

## Note from RSOC meeting 31 May 2011

- 1) Attendees: Fred Baker, Nevil Brownlee, Bob Hinden, Ole Jacobsen, John Klensin, Ray Pelletier, Joel Halpern, Alexey Melnikov. Not present: Olaf Kolkman. Meeting started 11:05.
- 2) Meeting frequency: we had planned to meet every other week starting in June. Agreed to continue weekly calls through July or until we think we can scale back. General comment: we need to push faster.
- 3) Report on discussion with search firm: John Klensin and Fred Baker
  - a. Call with Alan Wichlei of Isaacson & Miller Search on 27 May. It was a general discussion, with points as reported in John's emails (one on the quote, one on the discussion) to the RSOC of 31 May.
  - b. IM Search does not feel that a successful search can be performed based on the proposed SOW and related papers.
  - c. In his proposal, he describes a traditional search as having four stages – Scoping, Networking, Screening, and Selection. He has quoted a time and materials cost for the Scoping stage. This presumes that the RSOC and the firm would decide at the end of that whether to proceed.
  - d. Plan to contact ISOC's suggested search firm this week.
- 4) Discussion of non-search-firm proposal
  - a. Bob forwarded, in email, his notes from last week in which he discussed a non-search firm approach. This involves developing much the same information that a search firm would help us generate, but conduct the search ourselves as we did to find Glenn Kowack.
- 5) Outcomes and actions:
  - a. Joel to talk with IAB chair about a ten minute IAB Plenary presentation on RSE search.
  - b. Fred to set up weekly calls for RSOC for June and July
  - c. Fred to call Greg Kapfer to nail down ISOC capabilities and proposals
  - d. Fred and John to speak with ISOC-recommended search firm as we did with IM Search
  - e. Committee to review and comment in email on Bob's proposal; much of the information he suggests is needed either way and can start being pulled together
- 6) Meeting adjourned 12:00

Notes posted with three attachments referred to in them

From: Bob Hinden <bob.hinden@gmail.com>  
Date: May 24, 2011 10:45:21 AM PDT  
To: RSOC <rsoc@iab.org>  
Cc: Bob Hinden <bob.hinden@gmail.com>  
Subject: Draft Internal RSOC RSE Search Plan

RSOC,

Here is my current thoughts. Let me know what you think.

My initial conclusion is that we have a lot to do. Who ever is available, we could discuss this at today's call.

Thanks

Bob

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0) Obtain ISOC HR support for review at each stage (to get HR viewpoint).  
- Note, I talked to Greg Kapfer and this is available.

1) Develop the following

- RSE Job Summary (short version for distribution via email)
- RSE Job Description (for posting on RFC-Editor web site), includes:
  - o Outline of position
  - o Role and responsibilities
  - o Experience required and desired
  - o Length of hire
  - o Review cycle
  - o Start date
  - o Level of effort
  - o Compensation summary (coordinate with IAOC)
  - o Employment structure (contractor, ISOC employee, volunteer w/ expenses)
  - o Links to other documents (5620bis, relevant RFCs, etc.)
- List of information for applicant to supply (could be application form)

2) RSOC members to identify possible candidates based on their personal contacts and have informal discussions (RSOC recruit candidates to apply)

3) RSOC to identify places to advertise position. This should include:

- o IETF announce
- o Equivalent RIR announce lists
- o Network research activities such as GENI

- o Online publication forums
- o Facebook
- o Appropriate lists for IEEE, ACM, SIGCOM, etc.
- o Chronicle for Higher Educations job site (<http://chronicle.com>)
- o Chronicle of Philanthropy job site (<http://philanthropy.com>)
- o Editor & Publisher job site (<http://www.editorandpublisher.com/>)
- o University recruiting sites
- o Online job search sites (need to identify)
- o Ads in online technical publications
- o Ads in print relevant technical publications (if timing allows).

4) Schedule Quebec City IAB plenary talk by RSOC chair on position, search effort, etc.

5) Set date to officially announce search. Either early July (if the above can be done, or week before IETF). The former would allow for interviews to be held in Quebec City.

6) RSOC to define candidate review and interview process. For example, subcommittee to do initial triage, RSOC to interview short list, reference check, and then select RSE candidate. This will also depend a lot on how many candidates we receive.

7) Set up mailing list and archive for candidates to respond to. I assume applicant list will be kept private.

8) Formally start search

From: John C Klensin <klensin@jck.com>  
Date: May 31, 2011 7:30:35 AM PDT  
To: rsoc@iab.org  
Subject: [Rsoc] Notes from Friday call - part 1

Hi.

I had hoped to get these notes out along with a preliminary proposal, but the latter is undergoing internal review of the numbers and I may not have it for a couple of hours more. I will forward that as soon as I get it. In the interim and for your reading pleasure...

Fred and I spent about 90 minutes on the phone Friday with Alan Wichlei of Isaacson, Miller. They are one of the two search firms we had agreed to explore on a preliminary basis (the other one is the one ISOC has been using and whom their HR department apparently recommends). Fred has the action to set up a call with the latter later this week.

These notes, prepared after the call (I did not take notes during it), are largely impressionistic bullet points rather than an attempt to capture the conversational narrative itself. Comments below about "the documents" are references to the current (-01) version of the "RFC Editor model" and to <http://www.rfc-editor.org/rse/> (with the "Implementation" section explicitly called out), both of which were pointed out to him a few days before the call.

High points:

(1) This is a "quirky" search in several respects. Some of that can be fixed, other parts are going to make it hard to find someone good who will actually take the job. Both are reflected (but probably not comprehensively) in the points below.

(2) While I think he understood the general nature of the situation and search by the time the call was over, it was not possible for him to deduce what we are looking for, what candidates he would go looking for, or how he would describe the job to a potential candidate from the documents we have so far. Part of the problem (but only part) is that the documents don't really address such fundamentals as "what is the IETF", "what is an RFC and why is it called that" and "what is the RFC Editor" in a way that is useful for defining the job for someone outside the community. The concept of "Community Memory" seemed new to him and was illuminating to him as well. "The community" isn't adequately explained in the documents either and the various documents are pretty dependent on that important, but vague, concept. In retrospect, we probably need to explicitly put RFC 4844 onto the reading list too.

(3) He told us several times that he was glad we had alternates for way to search for someone to fill this position. It is not obvious that they will want to sign up for it.

(4) We spent a lot of time on the call explaining the IETF, the job, the streams, the reporting relationships, etc., to him. Whatever the current document collection may be as a reflection of what the community thinks it wants, they are inadequate as the basis for a search outside the community or even an explanation to a search first as to what we are looking for.

(5) I trust it will come as no surprise to most of you, but the combination of the cluster of skills surrounding "technical publications and/or standards experience, archival documentation experience, ability to steer publications stylistic decisions, etc." and those surrounding "external representation, working with other bodies at an executive level, and management experience including management of contractor organizations, etc." (the latter including what they IETF often describes as cat-herding) don't come together easily. For example, we talked about the former in the context of someone at a standards body or university (or maybe commercial) press who had stylistic and production (or production oversight) responsibility but little or no acquisition-decision responsibility, but those jobs rarely carry high-level management or series accountability and responsibility. By contrast, the folks to whom those folks report might have the executive / C-level responsibilities but those jobs usually include both acquisition responsibilities (in our case, the gatekeeper job on decisions about what should be published) and reporting to a board of directors (or equivalent), but less hands-on responsibility for editing or style. The combination for a relatively large operation isn't impossible, but it will make it harder.

(6) He also had several questions about responsibility vs authority - who does the RSE report to, what levers does he have to pull, and how do we know whether he is being successful. He commented on a sketch org chart, presumably the one in the "RFC Editor Model" document (since he wasn't sent anything else) and neither Fred's sketch nor the many variations on the picture discussed on the RSOC list recently; he was clearly quizzical.

(7) As predicted from other discussions, he thinks we should structure this as an activity in which they help us build job descriptions and scope statements which make sense. Both their firm and the RSOC would decide after that is complete whether it makes sense to go forward (either together or at all). He is preparing an outline proposal that will contain some numbers (I had expected to have it in hand by now; we will circulate it when it comes in). That proposal is based on some assumptions including an ability to refine things by email and conference calls with the RSOC rather than a need to either hold face to face meetings or that he/they will have to interact directly and significantly with either the IAB or "the community". Getting heavily involved with either of those or with a "many masters" situation would probably drive both time and costs estimates up significantly.

john

Note that dollar figures have been redacted from this email, as it is a public record.

**From:** "Alan Wichlei" <AWichlei@IMSearch.com>  
**Date:** May 31, 2011 8:18:30 AM PDT  
**To:** "John C Klensin" <klensin@jck.com>, "Fred Baker (fred)" <fred@cisco.com>  
**Cc:** "Paige E. Eclov" <peclov@IMSearch.com>  
**Subject:** IETF Proposal

Hi John and Fred -- Thanks so much for the conversation Friday about IETF and your possible search for an RFC Series Editor. As we discussed, the structure of the organization and the definition and expectations of the role seem pretty challenging to me. So I think it would be in everyone's best interest to approach this search in stages. My thinking is that we would bill you hourly and I would estimate the hours required for each stage.

I envision the stages mapping to our description of a traditional search:

**Scoping** (figuring out what this job is, what is expected of a successful person in the role, what is required in the way of experience and skills to do it, and whether it is doable in the context of the organizational structure);

**Networking** (figuring out where candidates are, getting the word out to them, actively reaching out to recruit them);

**Screening** (reviewing resumes, conducting phone screens, conducting face-to-face and/or Skype interviews)

**Selection** (supporting your interviews, conducting references and background checks, facilitating closing conversations)

So here's what I estimate for stage one, **Scoping**: ###

I hesitate to estimate the other stages, should we all go forward. However, the average hourly rate goes down because I would bring in an Associate at that point to assist in the active outreach. So, although the networking often generates ### hours of work, the total cost would probably be in the ### range.

As another benchmark, our minimum fee for a full retained search is ###. So you could expect your total costs to approach (or exceed) that number if we did a full search for you, even if we did it in stages. I like the hourly and stages approach because you can stop at any time and carry on using your own resources.

I hope this is helpful to your deliberations. Let me know if you have any questions. I am attaching some basic information about our firm in case you don't have it or want to share it with others.

Good luck with this search!

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