

The Open Group Architecture Forum

Operating Charter

1. Introduction

1.1 Purpose

The purpose of this document is to record the guiding principles, the roles of the Officers, and specific procedures for operation of The Open Group Architecture Forum. This document supplements The Open Group standard governance processes by making specific choices, for example defining how projects and standing committees operate. A secondary purpose for this document is to assist in the provision of continuity for forum operations as and when the officers of the Architecture Forum change.

1.2 Principles

The guiding principles for the operation of the Architecture Forum are as follows:

Principle #1 – The primacy of principles

- All the Forum's decisions, and decision-making processes, will be based on principles that are agreed by, and openly accessible to, members of the Forum.

Principle #2 – We Inherit the Principles of The Open Group

- We are committed to the achievement of The Open Group vision, mission, and to adhere to its principles:
 - Openness, Consensus, Public availability of Published Standards, No Legal Impediment to Implementation or Adoption, Confidentiality and Executable Standards

Principle #3 – Collaboration

- Everything we do is done through good will, trust, and collaboration.
 - The Forum must be inviting, open to hearing everyone's voice.
 - We need to express rationale, not just positions.
 - Decision making is collaborative and informed.

Principle #4 – Shared Purpose

- Our shared purpose is to advance a common standard.
 - Everyone has a business rationale for participation.
 - Everyone has come here to make the industry better.
- Everyone shares the credit and the benefit.

Principle #5 – Formal Process

- The forum follows formal processes for planning, operations, decision-making, and reaching consensus.

Principle #6 – Obligations of Leadership

- The higher up you are, the more you serve the Forum and its members.
 - The obligation of the Co-Chairs is to facilitate the forum to pursue its agreed objectives, and to enable it to make its decisions balanced by consensus, fairness, and the voluntary nature of the organization.

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Principle #7 – Openness and Assumption of Good Intent

- Seek to collaborate and understand
 - By validating assumptions and inferences
 - By clarifying the meaning of special words used

1.3 Overriding Processes

These procedures are designed to operate within the governance processes defined in The Open Group Standards Process¹, which override this operating charter in the event of any conflict.

In addition, the following handbooks provide overriding guidance:

- A Handbook for Elected Officers of The Open Group Forums and Work Groups (Document no. I122)
- A Handbook for the Consensus Decision-Making Process (Document no. I121)
- A Handbook for Individuals Acting as The Open Group Liaison to Another Organization (Document no. I123)
- A Handbook for Publications Development (Document no. I153)

Additional guidelines including how to start new work items and templates are available from the Standards Process Resource website at

<https://www.opengroup.org/projects/spectools/> .

1.5 Status

Revision 2.1. Not approved.

1.6 Revision History

Version	Date	Status
1.4r3	27 April 2007	Approved by the forum at the April 2007 meeting in Paris
1.4r4	27 June 2007	Updated after the first set of change requests.
1.5	February 2010	Revisions to better describe Working Groups (previously termed projects) and the process for when chairs/vice-chairs/facilitators are unable to complete their terms.
1.6	March 2013	Editorial refresh to revert back to Projects from Working Groups and also to update for consistency with the 2012 edition of The Open Group Standards Process.
2.1	April 2019	Draft version modified to allow for multiple co-chairs.

¹ <http://www.opengroup.org/standardsprocess/>

2. Forum Officers

2.1 Forum Co-Chairs

The Forum Co-Chairs (typically 2) are the Elected Officers of the Forum and are accountable to the membership of the Forum and to the Governing Board of The Open Group for operation and achievements of the Forum.

Each Forum Co-Chair is elected by the members of the forum for a period of 2 years. One co-chair is elected each year.

Each Co-Chair shall take responsibility for specific groups of Forum activities, and shall carry out the responsibilities listed below within their agreed scope. After each election, the co-chairs shall agree how responsibilities are to be shared and make that known to all members of the Forum.

Specific responsibilities of the Forum Co-Chairs include

- Convening meetings of the Forum and agreeing the objectives and agenda for each meeting with the rest of the Leadership Team.
- Chairing meetings of the Forum and the Leadership Team; managing the Forum meetings to achieve their objectives within the published agenda.
- Convening meetings of the Leadership Team.
- Reporting to The Open Group Governing Board (and any ad-hoc groups established by The Open Group Governing Board) on the activities of the Forum.
- Reporting any direction given by The Open Group Governing Board to the members of the Forum.
- Monitoring the activities of the Forum and bringing to the attention of the Leadership Team any matter where there does not appear to be sufficient consensus to meet the formal governance requirements of The Open Group.
- Liaison with the Chairs of other Forums and Work Groups to avoid duplication of effort and to encourage the adoption of architecture across the whole of The Open Group
- Ensuring that the consensus process is adhered to for all decisions of the forum.
- Ensuring that all Standing Committees and Projects within the forum are documented in the forum annual plan and roadmap of deliverables.
- Ensuring that all Standing Committees and projects within the forum have open accessibility in participation to all forum members and that all deliverables are regularly accessible.²
- Actively lead and support the evolution of the TOGAF standard and its Ecosystem to address new market demands and trends

Additional Co-Chair(s)

At any time, by resolution of the Architecture Forum, one or more additional Co-Chair positions may be established. Such additional Co-Chair(s) shall be elected according to the process set out in 3 below and shall serve for one or two years to be defined in the Architecture Forum consent item.

2.2 Forum Director

The **Forum Director** is usually a staff member of The Open Group, appointed by the President of The Open Group and is accountable to the President of The Open Group, or an appointed delegate. The primary responsibility of the Forum Director is to ensure that the Forum operates within the operating rules of The Open Group and to co-ordinate the provision of other resources from The Open Group in support of the activities of the Forum.

Specific responsibilities of the Forum Director include:

- Enabling the Forum members to execute their work plan using the available processes and tools in accordance with The Open Group Standards Process.
- Publishing notification of meetings of the Forum, together with the agenda and objectives in consultation with the Co-Chairs.

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- Maintaining, in cooperation with the Co-Chairs, an annual plan and roadmap of deliverables for the Forum.
- Acting as a facilitator in reaching consensus within Forum meetings

²In practice this means ensuring that regular project updates and deliverables are made available to all members. Usually this should correspond with the deliverable dates within the specific project plan.

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- Ensuring that minutes of all meetings of the Forum are published.
- Reporting to the Executive Management Team of The Open Group on the activities of the Forum.
- Reporting any direction given by the Management Team of The Open Group relating to the activities of the Forum to its members.
- Co-ordinating the provision of other resources from The Open Group to meet the needs of the Forum. (Technical editing, Marketing, Product/Project Management etc.)
- Supporting the Forum Co-Chairs.
- Liaison with the Directors of other Forums to avoid duplication of effort and to encourage the adoption of architecture across the whole of The Open Group.

2.3 Responsibilities of the Elected Officers

The Elected Officers are responsible for co-ordinating the activities of the Forum on behalf of the membership of the Forum. Their primary role is to enhance the effectiveness of the Forum by formulating recommendations for approval by the members of the Forum. However, the Elected Officers are authorized to take decisions on behalf of the Forum, where warranted, subject to subsequent ratification by the Forum.

Specific responsibilities of the Elected Officers include:

- Agreeing the schedule of meetings and teleconferences to progress the work of the Forum.
- Soliciting input from Forum Members with respect to the content of all meetings of the Forum.
- Agreeing the objectives and agenda for each meeting.
- Ensuring that an Acting Chair is identified and briefed on the objectives and agenda for meetings which both (all) the elected Co- Chairs are unable to attend.
- Formulation of proposals for [this does not preclude any other members of the Forum from making such proposals]:
 - Changes to the structure of the Forum and its operating procedures.
 - Establishment of new projects; Changes in scope of projects; Termination of projects.
 - New Standing Committees; Changes in scope of Standing Committees; Closure of Standing Committees.
 - Resolution of issues.
- Acting as an escalation vehicle to handle any issues arising from the forum membership.
- Working with the Forum Director to develop and maintain the forum annual plan and roadmap of deliverables.
- Ensuring that new work items follow the established governance guidelines for starting new work items within The Open Group.

3. Specific Processes

3.1 Elections of Forum Co-Chairs

A ballot to elect each Forum Co-Chair is taken annually (or following a resolution of the Architecture Forum in accordance with 2.1 above).

The specific voting rules associated with e-mail ballots shall apply (see section 3.6).

The Forum Director shall announce the need for an election by e-mail to all members of the Forum at least 4 weeks prior to the date of the election (or in the case of an e-mail ballot, the start date of the balloting period). Each member of the Forum shall be entitled to propose a candidate for each post. Self-nomination is acceptable. A period of 2 working weeks shall be allowed for nominations.

On closure of the nomination period, the Forum Director shall contact each candidate to obtain confirmation that the candidate is willing to be serve if elected.

- If there is a single candidate, the members of the Architecture Forum shall ballot to accept the candidate.
- If there are two candidates, the members of the Architecture Forum shall ballot and the candidate receiving the higher number of votes shall be elected.
- If there are three or more candidates, the members of the Architecture Forum shall ballot. If any candidate receives more than 50% of the votes cast, that candidate shall be elected. Otherwise, there shall be a second ballot between the two candidates receiving the highest number of votes in the first ballot; the candidate receiving the higher number of votes in the second ballot shall be elected.

In the event that an existing Co-Chair is unable to complete their elected term then a temporary Co-Chair may be appointed by resolution of the members of the Forum. A formal ballot shall then be initiated within 1 month to be completed within 4 months.

3.2 Voting

By default, decisions of the Architecture Forum shall be taken using the consensus decision-making process (see 3.3 below).

Voting is required for:

- Decisions related to approval of Standards and TOGAF Series Guides (which must use The Open Group Company Review Process)
- Decisions related to approval of Guides and White Papers (which must use the applicable review process¹)
- Elections of officers (see 3.1 above)

All voting within the Forum shall be on the basis of one organization, one vote. (The Forum Director is a voting member of the Forum). The Co-Chairs are permitted to vote on behalf of their organization, if eligible to do so.

Where there are multiple representatives from the same organization, the organization shall define an order of precedence. The senior representative from that organization present shall cast the vote representing that organization.

3.3 Consensus Decision-Making

The consensus decision-making process is used within the Architecture Forum to reach decisions.

Consensus is a principle of The Open Group. The Open Group Standards Process requires Chairs to ensure that all legitimate views and objections are considered, and endeavor to resolve them, whether these views and objections are expressed by the

¹ See document no. I153

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active participants or by others (e.g., another Forum or Work Group, or a group in another organization). Decisions may be made during meetings (face-to-face or distributed) as well as through email. Consensus must be established over a time period sufficient to give any interested party an equal chance to participate.

3.4 Meetings of the Forum

The dates and location of all face-to-face meetings of the Forum and any Teams/Committees shall be published at least 4 weeks in advance, and the agenda of such meetings shall be published at least 2 weeks in advance³.

Any matter requiring a resolution by the members of the Forum shall be notified to members of the Forum at least 2 weeks in advance. Any member of the Forum may request that a matter not so notified be deferred to another properly constituted meeting.

Proxy and absentee ballots are not allowed. Remote teleconference access to face-to-face meetings is permitted where this is feasible.

3.5 Decision Making Teleconferences

A teleconference may be convened at any time to progress the work of the Forum.

All teleconferences during which a consensus decision is to be taken must be announced at least 2 weeks in advance, together with the specific wording of any resolutions to be proposed during the teleconference. If such notice is not given, then any decision made must be submitted to a correctly convened meeting, e-mail process or teleconference for ratification.

All other teleconferences must be announced at least 1 week in advance.

Any member may submit a vote by e-mail in advance to the Forum Director on any resolution that is to be discussed during the teleconference. It is the responsibility of the Forum Director to declare these positions during the teleconference.

Should the wording of the proposed resolution be changed during the teleconference, then the Forum Co-Chair who is running the conference shall determine whether any votes cast in advance remain valid.

3.6 E-Mail Ballots

Resolutions of the Forum may be taken by e-mail.⁴

All e-mail ballots must be announced at least 1 week in advance of the start of the ballot period, together with the specific wording of the resolution(s) which are the subject of the ballot.

A period of at least 1 week must be allowed for the ballot itself.

3.7 Minutes

Minutes shall be published of all meetings of the Forum (including decision making teleconferences) and shall include at least

- A list of participants.
- A list of decisions made (Resolutions approved or rejected)

3.8 Standing Committees and Projects

³ It is recommended that the Plato Events facility be used to announce meetings

⁴ It is recommended that the Plato Poll facility be considered for conducting such ballots.

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Standing Committees and Projects may be established from time-to-time by resolution of the membership of the Architecture Forum:

A Standing Committee is established to carry out operational tasks and functions, characterized by

- A defined scope
- Continuous monitoring and/or operational activities and deliverables
- Possible activation by problem resolution or member request
- An indefinite lifetime
- At least five member organizations actively participating in the committee on an ongoing basis

A Project is established to complete a specific piece of work, characterized by

- A defined task
- A defined timescale and deliverables roadmap
- Defined acceptance criteria
- At least two member organizations actively participating in the project

Each Standing Committee must have a Chair (and optionally Deputy Chair) elected annually by members of the Forum. In the event that the Chair or Deputy Chair is unable to complete his/her elected term then a temporary Chair or Deputy Chair may be appointed by resolution of the members of the Forum. A formal ballot shall then be initiated within 1 month to be completed within 4 months.

Each Project must have a Project Facilitator appointed by the members of the Forum when the Project is established and subject to Forum Review. In the event that the Project Facilitator is unable to continue in his/her role a new Project Facilitator may be appointed by resolution of the members of the Forum.

Any member of the Forum is entitled to participate in any Standing Committee and Project.

The Forum Director and other staff from The Open Group are entitled to attend any Standing Committee or Project meeting. They are not obliged to attend, and not obliged to become a member of any Standing Committees or Projects.

All Standing Committees and Projects shall operate within the terms of this document.