



Facing the Future

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Facing the Future

- If fundamental consideration and possible change to the way the IETF works is needed, how should we proceed on starting this consideration?
 - This is a question about process
 - And the process will be dictated by the intended direction



Learning from others

- The ICANN Evolution and Reform Process
 - The CEO makes public admissions of mission failure
 - Then invites all to assist in rebuilding
 - Then passes the issue to the Board to manage
- Messy in terms of public image
- Erodes overall confidence in the body
- No assurance of success in the outcomes



Learning from Others

- ISOC Free Membership
 - The Board studies the issue without overt public announcements
 - The Board decides upon an outcome by majority vote
 - Disaffected Board members then go public
- Lack of public Board solidarity not helpful
- Perception of closed decision making process of a membership-based open organization
- Required intervention by CEO and Board chair to manage the public issues



The IETF and Change

- The IETF is seen to be an open body
 - Although various processes and functions are not undertaken openly
- The IETF is a collection of individuals
 - Although the participation by corporates, industry forums and other standards bodies dominates today's IETF
- Change in the IETF is driven by open consensus
 - Although change is often an outcome of a smaller focussed activity driving a larger domain of marginal interest



The IETF and Change

- The change process needs to acknowledge the perceptions of the IETF while addressing the underlying realities of the IETF
 - This can get tricky



What won't work in the IETF

- The [IAB | IESG | IETF Chair] announces to the IETF
 - “here is the problem and here is the solution that the IETF will adopt”



What has been used in the past

- Set up a WG and charter it to define the problem and to propose solutions that will be ratified by the IETF
- Issues of timeliness, identification of consensus, coming to closure on items, maintaining focus on the desired problem, proposing workable solutions, ...



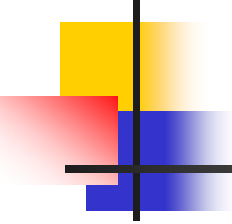
Untried approaches to manage a change process

- External appraisal and recommendation
- “design teams”
- ... ?



Need to incorporate

- Openness
- Inclusion of interested parties
- Expertise in structure and process for a standards organization
- Timeliness
- Focus on the issues
- A means of reaching points of closure
- Acceptance of the role of various IETF entities within the steps of:
 - Scoping and definition of the effort
 - Statement of Charter and Goals
 - Development of potential solutions
 - Evaluation and selection
 - Agreement for adoption
 - Management of change control of adopted solutions
 - Evaluation and review



A Strawman Proposal for managing a process of IETF change

- Leadership
 - IETF Chair to introduce the activity to the IETF in plenary
 - IAB / IESG to define the process in terms of charter and goals
- Structure
 - Use the WG structure as the core of the change management process
- Expertise
 - Use both IETF and external design teams
- Review
 - Scope outcomes in terms of discrete staged deliverables
- Openness
 - Regular status summarization and reporting of objectives and achievements
- Outcomes
 - Manage the process to ensure that activities remain within the milestones and that activities stay focussed on achieving set objectives.!