than 400 active projects within JTC 1.

JTC 1 Subcommittees

- **SC 02 – Coded Character Sets**
- SC 06 - Telecommunications and Information Exchange Between Systems
- SC 07 - Software and System Engineering
- SC 17 - Cards and Personal Identification
- **SC 22 - Programming Languages, their Environments and Systems Software Interfaces**
- SC 23 – Removable Digital Storage Media Utilizing Optical and/or Magnetic Recording Technology for Digital Information Interchange
- **SC 24 - Computer Graphics and Image Processing**
- SC 25 - Interconnection of Information Technology Equipment
- SC 27 - IT Security Techniques
- SC 28 - Office Equipment
- **SC 29 - Coding of Audio, Picture, and Multimedia and Hypermedia**
- SC 31 - Automatic Identification and Data Capture Techniques
- **SC 32 - Data Management and Interchange**
- **SC 34 - Document Description and Processing Languages**
- SC 35 - User Interfaces
- SC 36 - Learning Technology
- SC 37 - Biometrics

Key Standardization Areas

- Audio/Video Compression
 - MPEG, JPEG
- Computer Media – DVD, CD, Magnetic Tape
- Programming Languages
 - COBOL, Fortran, C, C++
- System Interfaces -
POSIX
- Software and Systems Engineering
- Character Sets
- Databases
- Security and Biometrics
- Systems and Device Interconnection – SCSI
- Credit Cards, “Smart” Cards, Machine-readable Travel Documents
- Learning Technologies
- Internationalization
- Accessibility

Leadership principles



Leadership principles

- The Chairman's primary . . .
 - *role* is overall management of the committee and all subgroups
 - *responsibility* is to lead the committee in a neutral capacity following the relevant procedures
- The Secretariat's function is to support the Chairman and to administer the committee in a neutral capacity following the relevant procedures
- The relevant procedures call out detailed lists of responsibilities



Leadership in a standards-setting environment

- Be a leader, not a participant
- The chairman should think in generalities rather than specifics
 - know the target audience
 - know how the standard might be used
- Guide content development rather than becoming involved in specific details



Leadership in a standards-setting environment

- Lead the discussions, concentrating on the consensus building process
- Remember . . .
 - Consensus does not imply or require unanimity
 - Consensus does not imply perfection

Leadership in a standards-setting environment

- Do be:
 - a leader, a diplomat, a communicator, a negotiator, a mediator, an observer, a listener
- Don't be:
 - a doer, a participant, a contributor, an evaluator, a perfectionist, an obstructionist
- Do not reject or promote ideas according to personal or organizational needs

Understanding the consensus building process

- Recognize the value of multiple opinions
- Welcome alternative ways of thinking and problem solving as a means to obtaining the best solution
- Understand and manage the pros and cons of the group decision making process

Leading the consensus-building process

- Concentrate on the consensus building process, rather than the product or solution
- Welcome and encourage contributions
- Manage conflict

All successful leaders are good communicators.



Managing the delivery of timely and relevant standards

- Assessing market relevance
- Strategic Plans and Business Plans
- Alternative procedures and deliverables
- IT tools

Understanding the procedures

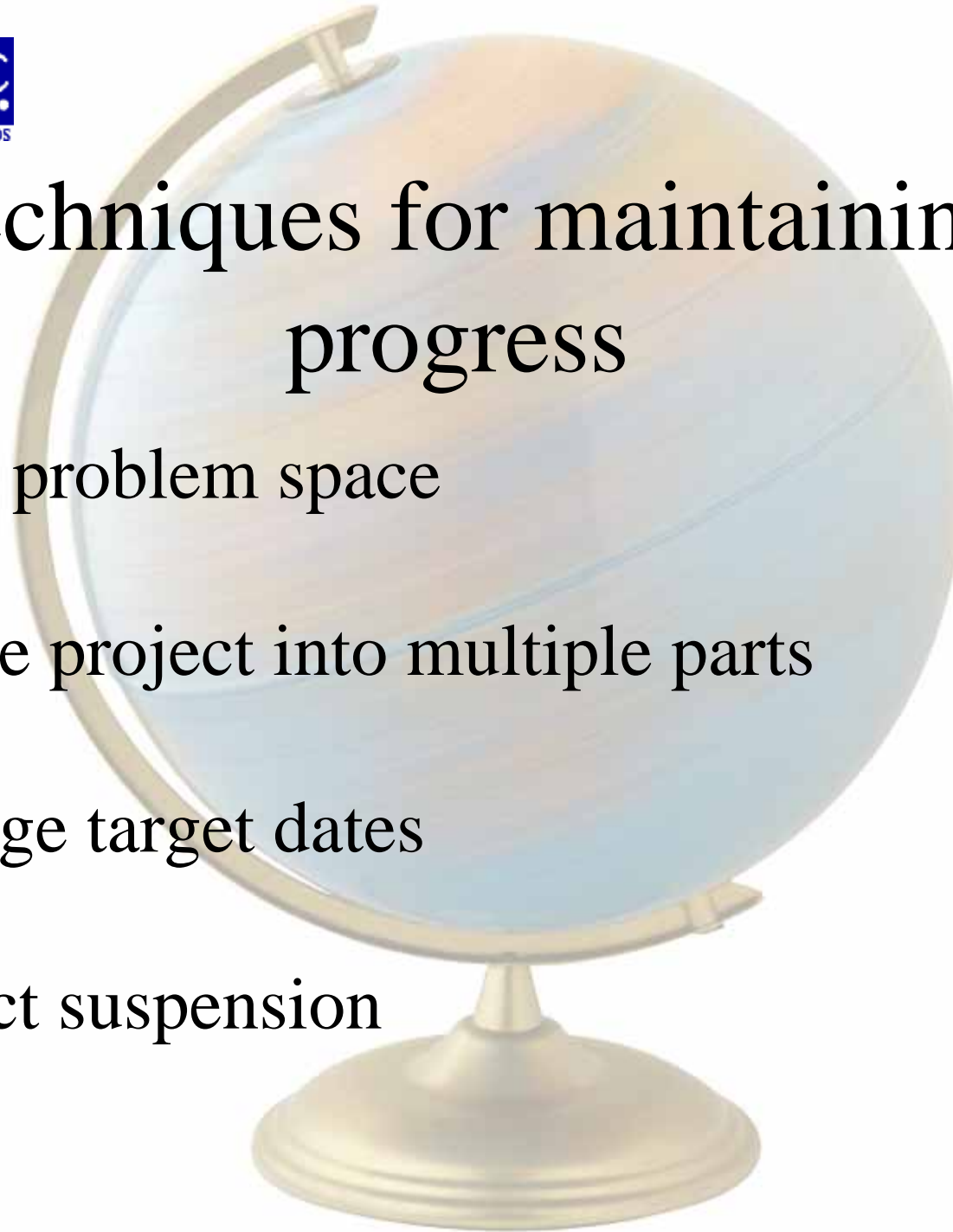
- The Chair and Secretariat are the experts on the Procedures
 - Must frequently rule in “real time” to enable progress
- The leadership team must understand the development options and facilitate selection of the optimal procedures and deliverables
 - Understand the flexibility of the procedures
 - Know the options
 - Correct choices reduce delays and keep members motivated

Making use of development options

- Alternative procedures expedite approval of a standard with full consensus
- Alternative deliverables are documents that have gained a lesser degree of consensus

Techniques for maintaining progress

- Limit problem space
- Divide project into multiple parts
- Manage target dates
- Project suspension



Working with SCs

- The SCs are part of a larger enterprise
 - In JTC 1, they primarily function autonomously
 - Monitor activities of the SCs
 - Stay engaged with the SCs
 - Encourage ongoing communications
 - Don't interfere, unless required
- Set expectations for SC leadership behavior and performance

Working with the TPMs

- The TPMs are the primary interface with ISO
- The TPMs are the authoritative source for guidance on ISO procedures
- Good communications with the TPMs is essential
 - Critical in a distributed environment where SCs consult with the TPMs directly

Technical Experts

- Come from diverse backgrounds and viewpoints
 - Represent a variety of interests: industry, government, academia
- Intelligent and Knowledgeable
- Focused
 - Interested primarily in specific projects
 - Low tolerance for bureaucratic intervention

Technical Experts

- Motivated
 - Driven to achieve “business” results
 - Supporting organizations demand this
 - Current economic climate has largely eliminated “hobbyists”
 - Motivations may differ among participants
 - Achieve “best” results
 - Promote, or impede, adoption of a particular technology



Thank you !