



ISO/IEC JTC1/SC7  
Software Engineering  
Secretariat: CANADA (SCC)

## ISO/IEC JTC1/SC7 N1772

1997-08-28

|                      |   |
|----------------------|---|
| <b>Document Type</b> | Report  |
| <b>Title</b>         | Management Report and Business Plan for ISO/IEC JTC1/SC7 Software Engineering           |
| <b>Source</b>        | JTC1/SC7 Chair-Elect and Secretariat  |
| <b>Project</b>       |   |
| <b>Status</b>        | Final   |
| <b>Reference</b>     |   |
| <b>Action ID</b>     | FYI or ACT  |
| <b>Due Date</b>      |   |
| <b>Mailing Date</b>  | 1997-08-28  |
| <b>Distribution</b>  | Electronic: JTC1 Secretariat, JTC1 Chair, ITTF, SC7_AG, JTC1 Sec. ;<br>Disk: P, O and L |
| <b>Medium</b>        | E-Mail - uuencoded Word ; Diskette - Word   |
| <b>No. of Pages</b>  | 20  |
| <b>Disk</b>          | 27  |
| <b>Note</b>          | Sent to JTC 1   |

---

Address reply to: ISO/IEC JTC1/SC7 Secretariat  
Bell Canada - Acquisitions

2265 Roland Therrien, Room 226, Longueuil (Quebec) Canada J4N 1C5  
Tel.: +1 (514) 448-5100 Fax: +1 (514) 448-2090 or +1 (514) 647-3163  
sc7@qc.bell.ca

**ISO/IEC JTC 1/SC7 N1772**

**MANAGEMENT REPORT AND BUSINESS PLAN FOR**

**ISO / IEC JTC 1/SC7**

**SOFTWARE ENGINEERING**

PERIOD COVERED: December 1996 - September 1997

SUBMITTED BY: François Coallier Chair-Elect  
Jean-Normand Drouin, Secretariat

# TABLE OF CONTENT

|   |           |
|---|-----------|
| <b>TABLE OF CONTENT</b> .....   | <b>2</b>  |
| <b>1.0 MANAGEMENT SUMMARY</b> .....   | <b>3</b>  |
| <b>1.1 JTC 1/SC7 STATEMENT OF SCOPE</b> .....                                 | <b>3</b>  |
| <b>1.2 PROJECT REPORT</b> .....   | <b>3</b>  |
| <b>1.3 COOPERATION AND COMPETITION</b> .....                                  | <b>4</b>  |
| <b>2.0 PERIOD REVIEW</b> .....  | <b>5</b>  |
| <b>2.1 MARKET REQUIREMENTS</b> .....  | <b>5</b>  |
| <b>2.2 ACHIEVEMENTS</b> .....   | <b>5</b>  |
| <b>2.3 RESOURCES</b> .....  | <b>5</b>  |
| <b>3.0 FOCUS NEXT WORK PERIOD</b> .....                                       | <b>6</b>  |
| <b>3.1 DELIVERABLES:</b> .....  | <b>6</b>  |
| <b>3.2 STRATEGIES</b> .....   | <b>6</b>  |
| <b>3.3 WORK PROGRAM PRIORITIES</b> .....                                      | <b>8</b>  |
| <b>ANNEX A: ISO/IEC JTC1/SC7 N1763</b> .....                                  | <b>9</b>  |
| <b>1. Executive Summary</b> .....   | <b>10</b> |
| <b>2. SC 7 Terms of Reference</b> .....                                       | <b>10</b> |
| <b>3. SC 7's Vision</b> .....   | <b>11</b> |
| <b>4. SC 7 Core Purpose and Values</b> .....                                  | <b>11</b> |
| <b>5. SC 7's Major Strategies (Objectives) for the Period 1998-2002</b> ..... | <b>13</b> |
| <b>6. SC 7's Strategic Agenda for 1998-2002</b> .....                         | <b>20</b> |

## **1.0 MANAGEMENT SUMMARY**

### **1.1 JTC 1/SC7 STATEMENT OF SCOPE**

The following new “Terms Of Reference” have been approved by JTC1 at its last Plenary in Paris and endorsed by SC7 at its last Plenary in Walnut Creek:

*“Standardization of processes, supporting tools and supporting technologies for the engineering of software products and systems.*

*Note: The processes, tools and technologies are within the scope of JTC1 terms of references and exclude specific tools and technologies that have been assigned by JTC1 to other of its SC's.”*

### **1.2 PROJECT REPORT**

There are currently 54 active projects / sub-projects in JTC 1/SC7.

The following project was completed:

- Project 07.19.02.01 [IS 14568] Information Technology - DXL: Diagram eXchange Language for tree-structured charts.

At its last Plenary in Walnut Creek, decision was taken to close the following projects:

- Project 07.20 with DTR 15376 “Information Technology – Standardization Framework for Software Engineering” becoming a contribution to its business planing to be published on SC7 future Web site.
- Project 07.20.03.01 with DTR 14399 “Information Technology – Standards Pertinent to JTC1/SC7” to be published and maintained on the Web by the Japanese Member Body

At its last Plenary in Walnut Creek, decision was taken to cancel the following project:

- .Project 07.27.03 Software Quality Assurance.

Two new work items are currently being processed:

- Reference Model for Software Engineering Environment – Currently under consideration by JTC1.
- Software Measurement Process Framework standard – To be submitted to JTC1 for consideration in the next reporting period.

### **1.3 COOPERATION AND COMPETITION**

#### **Internal**

JTC 1 has recognized that its SC7 is a “process focused” SC. There are at least two other process focused TC’s in ISO and IEC that also had overlap with the JTC1/SC7 program of work: ISO/TC176 and IEC/TC56.

The program of work overlap issues have been resolved through liaison (ISO/TC 176) and joint development activities (IEC/TC 56). These activities are going well.

Recently duplication issues have been raised with other ISO and IEC TC’s that are developing process related standards that are domain specific, such as ISO/TC 120 (Airborne Systems and Equipment) and IEC TC 65 (Industrial Process Measurement and Control).

Our colleagues in ISO/TC 176 and IEC/TC 56 do not have as many of these issues since they are recognized by ISO and IEC as being *Horizontal Committees* as defined by IEC Guide 108 i.e. having exclusive primership in a *generic* discipline (quality systems and reliability engineering respectively).

At its last plenary, JTC1 / SC7 has instructed its Secretariat *to use all necessary means to obtain horizontal committee status for SC7 as defined in IEC Guide 108* (Resolution 508). This request has been submitted to the JTC 1 Secretariat (SC7 N1770).

#### **External**

SC7 Working Group have significant “C” Liaison with professional, commercial and international organizations. These are documented in the Secretariat Report.

## **2.0 PERIOD REVIEW**

### **2.1 MARKET REQUIREMENTS**

In the last few years, many new work items that were initiated in SC7 came with the backing and support of professional and commercial organizations or communities, many of whom became formal C liaison afterward. The program of work of our WG 4 (IEEE Computer Society), 7 (NATO), 10 (ESI), 11 (CDIF) and 12 (IFPUG and EFPUG) essentially fall in this case.

Market requirements for software engineering standards is also informally assessed through the active participation of SC7 members to the International Symposium and Forum on Software Engineering Standards (ISESS). The last ISESS was held just before the SC7 Plenary in the same location. Given the success of this formula, this formula will be repeated in 1999.

The need for more formal marketing and product planning activities has been identify in the business plan in Annex A. A product plan has been published in the last period, and will be updated before our next Plenary in South Africa on 1998-05.

### **2.2 ACHIEVEMENTS**

See sections 1.2 and 3.2.

### **2.3 RESOURCES**

As documented in the document of Annex A (section 5.4), SC7 recognize that resources are an important factor for the successful the execution of the work program. While, at this point in time, there is sufficient support for all of the SC7 projects, the Plenary has approved the following resolutions:

Resolution 506:

*Whereas JTC1 has new rules for management of newly formed projects and to assist SC7 management, SC7 instructs its Secretariat to prepare a report by project of known committed resources and request confirmation by each SC7 member body by 15 September 1997.*

Resolution 503:

*Whereas JTC1/SC7 intends to improve its resource tracking and utilization, JTC1/SC7 instructs its Secretariat to collect from WG Convenors by project the following information by 1997/12/01:*

- 1. Contributions by committed resources since last report to include one or more of the following, drafts comments or other assigned duties;*
- 2. Attendance at working group meetings;*
- 3. Additions to list of committed resources, and*
- 4. Status regarding availability of committed resources to form.*

*JTC1/SC7 therefore instructs its Secretariat to inform member bodies on an exception basis by project on discrepancies with availability of committed resources by January 1st.*

## **3.0 FOCUS NEXT WORK PERIOD**

### **3.1 DELIVERABLES:**

The following projects will be completed in the next work period:

- 07.30 [15026]: Information Technology - System and Software Integrity Levels.
- 07.31.01 [14143-1]: Information Technology - Software measurement - Functional size measurement - Part 1: Definition of concepts.

The following projects, and their 24 associated deliverables, have an high probability of being completed before the end of 1998:

- 07.29 [15504]: Information Technology - Software Process Assessment, parts 1 to 9.
- 07.32 [14471]: Information Technology - Guidelines for the adoption of CASE tools.
- 07.13.02 [14598]: Information Technology - Evaluation of software product, parts 1, 4 and 5.
- 07.03.02 [6592]: Information Technology - Guidelines for the documentation of computer based application systems.
- 07.26 [15271]: Information Technology - Guide for ISO/IEC 12207.
- 07.35 [14759]: Information Technology - Software Life Cycle Model Tailored for Mock-Up and Prototype.
- 07.23 [15846]: Information Technology - Software life cycle process Configuration - Management for Software.
- 07.28.01 [15474] Information Technology - Software Engineering Data Definition and Interchange - Overview and Framework: parts 1 and 2.
- 07.28.02 [15475] Information Technology - Software Engineering Data Definition and Interchange - Transfer Format: parts 1, 2 and 3.
- 07.28.03 [15476] Information Technology - Software Engineering Data Definition and Interchange - Integrated Meta-model: part 1.
- 07.36 [14756]: Information Technology - Measurement and rating of performance of computer-based software systems.

### **3.2 STRATEGIES**

An SC7 Strategic Planning Workshop was held prior to the last Plenary and the results documented in SC7 07N1763, SC7 Direction Statement 1997 (See Annex A to this document). This document is presently under a 60 day ballot by SC7 member bodies.

Business Planning activities have been going on in SC7 for the last 5 years. To ensure proper focus and continuity, SC7 has decided at its last Plenary to form the SC7 Business Planning Group (BPG) as a “special working group” (SWG) with the mandate to:

- plan, support and organize Management Workshop,
- proposed update to the SC7 business plans and procedures,
- propose updates to SC7 communications function,
- plan transition of SC7 to become a horizontal committee,
- update the SC7 Product Plan,
- prepare the SC7 Product Line Definition Proposal,
- provide oversight of the SC7 vocabulary activities,
- prepare procedures and organization responsibilities to ensure an integrated strategy planning, business planning, and management system for SC7.

The BPG is under the direction of the JTC1/SC7 Chair and composed of (or any other person deputized):

Mr. T. Bergier, France      Mr. A. Coster, UK  
Mr. H. Daniel, Germany    Mr. A. Dorling, UK  
Ms. S. Lynn, Australia     Mr. P. Rogoway, Israel  
Mr. L. Tripp, USA (co-Convenor)    Mr. P. Voldner, Canada (co-Convenor)  
Mr. Y. Yamamoto, Japan

SC7 will have one day management workshops prior to all future Plenaries.

See part 5 of Annex A for SC 7's Major Strategies (Objectives) for the Period 1998-2002.

### 3.2.1 RISKS

SC7 is presently in a mode where its focus is to produce new standards. As documented in section 3.1, a significant amount of deliverables will be produced in the next 15 months.

Consistency among the deliverables has been identified as a risk item in the business plan of Annex A. Two mitigation strategies are being implemented to address this issue:

- Develop, for adoption by the 1998 Plenary, a framework with characteristics which ensure the development of a cohesive and coherent set of standard (see section 5.1 of Annex A)
- A Vocabulary "special working group" on software engineering terminology has been put in place by SC7 at its plenary. Its terms of reference are:
  - extract the fundamental SC7 terms from the following sources: SC7 terms of reference, ISO/IEC 9126, ISO/IEC 12207, and words in all titles of SC7 in-work and existing standards;
  - identify contradictions and ambiguities in terms within scope of the Vocabulary SWG,
  - suggest resolution of the contradictions and ambiguities;
  - recommend method of publishing, coordination with JTC1/SC1 and other ISO and IEC technical committees, and controlling SC7 fundamental terms,
  - recommend a plan for next phase of the SWG including the achieving the intent of Resolution of 218.

Report on SWG activities is due on 15 February 1998. Terry Rout, Australia, has been appointed Convenor of the SC7 Vocabulary SWG. Membership in the SWG will consist of all SC7 editors and WG Convenors.

Another risk factor identified in Annex A is the availability of sufficient volunteer resources. See section 2.3 of this document.



### **3.2.2 OPPORTUNITIES**

#### **General**

SC7 has seen in the last few years its attendance at Plenary grow continuously (attendance at the last Plenary was 186). Host for future Plenary meetings have been identified for the next 4 years. The growing importance of software based product and services in our post-industrial society should ensure that interest in SC7 should remain high in the foreseeable future as long as proper market relevance is maintained.

#### **New projects**

At its last Plenary, SC7 instructed its Secretariat to authorize an initial study period to demonstrate the feasibility of mapping modeling languages for analysis and design models, as defined in 07N1764 (WG11/N224). This is based on resolution JWSR2.3 of the final report (JTC1/N4345) from the JTC1 Joint Workshop held in Seattle, WA, USA September 1996 (<http://www.nist.gov/jtc1-96/report.htm>), and as per JTC1 Resolution #29 of its December 1996 Plenary (JTC1/N4474).

Also, at its last Plenary, SC 7 requested its Secretariat distribute the document SABS ARP 042 (ISO 9001 Audit Checklist for Software) to its Member Bodies for information. SC7 invited the South Africa Member Body to submit the document for fast track processing to JTC1. SC7 instructed its Secretariat to request that JTC1 assign this project to SC7.

### **3.3 WORK PROGRAM PRIORITIES**

SC7 work program strategy is to suspend or cancel any project that does not have sufficient resource. Consequently, SC7 priorities are to ensure that its present work program is executed in a timely fashion while producing quality documents.

## **ANNEX A: ISO/IEC JTC1/SC7 N1763**

1997-08-04

|                      |   |
|----------------------|---|
| <b>Document Type</b> | Letter Ballot   |
| <b>Title</b>         | SC7 Direction Statement 1997.                         |
| <b>Source</b>        | SC7 Business Planning Group                           |
| <b>Project</b>       |   |
| <b>Status</b>        | 60 days Letter Ballot                                 |
| <b>Reference</b>     |   |
| <b>Action ID</b>     | ACT   |
| <b>Due Date</b>      | 1997-10-06  |
| <b>Mailing Date</b>  | 1997-08-04  |
| <b>Distribution</b>  | Electronic: SC7_AG, JTC1 Sec. ; Disk: P, O and L      |
| <b>Medium</b>        | E-Mail - uuencoded Powerpoint ; Diskette - Powerpoint |
| <b>No. of Pages</b>  | 14  |
| <b>Disk</b>          | 26  |
| <b>Note</b>          |   |

## **1. Executive Summary**

Software has become an integral part of society's infrastructure, and it is growing in importance.

The complexity of software and software based systems is growing, but the practices to develop the software have not kept pace with that growth. There is an increased need to support the engineering of software through standardization.

In a strategic planning workshop held during the 1997 Plenary meeting, SC 7 identified a number of problems which were attributed to the lack of:

- a coherent plan that establishes the products being developed and their user benefits
- an efficient management system for the conduct of business
- control over resources
- user involvement in defining requirements, initiating projects, standards development and measurement of success
- vision, mission and policies

Five major strategies were identified to provide improvements over the next five year period:

1. Develop a framework with characteristics which ensure the development of a cohesive and coherent set of standards.
2. Define a management system that introduces necessary improvements in the management processes to meet time to market, coordination and resourcing demands.
3. Develop and implement practices which (increase) maximize user involvement .
4. Develop and implement management practices that better utilize scarce volunteer resources.
5. Publish and maintain an SC7 Strategic Direction document to provide a high level focus for the activities of SC 7.

As a result of these strategic planning activities, SC 7 has developed this Strategic Direction which is complementary to the Vision of ISO and the SC 7 Terms of Reference.

## **2. SC 7 Terms of Reference**

Standardization of processes, supporting tools and supporting technologies for the engineering of software products and systems.

**Note:** These processes, tools and technologies are within the scope of the JTC1 Terms of Reference and exclude specific tools and technologies that have been assigned by JTC1 to other of its SC's.

### **3. SC 7's Vision**

*A unified set of software engineering standards widely accepted by the intended class of users.*

These standards will be organized in a framework, which establishes the relationships between SC 7 standards and the standards of other disciplines, e.g. engineering, information technology, quality management.

### **4. SC 7 Core Purpose and Values**

#### **4.1 SC 7 Core Purpose**

SC 7 exists to:

- provide quality software engineering standards meeting user needs in broad markets.
- manage the set of standards effectively through documented framework.
- promote the use of standards by providing supporting materials.
- provide leadership in software engineering standardization through a framework that minimizes the inconsistencies between major software related standards including those developed by other standard producing organizations.

#### **4.2 SC7 Core Values**

- Consensus  
International level and regards to software engineering best practice
- Full and open deliberation  
Active involvement with related disciplines
- Informed participation  
Awareness of the subject  
Awareness of JTC1 procedures  
Awareness of project background
- Equality and members/tolerance  
Basically follows JTC1 procedures

- Commitment to quality  
Maintain awareness best practice and user needs
- Commitment of participants to the process  
Recognition of the importance of continuity in standards development
- Professionalism  
Maintaining awareness of software engineering practices

## 5. SC 7's Major Strategies (Objectives) for the Period 1998-2002

### 5.1 Develop, for adoption by the 1998 Plenary, a framework with characteristics which ensure the development of a cohesive and coherent set of standards.

This framework will address the following specific needs:

- Technical direction
- Taxonomy
- Program of work
- Criteria to allocate priorities for new work
- Relationship amongst standards
- Cohesiveness
- Coupling

| Strategy Major Item   | Issues to be Considered   |
|---|---|
| a. Define a draft framework   | Define boundaries of this framework<br>Adopt (initially) Jim Moore's criteria/spec/class as fundamental basis<br>Decide what value means to SC7 and how to put "value" on new standard (relative value of the document)   |
| b. Validate framework for: <ul style="list-style-type: none"><li>• Existing product line</li><li>• JTC1/ISO compliance</li><li>• Omissions</li><li>• Similar standards of other organizations</li></ul> | Define "Top" key documents that SC7 needs<br>Research JTC1 naming conventions for standards<br>Clarify how ISO uses KEY words in standards  |
| c. Develop appropriate procedures for use by SC 7 to ensure framework is applied in all work of SC 7  | Develop principles that: <ul style="list-style-type: none"><li>• cut across various WGs</li><li>• prioritize work to bring cohesiveness and coupling to and amongst existing standards</li></ul> Procedures required are: <ul style="list-style-type: none"><li>• "user" feedback mechanism</li><li>• prioritization task for each WG and NB</li><li>• objective criteria for evaluating new work items</li><li>• criteria for Gap Analysis for potential new standards</li></ul> |

### Success Criteria

- Completion of framework with full mapping to Product Line
- Initiation of new projects for gaps found in mapping framework to product line
- Cancellation of projects that don't fit the mapped product line

## 5.2 Develop and Implement a Management System

The management system will provide specific directions for SC 7 on:

- Time to market
- Internal/external coordination
- Consistency of product
- Regular/ongoing user involvement
- Effective method of conducting development work
- Forecasts/proactive about resource needs
- Organizational improvement

and incorporates (at a minimum):

- Plan
- Monitor
- Report
- Standards Life Cycle
  - JTC 1
  - SC7 additives
    - Requirements
    - Design Specifications
    - Decision List

### Strategy Major Item

### Issues to be Considered

a. Define the management system

Use existing models for quality assurance as a standard and similar processes for the revision of standards

Make time to market a function of user need

Flow chart the present system (input, process, output capture in model form) and define boundaries and constraints of the new management system

Define approval bodies for all output.

Define window of opportunity for each project

Define standards (ISO, etc.) that Management System works to:

- Set recognition system for volunteers
- Take advantage of the latest technology

Analyze the current management system and identify the deficiencies

Review for cost effectiveness e.g.. two meetings per year versus one meeting + electronic continuous development

Identify what management systems within committees are good or bad, “benchmarks”:

- in other standards
- within WG’s

Analyze SC 7's current activities:

- Projects – identify what went wrong if anything
- Existing approval process to see if it takes too long
- Use Australian position paper for this section

Determine who are the users

b. Define relevant procedures for each identified component of the management system

Identify product groups and determine how they will be managed

Define life cycle of WG from blank slate

Define procedures to identify user needs in the management system

Define procedures for coordination with other Sub Committees

Define procedures to incorporate expert knowledge

Assure products are mutually supportive

c. Develop rigorous internal review process to establish quality of our products

Implement review system of the organization itself

Implement procedures to evaluate the performance of all functional posts

d. Adopt project tracking and oversight process consistent across all WGs

Adopt project tracking and oversight process consistent across all WGs (i.e. a strict set of guidelines to see if projects are on schedule and work according to plan)

Use an incremental approach to development of a standard to produce a core document with planned increments specified in original project plan

Evaluate alternatives to strict milestone approach to determine progress of SC7 projects

Establish metrics for the production of standards

### **Success Criteria**

- Decreased time to market
- Improved coordination
- Quarterly reporting
- No late projects



### 5.3 Develop and implement practices which (increase) maximize user involvement

The practices defined will provide:

- A process for the identification of user needs
- Regular/consistent user involvement
- User trials
- Feedback prior to revision of standards
- Liaison with user groups and standards bodies
- Regular surveys of user needs
- Promotion of standards
- Communication plan
- Reduction of the barriers to user entry i.e.. using the Web, Standards development visibility

| <b>Strategy Major Item</b>   | <b>Issues to be Considered</b>  |
|--|---|
| a. Establish user needs  | <p>Identify who are the users and the process for collecting their needs.</p> <p>Develop relevant standards needed by key or major industries.</p> <p>Develop relevant standards needed by small and very small software and systems development houses across all domains.</p>   |
| b. Establish user liaisons and on going communication mechanisms. Survey users regularly | <p>Develop criteria for user profiles that have validity for driving surveys.</p> <p>Survey users and base the standard update on their inputs to establish which functions are most useful for them.</p> <p>Establish/maintain database of individuals and user groups interested in our standards, and of current users of our standards.</p> <p>Facilitate user groups and define how they are setup and supported.</p>      |
| c. Establish alliances with other standards making bodies                                | <p>Establish alliances with user groups and professional organizations.</p> <p>Establish memorandum of understanding between SC7 and SEI, and other societies and user groups and define/refine our respective roles and missions.</p>  |
| d. Enhance procedures for user involvement including removing barriers to entry          | <p>Ensure users are represented in the working groups.</p> <p>Examine NB criteria for participation in user groups. (i.e.. look at the way national bodies allow participation through themselves to here).</p> <p>Consider the WG10 model for use by other working groups.</p> <p>Identify means of conducting user trials.</p> <p>Reduce the barriers to user entry i.e. Using the Web, Standards development visibility.</p> |
| e. Improve publicity mechanisms  | <p>Define criteria and procedures for the implementation of the communication</p>   |

plan

Explore methods for maximizing announcement of proposed new standards

Improve communication about the development of ongoing standards

Develop criteria for maintaining the currency of information on SC7 Web sites (i.e. no more than 30 days)

General advertising on the web.

Identify problems and proposed solutions regarding intellectual property issues in standards development

Link our web site to other professional societies and standards producing groups.

f. Help users implement standards

Use innovative technologies, particularly interactive Web, to maximize user involvement in standards development.

Capture user-product kit for user ease

Develop a case study template for SC7 standard usage.

Develop user-product kit to facilitate product introduction.

Strongly encourage national bodies to develop road shows to explain standards and the benefits of both using and participating in their development.

Promote broadcasting of user success stories.

### **Success Criteria**

- Implementation agreements in 6 countries
- Published communication plan
- Projects identified for trials programme usage

**5.4 Develop and implement management practices that better utilize scarce volunteer resources.**

Specific practices will be developed to support volunteer resources:

- Planning resource utilization
- Accepting new work items only with adequate resources
- Implementing fast tracking procedures
- Supporting national bodies
- Minimization of cycle time

| <b>Strategy Major Item</b>                              | <b>Issues to Be Considered</b>   |
|---|--|
| a. Implement fast track procedures                      | <p>Define how to do it and the additional criteria needed.</p> <p>Develop targets of opportunity for which fast track standards would be desired</p> <p>Use of subcontracting e.g. in some cases, there may be parallel work going on because it is needed by a national body.</p>   |
| b. Manage scarce volunteer resources more effectively   | <p>Establish criteria for WG experts.</p> <p>Examine possibility of developing an SC7 standard in 12 months:</p> <p>Change acceptance criteria from current 5 member bodies to 1/3 of the participating member bodies.</p> <p>Help individuals to justify their participation in SC7 by providing templates for preparing their justifications and providing cost benefit analysis.</p> <p>Support the national bodies in their arguments how to motivate volunteer resources for each standard and provide some means for recognition.</p> <p>Write an introduction for new working group members with the procedures that apply and the decisions that have been made. Provide for their learning curve. Make sure they've had an induction.</p> <p>Provide guidance to document reviewers such as requirements statements, decision logs, guidelines/criteria for the reviewer to improve the reviewer's performance.</p> |
| c. Manage projects more effectively                     | <p>Insist that any new project have at least one base document.</p> <p>Provide recognition to sponsor and participants in standards</p> <p>Make sure that you have a detailed project plan for every project. See all objectives.</p> <p>See also Major Strategies in 5.1 and 5.2.</p>   |
| d. Use technology more effectively to assist developers | <p>Use of technology to facilitate volunteer workload and communication (i.e.. it's easy to do it on the web, it's hard to ask for permission to go to meetings)</p> <p>Develop an effective communication approach to include electronic means.</p>   |

**Success Criteria**

- Quarterly resource plan updates
- Fast track projects identified (not to exceed 100 pages per year)
- Faster processes

## **5.5 Publish and maintain SC7 Strategic Direction document**

SC 7's strategic direction will be explicitly identified in a document which links SC 7's terms of reference, vision, objectives and the major strategies which will ensure that SC 7 achieves the agreed objectives.

### **Success Criteria**

- Published strategy direction document
- Implemented strategies (at least 50% within the first year)

## 6. SC 7's Strategic Agenda for 1998-2002

### 6.1 Near Term Schedule of Work for SC 7 Business Planning Group

| Objectives                     | 1997 Plenary   | Sept. 15, 1997   | Dec. 15, 1997                            | Feb. 15, 1998        | May 15, 1998                             |
|--------------------------------|--|--|--|----------------------|--|
| Strategic Direction Document   | <b>Version 3</b>                                       | <b>Version 4 Aug 97</b>  | Version on WWW                           | Final Version on WWW |  |
| Framework for product line     |  | <b>Framework Aug 97</b><br><b>Product Plan '97</b>                       |  | PL Analysis          |  |
| Management System              | <b>97-98 Ballot schedule</b>                           | Guidelines for AG reviews  | Convenors' Exception Reports (schedule)  |                      | Convenors' Exception Reports (schedule)  |
| User Involvement               |  | Pamphlet & WWW site  | MOU with implement. Partners             |                      |  |
| Resource Management            | <b>Guidelines for fast tracking for SC 7</b>           | <b>Guidelines for Convenor's Report Committed resources for projects</b> | Convenors' Exception Reports (resources) |                      | Convenors' Exception Reports (resources) |
| Other BPG Items for Resolution | <b>Cttee. Composition</b><br><b>Horizontal Cttees.</b> |  |  |                      |  |

Notes: Items in **bold** are subject of 1997 Plenary Resolution

### 6.2 Schedule of Work for SC 7 Business Planning Group after 1998 Plenary

**TBD**