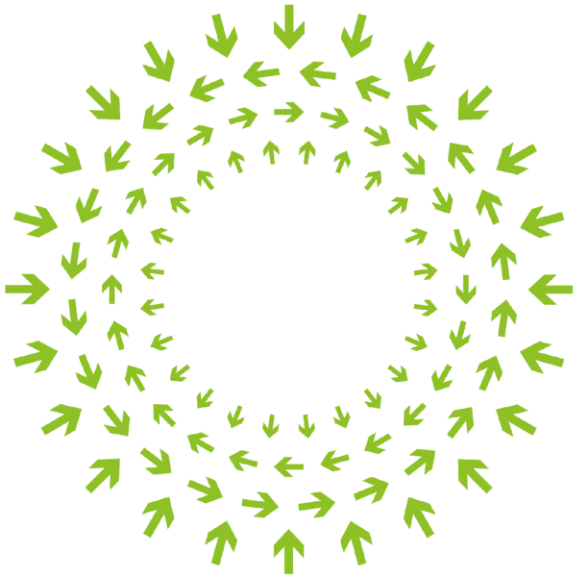

OPEN Compute Project

Project Governance for the OCP Immersion Project

Revision History

Authors	Description	Version
Rolf Brink (Promersion)	Approved version	1.00

Note to readers

This document is authored for use by the entire OCP project community. Specific references to the Project within this document are marked with blue font to distinguish them from the general governance principles.

Images included in this document depict the structure specifically implemented for the Project. These visuals should be adapted to suit the organizational needs of the projects for which this document is implemented.

By providing a modular and adaptable framework, this document aims to support a wide range of projects within the OCP, enabling them to leverage the outlined governance and support structures effectively. The intention is to foster a cohesive and scalable approach to project management across the entire OCP community.

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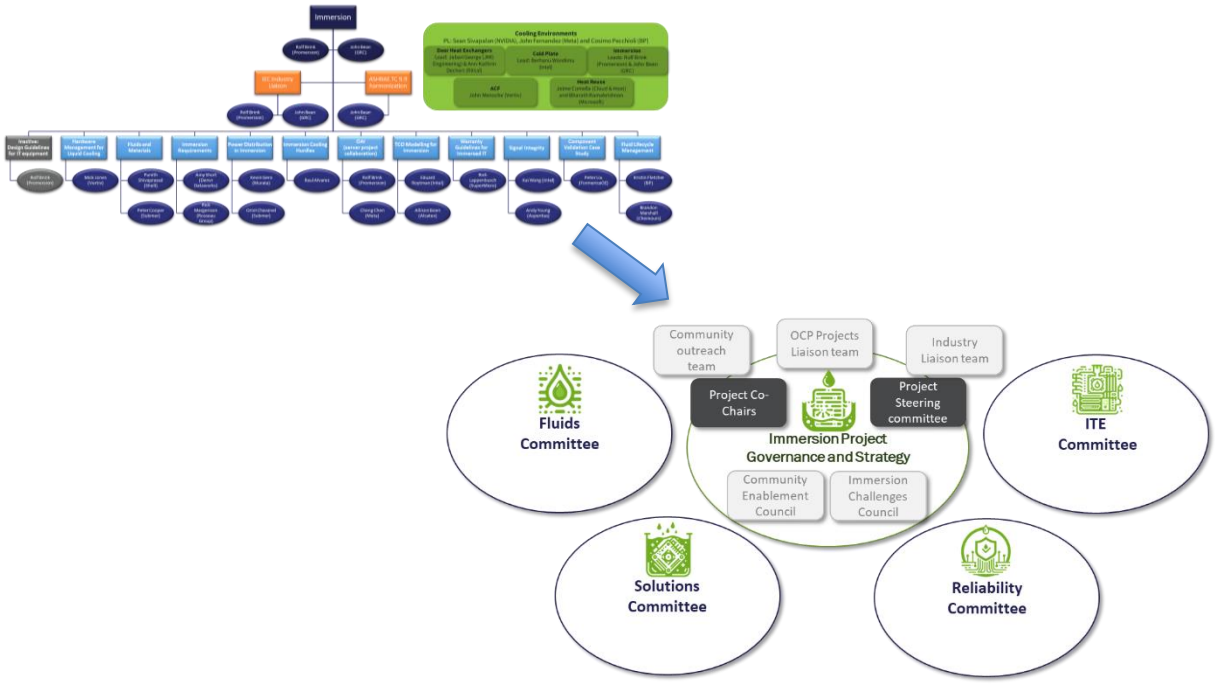
1. Introduction

In the dynamic and rapidly evolving field of immersion cooling technology, the ability to adapt and innovate is not merely beneficial but essential for sustained success and leadership. Recognizing the need to stay at the forefront of industry developments and to foster a more agile and responsive environment, our project is undergoing a strategic restructuring. This document outlines the proposed new structure for our project, designed to enhance our operational efficiency, improve collaboration across various technical domains, and streamline our processes to better align with the industry's best practices and emerging trends.



The new structure introduces a comprehensive framework that includes the formation of specialized technical committees, a more dynamic approach to managing workstreams, and a robust governance model that emphasizes transparency, participation, and accountability. By redefining our organizational framework, we aim to create a more adaptable and innovative project environment that not only meets the current needs of our community and industry but also anticipates future challenges and opportunities.

This document describes the various components of the project structure, detailing the roles and responsibilities of the different committees and leadership positions, the processes for initiating and managing workstreams, and the mechanisms for ensuring effective collaboration and communication within the project. Our goal is to provide a clear and actionable blueprint that will empower our teams, foster a culture of innovation, and drive the project towards achieving its strategic objectives while accepting the rapid growth in membership.

1.1 Document Structure

This document is organized into several key chapters, each focusing on different aspects of the project's governance and support structures:

- **Chapter 3: Governance Structure:** This chapter describes the governance structure of the project, detailing the various committees, councils, and workstreams that form the backbone of project management and strategic oversight.
- **Chapter 4: Support Structure:** This chapter outlines the support structures that facilitate the project's operations, including teams focused on community outreach, liaison activities, and enablement initiatives.
- **Chapter 5: Leadership Governance and Transition management:** This chapter covers the appointment, oversight, and transition of volunteer leaders, detailing procedures for managing leadership changes and ensuring continuity.
- **Chapter 6: Leadership Responsibilities:** This chapter provides detailed descriptions of the different leadership roles within the project, outlining their responsibilities and the expectations for their conduct and participation.

1.2 Modularity and Overlap

The document is intentionally designed with some overlap between chapters, particularly concerning the project structure and leadership roles. This modular approach allows for flexibility and customization, enabling adjustments and refinements to be made to specific groups or roles without affecting the entire document.

Each team, committee, or workstream will be provided with an abstract that covers only their specific type of group and leadership role, ensuring that they can focus on relevant information without being overwhelmed by the broader project details.

2. Project Charter

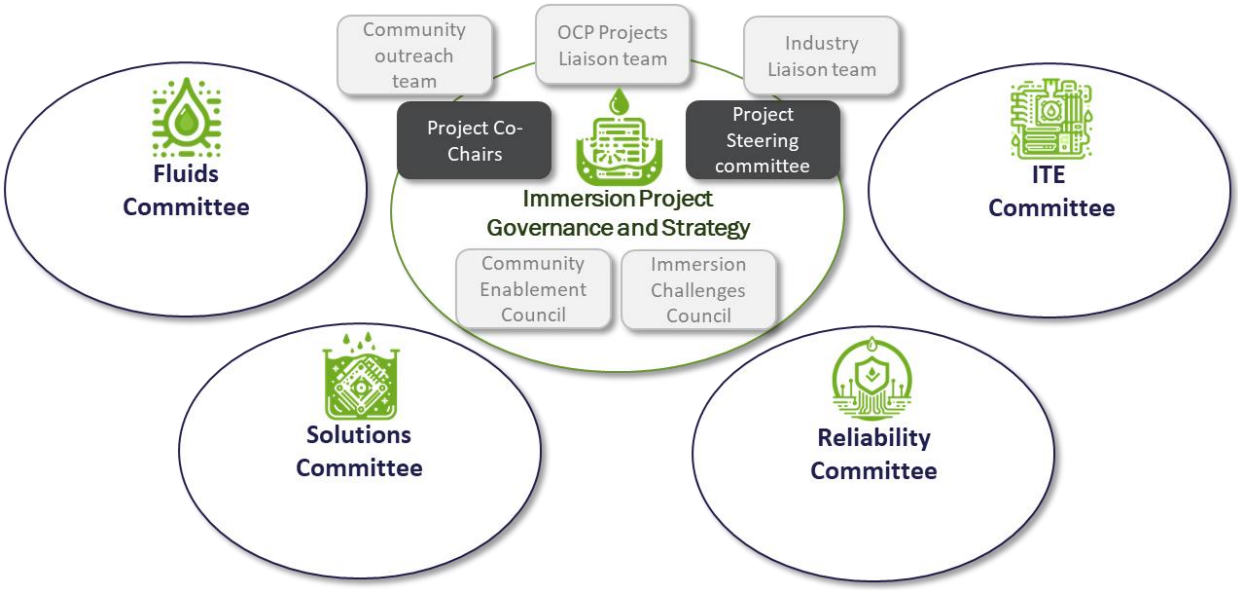
This governance document mandates the creation and maintenance of a project charter for each project, serving as a reference point for strategic alignment and operational guidance.

The governance document and the project charter are designed to function in tandem, ensuring that the strategic direction and operational management of each project are not only well-documented but also closely aligned with the Open Compute Project's broader objectives and tenets. The governance document provides the overarching framework for project management and leadership conduct, setting universal standards and procedures across all projects. Conversely, the project charter delves into the specifics of a particular project, tailoring the governance principles to meet its unique needs and context.

This symbiotic relationship ensures that while each project has the flexibility to address its specific challenges and opportunities, it remains tightly aligned with the overall mission and values of the organization. The project charter elaborates on the operational nuances and strategic initiatives particular to a project, drawing from the governance document to ensure consistency and coherence in execution and oversight. By aligning both documents, the organization guarantees that every project advances in a manner that is both strategically sound and operationally robust, fostering success in line with organizational standards and expectations.

- The project charter serves as a fundamental document that outlines the strategic framework and operational boundaries of the project.
- The charter details the project's alignment with the broader OCP organizational goals and tenets, specifying how it contributes to its overarching priorities.
- The project charter clearly defines the project's scope, objectives, and key deliverables, providing a detailed roadmap for execution and governance.
- The charter establishes the operational and strategic focus of the various entities within the project.

3. Governance structure



3.1 Governance Bodies

The governance structure of the project consists of the following elements:

- **Project Leadership:** Serves as the driving force behind the project's initiatives, overseeing its strategic direction and ensuring alignment with the broader goals of the Open Compute Project. Project leaders are responsible for high-level decision-making, resource allocation, and representing the project within the broader community and industry.
- **Project Steering Committee:** Comprised of the project leaders, chairs, and co-chairs of technical committees, and leaders of the supporting teams, this committee provides strategic guidance, oversees the integration of various project components, and ensures the project's alignment with its objectives.
- **Technical Committees:** Oversee specific areas of technology within the project, such as fluids, solutions, reliability, and IT equipment. These committees provide strategic oversight, resource management, and quality assurance for the workstreams under their purview, ensuring that the project's outputs are both innovative and practical.
- **Workstreams:** Operate under the technical committees and are focused on detailed, tactical work in specific areas of the project. Workstreams drive the development of new technologies, methodologies, and standards, and are where much of the project's technical progress is made.
- **Focus Groups:** Temporary entities formed by workstreams to address specific, narrowly defined tasks that require concentrated expertise. These groups tackle intricate challenges and develop specific deliverables related to larger project goals.

This combination of leadership, committees, workstreams, and focus groups facilitates a network model for the management and coordination of the project. The overall purpose of this structure is to foster an environment of collaborative innovation, streamline decision-making processes, and ensure the effective and efficient advancement of project goals. By integrating various levels of governance and operational focus, the structure supports a dynamic approach to project management that adapts to the evolving needs of the technology and market, ensuring that the project remains at the forefront of technology development. This governance model not only facilitates project oversight but also promotes active participation and engagement from a diverse set of stakeholders, leveraging their expertise to achieve common objectives and address shared challenges.

3.2 Co-leadership Requirement

To ensure continuity, diversity of thought, and effective management, it is mandatory for all leadership positions within the project to have a co-leader. The co-leadership model promotes collaboration, allows for sharing of responsibilities, and provides a mechanism for leadership continuity in the absence of either leader. The specific way in which co-leaders collaborate and divide responsibilities may vary depending on the needs and structure of the respective body. However, the overarching principles of co-leadership are as follows:

- Shared Responsibility: Both leaders are jointly responsible for the effective functioning and progress of their committee, team, or workstream.
- Mutual Support: Co-leaders support each other in fulfilling their duties, ensuring that the workload is balanced and that one can step in for the other when necessary.
- Enhanced Decision-Making: The presence of two leaders allows for diverse perspectives, fostering more comprehensive and balanced decision-making.
- Continuity: Co-leadership ensures that leadership duties are continuously managed, even if one leader is temporarily unavailable.

3.3 Decision Making Process

The decision-making process within the Project's committees prioritizes consensus-building to ensure decisions are made collaboratively and reflect the collective wisdom of the members.

- **Quorum:** Each committee is required to establish a quorum, defined as at least 50% of its members, to conduct official business and promote active participation.
- **Decisions:** Decisions are typically made with a simple majority vote of members voting (either by presence or by email), once a quorum is met.
- **Supermajority:** For critical matters requiring a supermajority, such as significant changes to governance or strategic direction, two-thirds of the votes are necessary.
- **Consensus:** The committees strive for consensus on all decisions and consider a close tie as an opportunity to further discuss and refine proposals rather than forcing a resolution. This approach encourages open dialogue and aims to address all concerns before moving forward. In the rare event that consensus cannot be reached and a vote results in a tie, the matter may be tabled for further discussion or revisited in subsequent meetings to explore alternative solutions or compromises.

3.4 Record Keeping and Traceability of Decision Making

Each forum within the project, including workstreams, committees, and teams, is responsible for maintaining accurate and transparent records of their formal activities. The designated leader(s) of each forum are responsible for ensuring that records of quorum and formal decisions made are kept. This responsibility may be delegated to a secretary or another appointed individual.

Records should include:

- **Documentation of quorum** when a quorum is required for decision-making.
- **Formal decisions made**, including the outcomes of any votes.

The records must be stored in the project's data repository to ensure transparency. Proper documentation of decision-making processes is essential to uphold the integrity and traceability of the project's governance and operations.

3.5 Project Leadership

The Project Leads play a crucial role in the Project, serving as the primary driving force behind the project's initiatives, operations, and strategic direction. They act as the main representatives and spokespersons for the project within the larger Open Compute Project framework and the broader industry.

3.5.1 Objectives

- **Strategic Direction and Leadership:** Set the overall strategic direction for the project, ensuring it aligns with the OCP mission, vision and tenets and addresses the needs of the industry effectively.
- **Project Management and Coordination:** Oversee the execution of the project's activities, coordinating across different committees and teams to ensure seamless operation and alignment with the project's goals.
- **Stakeholder Engagement:** Engage with key stakeholders within and outside OCP, including sponsors, industry leaders, and other project groups, to promote the project and gather support.
- **Quality Control and Standards Oversight:** Ensure that the project's deliverables, such as guidelines, standards, and research outputs, meet high-quality standards and are practical for industry application.

3.5.2 Activities

- **Leadership Meetings:** Lead regular meetings with the Project Steering Committee and technical committees to discuss progress, address challenges, and plan future activities.
- **Resource Allocation:** Manage the allocation and utilization of resources within the project, ensuring that they are used efficiently and effectively to meet project objectives.
- **Public Representation:** Represent the project at public events, conferences, and media interactions, articulating the project's vision, achievements, and future plans.
- **Feedback Integration:** Implement mechanisms to gather and integrate feedback from community members and other stakeholders to continually improve the project's approach and outputs.

3.5.3 Structure

- **Lead Roles:** Typically, one or two individuals serve as the Project Leads, depending on the scope and complexity of the project.
- **Support Team:** The Project Leads are supported by a team comprising all the leaders and chairs of the workstreams, committees, teams, and councils involved in the project.

3.5.4 Operational Details

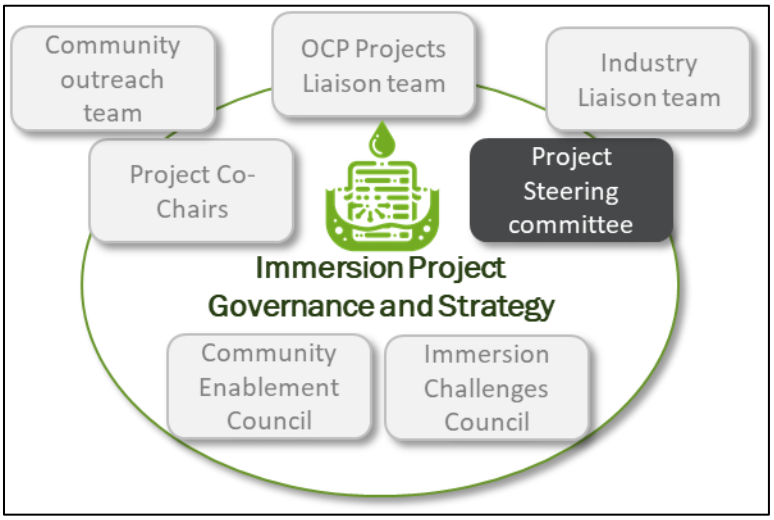
- **Reporting:** Provide regular updates to the top level project (if any), OCP Foundation and community about the project's progress and challenges.
- **Conflict Resolution:** Address and resolve conflicts within the project or between project members and other parties to maintain a collaborative and productive environment.

3.5.5 Outcome Metrics

- **Project Milestones:** Track the completion of key project milestones and deliverables against the planned timeline and objectives.
- **Community Growth and Engagement:** Measure the growth and engagement levels of the project community, including membership numbers, participation rates in events, social media post impressions and social media profile views, along with active contributions.
- **Impact Assessment:** Evaluate the tangible impact of the project on the industry, including the adoption of technologies and practices and feedback from industry stakeholders.

3.6 Project Steering Committee

The Project Steering Committee (PSC) serves as the governing body of the Project, providing strategic direction, oversight, and decision-making support for the project's initiatives and operations. This committee ensures that the project aligns with the broader goals of the Open Compute Project while addressing the specific needs and challenges of relevant technologies.



3.6.1 Objectives

- **Strategic Leadership:** Provide strategic guidance and leadership to ensure that the project's activities and goals are aligned with the overarching objectives of OCP and the needs of the industry.
- **Oversight and Coordination:** Oversee the project's operations, ensuring effective coordination between different committees and teams to maximize efficiency and impact.
- **Decision Making:** Make key decisions regarding project direction, resource allocation, and priorities based on input from technical committees and feedback from the community.
- **Quality and Standards Assurance:** The committee is responsible for approving all materials intended for publication and ensuring that the outputs of the project, such as standards, best practices, and research, meet high-quality standards and are relevant to industry needs.

3.6.2 Activities

- **Regular Strategic Meetings:** Conduct regular meetings to review project progress, discuss strategic issues, and make decisions on critical matters.
- **Liaison with OCP Foundation and Related Projects:** Maintain close communication with the OCP Foundation and adjacent projects to ensure alignment and share insights. For sub-projects, this includes the top-level project.
- **Reporting and Harmonization Oversight:** Regularly review and discuss reports from technical committees and liaison teams to ensure ongoing harmonization of project activities. This involves identifying any overlapping or conflicting initiatives and strategizing on how to align these efforts to enhance the project's overall coherence and effectiveness.
- **Annual Review and Planning:** Perform an annual review of the project's achievements and challenges and set goals and priorities for the coming year.
- **Community Engagement:** Engage with the broader OCP community to gather feedback, share progress, and promote participation in the project's activities.
- **Governance Review:** Periodically evaluate and, when necessary, adjust the title, purpose, and scope of the organizational structure, including all committees, teams, councils, and workstreams.

3.6.3 Structure

- **Chairpersons:** The project leads of the Project serve as the chairpersons of the committee, providing leadership and direction.
- **Members:**
    - Includes the chairs and co-chairs of all technical committees (Fluids, Solutions, Reliability, and ITE) to ensure that all key areas of the project are represented and integrated into the decision-making process.
    - The team leaders of the Community Outreach, OCP Projects Liaison, Industry Liaison teams, and the chair of the Community Enablement Council are included as members, ensuring insights from external relations and community engagement are directly involved in steering the project.
    - The Top Level Project leadership (Cooling Environments) representation is optionally included without being counted towards the quorum requirement to enhance alignment with broader project goals.
    - The Cooling Environments and Immersion Project representatives in the OCP Steering Committee are optionally included without being counted towards the quorum requirement to ensure central steering committee involvement.
- **Advisory Roles:** May include advisors or subject matter experts who can provide additional insights and guidance on specific issues.

3.6.4 Operational Details

- **Meeting Frequency:** The committee meets at least quarterly, with additional meetings scheduled as needed to address specific issues or opportunities.
- **Decision-Making Process:** Decisions are made based on a consensus approach whenever possible; however, structured voting procedures are followed for making decisions when consensus cannot be reached.
- **Documentation and Reporting:** Maintain thorough records of all meetings, decisions, and actions taken by the committee to ensure transparency and accountability.

3.6.5 Decision making

- **Quorum:** A quorum for the steering committee is defined as representation from at least 50% of its mandatory entities, excluding the optional participation of the Top Level Project and OCP Steering Committee representatives, to conduct official business.
- **Decisions:** Decisions are typically made with a simple majority vote of members voting (either by presence or by email), once a quorum is met.
- **Supermajority:** Critical matters such as significant changes to the project governance, its strategic direction, or involuntary termination of volunteer leadership require a supermajority. This supermajority consists of two-thirds of the votes, including the optional participation of the Top Level Project Leadership and the OCP Steering Committee representatives.
- **Consensus:** The committee strives for consensus on all decisions and considers a close tie as an opportunity to further discuss and refine proposals rather than forcing a resolution. In the rare event that consensus cannot be reached and a vote results in a tie, the matter may be tabled for further discussion or revisited in subsequent meetings to explore alternative solutions or compromises.

3.6.6 Voting

- **Single Vote per Function/Team:** Each distinct function or team within the Project Steering Committee is allocated a single vote, regardless of the number of representatives present, to prevent vote stacking and streamline decision-making.
- **Consolidated Voting for Sub-Projects:** For sub-projects where top-level projects have representation, the top-level project will consolidate their inputs into a single, combined vote, ensuring autonomy and balanced participation across the project community.
- **Void Votes on Disagreement:** If representatives within a single voting entity disagree, their vote will be considered void or invalid, emphasizing the need for consensus within functions or teams before casting a vote.
- **Veto Power:** Project leaders have joint veto power, used to ensure decisions align with the project's strategic objectives. The use of the veto must be justified based on its merits and is subject to approval by the OCP Steering Committee representatives, who assess its appropriateness based on the project's overall health and goals, rather than the popularity of the decision being vetoed.
- **Holistic Decision-Making:** This voting arrangement emphasizes the importance of collective agreement and responsible representation among leaders within each function, ensuring that decisions reflect the project's best interests.

3.6.7 Outcome Metrics

- **Strategic Alignment:** Measure how well the project's activities align with the set strategic objectives.
- **Project Impact:** Assess the impact of the project on the industry, including adoption of technologies and practices promoted by the project.
- **Member Satisfaction:** Regularly evaluate the satisfaction of committee members and the broader community with the leadership and direction provided by the committee.

3.7 Technical Committees

Technical Committees within the Project are established to provide governance and strategic oversight over broad technical areas related to the related technologies. These committees ensure a structured approach to exploring diverse aspects of each theme, guiding the deeper explorations undertaken by the specific workstreams under their umbrella.

The committees include:

- **Fluids Committee:** The Fluids Committee focuses on all aspects related to the definitions, use and management of fluids in cooling systems within the project's domain. This includes the selection, testing, and standardization of cooling fluids, oversight of fluid-related technologies, and advancements in fluid engineering. The committee works to ensure that fluid solutions are efficient, sustainable, and aligned with the latest industry standards and environmental guidelines.
- **Solutions Committee:** The Solutions Committee is dedicated to the holistic integration of cooling solutions, encompassing the tank/rack configurations, as well as the incorporation of fluids and IT equipment. This committee addresses the lifecycle of cooling solutions, including commissioning, servicing, monitoring, and maintenance.
- **Reliability Committee:** The Reliability Committee's primary focus is on ensuring the dependability and longevity of the cooling technologies developed within the project. This encompasses rigorous testing regimes, reliability assessment methodologies, and the establishment of best practices for maintenance and operational resilience. The committee also evaluates potential risks and failure modes to improve the overall robustness of the cooling solutions, making sure that they can withstand various operational challenges.

- **ITE (IT Equipment) Committee:** The ITE Committee concentrates on the specific needs and challenges associated with integrating IT equipment with immersion cooling technologies. This includes designing IT hardware that is optimized for advanced cooling methods, assessing the impact of cooling technologies on IT equipment performance, and developing guidelines for IT equipment installation, configuration, and maintenance in environments using immersion cooling solutions.

Each committee is tasked with overseeing developments, addressing challenges, and fostering innovations related to their technical area. They serve as the primary hubs for expertise, discussion, and decision-making on issues pertinent to their focus areas within the ecosystem.

3.7.1 Objectives

- **Strategic Oversight:** Govern and oversee the strategic direction of workstreams related to their technical area, ensuring alignment with the overall objectives of the Project.
- **Foster Collaboration:** Encourage collaboration across different sectors of the industry to leverage diverse expertise and resources.
- **Quality Assurance:** Maintain high standards of quality and consistency in the outputs of workstreams, ensuring they meet the project's and industry's requirements.
- **Integration and Synergy:** Facilitate integration and synergy among different workstreams within the technical area, ensuring cohesive progress and avoiding duplication of efforts.
- **Advance Technological Development:** Drive the advancement of technologies and methodologies within their technical area.

3.7.2 Activities:

- **Guidance and Direction:** Provide guidance and direction to workstreams on key issues, project goals, and methodologies, ensuring a consistent approach to tackling challenges.
- **Ongoing Monitoring and Inter-Committee Coordination:** Continuously track ongoing and potential future activities within the committee, identifying and addressing any activities or topics that might impact or overlap with other committees. This ensures a proactive approach to maintaining project alignment and enhancing collaborative efforts across different technical areas.
- **Review and Approval:** Review outputs from workstreams, such as research findings, technical standards, and best practices, approving them for further development or dissemination.
- **Strategic Meetings:** Hold regular strategic meetings to assess progress, discuss new initiatives, and address cross-cutting issues that affect multiple workstreams.
- **Stakeholder Engagement:** Engage with external stakeholders to ensure the technical area remains relevant to industry needs and benefits from external insights.
- **Liaison Work:** Facilitate coordination with other committees, industry groups, and standardization bodies to ensure alignment and cooperation.

3.7.3 Structure:

- **Chair:** Each committee is led by a Chair who is (ideally) independent of the predominant businesses within that theme (e.g., the Fluids Committee Chair should not be an employee of a fluids supplier).
    - The Chair is selected and appointed by the project leadership and steering committee based on leadership experience and track record within the OCP community.
    - The Chair may be combining their role with leading a workstream among the committee's workstreams.
    - At the steering committee's discretion, the chair role may be rotated among the workstreams which are members of the committee.
- **Co-Chair:** A Co-Chair is selected from among the workstream leaders, helping to manage the committee's workload and stepping in as needed to ensure continuity of governance.
- **Members:**
    - Composed of the leads of relevant workstreams, providing a direct link between the committee's strategic oversight and the detailed work being carried out.
    - Consist of workstream leaders and other key stakeholders, per invitation of the committee, who are experts in the respective technical area. Membership is dynamic and includes the leaders from multiple workstreams that intersect with the committee's focus.

3.7.4 Operational Details:

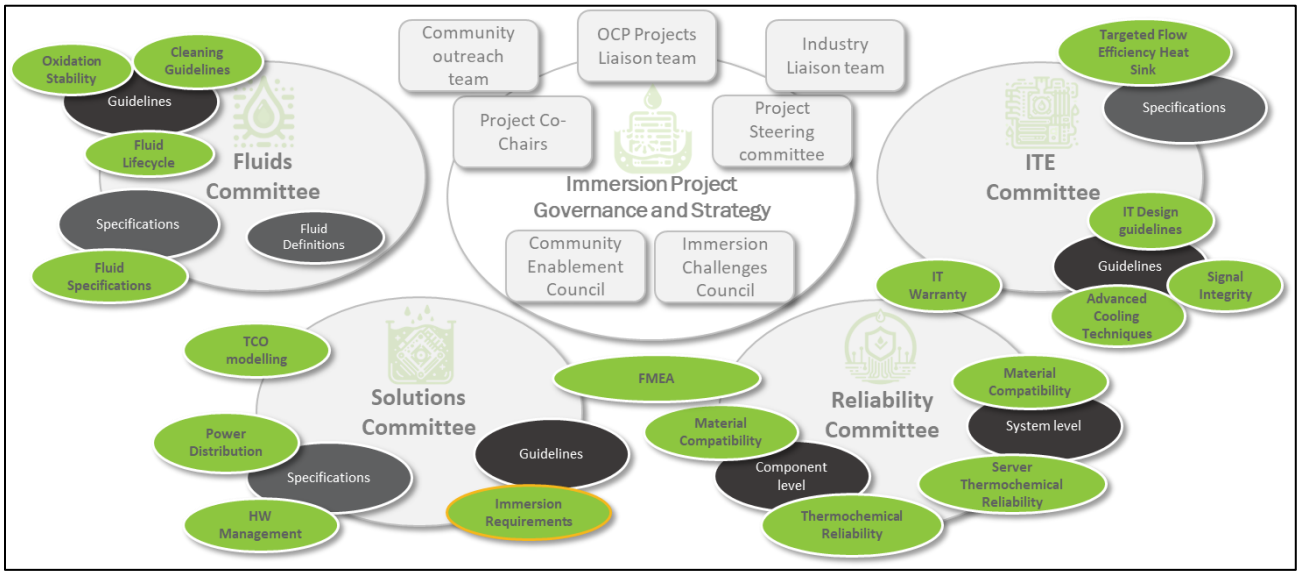
- **Decision-Making:** The committees make decisions based on consensus where possible, resorting to structured voting when necessary.
- **Documentation:** Maintain thorough documentation of decisions, meetings, and approved plans to ensure transparency and accountability.
- **Feedback Mechanisms:** Implement mechanisms to receive and integrate feedback from workstream leads and other committee members, enhancing responsiveness to project needs.
- **Cross-Committee Collaboration:** While each committee operates independently, there is a structured mechanism for collaboration and information sharing between committees, especially when workstreams overlap multiple technical areas.
- **Participation in Project Steering Committee:** The Chairs and Co-Chairs of each technical committee participate in the Project Steering Committee to ensure that the strategic directions and decisions are aligned with the overall objectives of the Project.

3.7.5 Outcome Metrics:

- **Governance Effectiveness:** Evaluate the effectiveness of governance practices in steering workstreams towards successful outcomes.
- **Quality of Outputs:** Assess the quality and impact of the workstreams' outputs on the broader industry and project goals.
- **Challenge Resolution:** Monitor the effectiveness of the committee in addressing specific challenges.
- **Engagement Levels:** Assess the engagement levels within the committee and in workstream activities related to the committee's work.

3.8 Workstreams

Workstreams are the primary operational units within the Project, where specific, tactical/operational work is carried out. They are established to focus intensely on particular aspects of given subject matter, addressing both community-driven needs and strategic goals set by the project leadership and technical committees.



3.8.1 Approval and management of workstreams

In the project, we aim to foster an environment where new workstreams can be initiated swiftly and efficiently in response to community interest and necessity. This approach ensures that the project remains agile and responsive to emerging trends and challenges within the field. Here are the guidelines for the dynamic management of workstreams:

Facilitating New Initiatives: New workstreams can be proposed by submitting a workstream proposal by any community member and are preliminarily assessed by the relevant technical committee for alignment with the project's goals and current resource capabilities. The initiation of a new workstream is encouraged if there is significant community interest and potential for contribution to the project's objectives.

Approval Process: Proposals that demonstrate clear objectives, community interest, and available leadership will be expedited. The technical committee plays a role in ensuring that the proposal is robust and viable but should avoid undue delays in the approval process.

Autonomy in Operation: Once approved, workstream leaders are granted autonomy to lead and develop their workstream. This autonomy is balanced by accountability to their respective technical committees, which provide strategic oversight but do not interfere with day-to-day operations unless significant issues arise.

Responsive Adaptation and Termination: Workstreams are subject to continuous evaluation based on their progress, relevance, and the level of active participation. A workstream may be re-evaluated, postponed, or terminated if it fails to progress, overlaps significantly with other activities, or lacks sufficient community engagement. This decision is made collaboratively by the workstream leader and the technical committee to ensure fairness and strategic alignment. In case of postponement, clear directions should be documented on which prerequisites need to be in place before rebooting or reactivating a workstream.

Encouraging Collaboration and Reducing Overlaps: Technical committees, along with workstream leaders, are tasked with identifying and addressing any overlaps. Efforts should be made to integrate overlapping workstreams or differentiate their goals to maximize the project's overall efficiency and impact.

3.8.2 Objectives

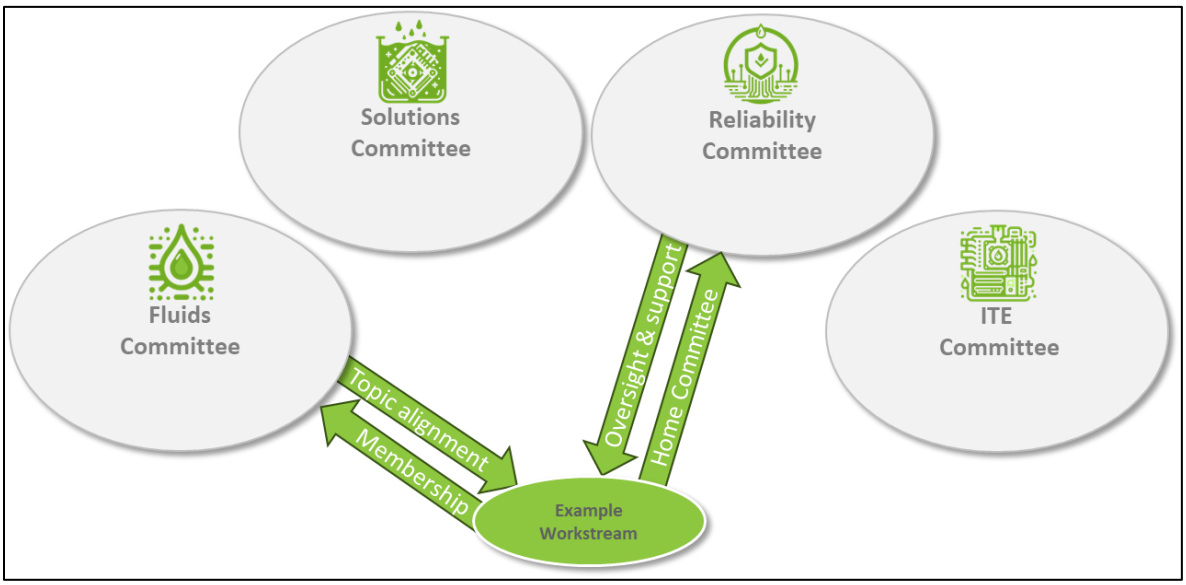
- **Tactical and Operational Focus:** Each workstream is dedicated to specific operational goals that contribute directly to the technological and strategic advancements of the project.
- **Defined Scope and Goals:** Workstreams operate under a clear, predefined definition and scope, with explicit goals that align with the broader objectives of the technical committees.
- **Leadership and Governance:** Technical committees identify and endorse candidates for workstream leadership based on their expertise and vision, with formal appointments made by project leaders to ensure strategic alignment and adherence to project governance standards.
- **Explicit Deliverables:** Deliverables are clearly defined by the workstream participants and agreed upon by the technical committees, ensuring that outcomes are measurable and directly contribute to the project's objectives.
- **Oversight:** Workstreams report to one or more technical committees, providing regular updates and receiving strategic guidance to ensure alignment and effective progress.
- **Flexibility in Participation:** Depending on the sensitivity of the materials and topics dealt with, workstreams may be designated as open for broader community participation or closed to protect sensitive information and discussions.

3.8.3 Activities:

- **Regular Updates and Meetings:** Hold regular meetings to review progress, discuss challenges, and refine strategies, ensuring steady advancement towards goals.
- **Solution Development:** Develop solutions, standards, or best practices based on research findings and collective expertise within the workstream.
- **Collaboration and Input:** Collaborate extensively within and across workstreams and gather input from technical committees to ensure the work is comprehensive and integrative.
- **Documentation and Dissemination:** Prepare detailed documentation of findings, decisions, and outcomes, disseminating this information as appropriate to ensure transparency and foster knowledge sharing.

3.8.4 Structure

- **Workstream Lead:** Each workstream is led by two appointed co-leaders who coordinate activities, manage resources, serve as the points of contact to the technical committees and the community and ensure progress towards the workstream's goals.
- **Members:** Comprised of subject matter experts, researchers, engineers, and other stakeholders who have expertise or interest in the specific area covered by the workstream.
- **Integration with Committees:** Each workstream operates under a specific technical committee (home committee). However, they will also need to take part in other committees where their areas of focus overlap.



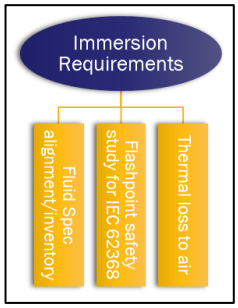
3.8.5 Operational Details:

- **Regular Meetings:** Workstreams hold regular meetings to discuss progress, share updates, and plan future activities.
- **Adaptability:** Workstreams are adaptable to changing needs and new insights, capable of evolving their scope and focus as required by project developments and external influences.
- **Inter-Workstream Coordination:** Facilitates coordination with other workstreams to leverage synergies and avoid duplication of efforts.
- **Collaborative Platforms:** Utilize collaborative tools and platforms to facilitate communication and document sharing among members.
- **Feedback Loops:** Establish mechanisms to gather and integrate feedback from tests, pilot projects, and community inputs into ongoing workstream activities.

3.8.6 Outcome Metrics:

- **Milestone Achievement:** Track the completion of key milestones such as the completion of defined deliverables and measuring impact on the project's goals.
- **Impact Measurement:** Assess the practical impact of workstream outputs on the industry, including adoption rates and performance improvements.
- **Member Engagement and Productivity:** Monitor the engagement level of members and the productivity of the workstream, ensuring active and effective participation.

3.9 Focus Groups



Focus groups within the Project workstreams are specialized, temporary groups formed to tackle specific, narrowly defined tasks or challenges that require concentrated expertise. These groups are instrumental in addressing detailed aspects of larger deliverables or resolving complex issues that are beyond the scope of regular workstream meetings.

3.9.1 Characteristics and Objectives

- **Targeted Expertise and Scope:** Each focus group is formed with a clear, limited scope that requires specific expertise. This allows for targeted problem-solving and efficient handling of specialized tasks within the broader workstream objectives.
- **Task-Specific Goals:** Focus groups are tasked with producing specific elements of larger deliverables, such as detailed sections of a document or solutions to technical challenges, which require in-depth, expert attention.
- **Flexibility in Leadership:** The leadership of focus groups may be formal or informal, depending on the needs of the task. In some cases, a leader is appointed to steer efforts and maintain momentum, while in others, leadership may be more collaborative or rotational.

3.9.2 Activities

- **Intensive Problem-Solving Sessions:** Conduct focused sessions to delve deeply into the specific issues or tasks assigned, leveraging the specialized knowledge of group members.
- **Development of Deliverables:** Produce precise deliverables that contribute to the completion of larger projects within the workstreams, such as drafting detailed chapters or creating solutions to technical issues.
- **Regular Reporting:** Provide updates to the parent workstream leadership, ensuring that the progress and outcomes of the focus group align with the overall project goals.

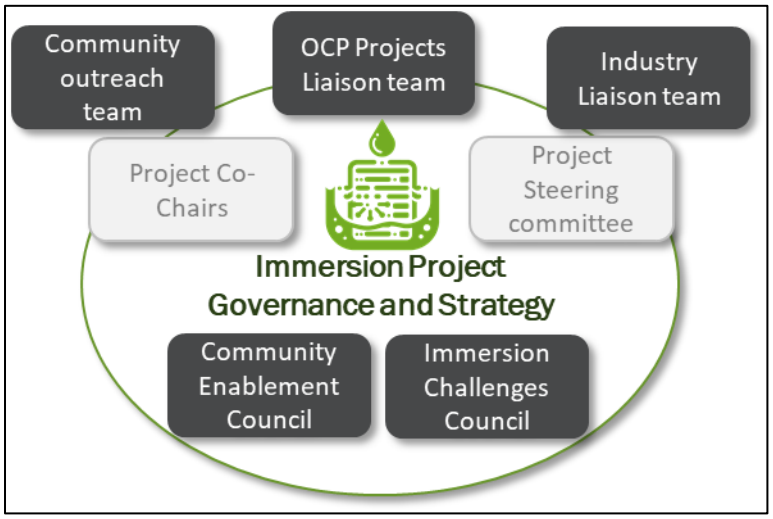
3.9.3 Structure

- **Formation:** Focus groups are formed by the workstream leadership as needs arise, based on specific operational requirements or challenges identified within the workstream.
- **Membership:** Consists of members selected for their specific skills or knowledge that directly relate to the focus group's task. Membership is dynamic, adapting to the group's evolving needs throughout its lifecycle.
- **Guidance and Oversight:** While focus groups operate with a degree of independence, they remain under the oversight of the workstream leadership, which provides guidance and ensures that the group's work aligns with the larger goals of the workstream.

3.9.4 Operational Details

- **Duration:**
  - Focus groups are initially established as temporary entities, intended to disband once their specific objectives are achieved.
  - If the activities of the focus group expand in scope or become long-term due to the complexity or substantial nature of the subject matter, focus groups may convert into independent workstreams.
- **Meetings and Coordination:** Meetings are held as needed, often more frequently than regular workstream meetings, to address the intensive nature of the tasks.
- **Integration with Workstreams:** Focus groups are closely linked to their parent workstreams to ensure that their findings and outputs are integrated seamlessly into broader project initiatives.

4. Support structure



The support structure represents a strategic enhancement designed to improve the project's capabilities in engagement, coordination, and problem-solving. Governed by the Project Steering Committee, this structure comprises specialized groups and councils that address key areas critical to the project's success and sustainability. These entities are tasked with fostering community engagement, ensuring seamless interaction with other OCP projects, aligning with broader industry initiatives, empowering community members, and addressing specific technological and adoption challenges.

This includes the following components:

- **Community Outreach Team:** Focuses on enhancing the visibility and impact of the project through coordinated marketing, public relations, and community engagement efforts. This team plays a crucial role in promoting the project's achievements and opportunities for involvement across various platforms and events.
- **OCP Projects Liaison Team:** Acts as the bridge between the Project and other OCP projects. This team ensures that efforts are harmonized, resources are leveraged effectively, and collaborations are fostered within the OCP ecosystem to enhance the project’s contributions and influence.
- **Industry Liaison Team:** Engages with external industry bodies and standardization organizations to ensure that the Project's outputs are aligned with industry standards and practices. This team is key to advocating for the project's interests and integrating external insights into the project's strategic direction. It is important there is two way communication in this process, meaning that recommendations from OCP are going to the standards bodies and guidance from the standards bodies funnels back into this team.

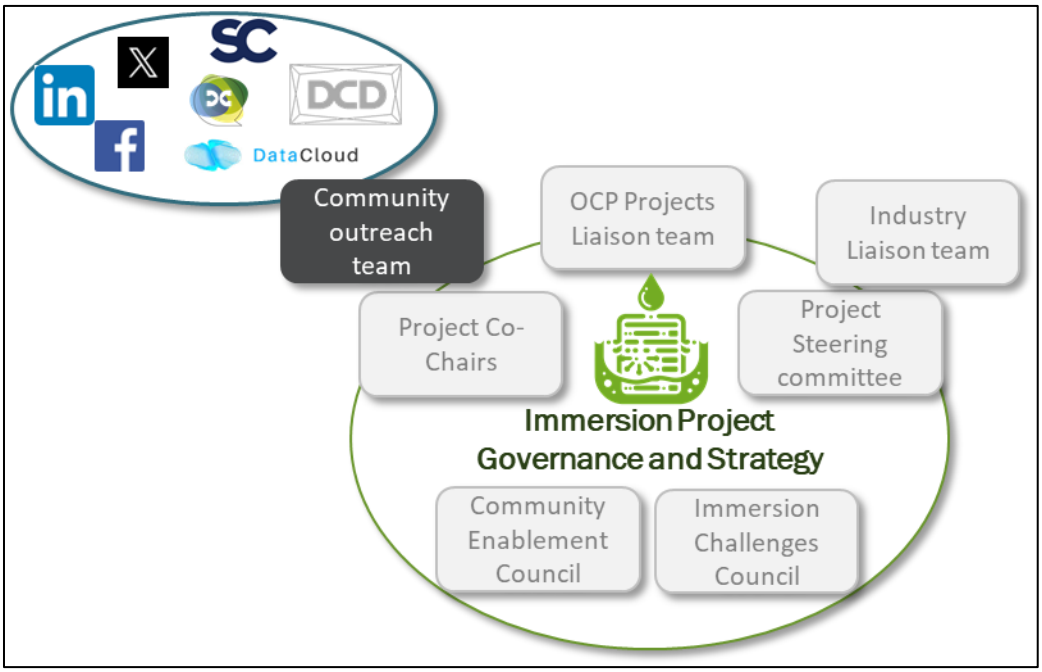
- **Community Enablement Council:** Dedicated to activating the broader community by encouraging participation, sharing knowledge, and fostering an environment where all members feel empowered to contribute. This council addresses the barriers to active involvement and works to harness the full potential of the community's expertise and enthusiasm.
- **Challenges Council:** Identifies and addresses specific challenges that hinder the adoption and advancement of the project's domain. By focusing on these challenges, the council facilitates targeted problem-solving and innovation, ensuring that the project tackles the most pressing issues facing the industry.

The overall purpose of this structure is to enhance the operational effectiveness and strategic reach of the Project. By creating dedicated teams and councils focused on specific functions, the project can more effectively manage its internal and external engagements, foster a more active and involved community, and address technical and market challenges more efficiently. This support structure not only aids in achieving the project's technical and operational goals but also strengthens its capacity to influence and lead within the industry.

4.1 Community Outreach Team Description

4.1.1 Purpose

The Community Outreach Team is established to enhance the visibility, engagement, and impact of the Project within and beyond the Open Compute Project community. This team is dedicated to promoting the project's initiatives, accomplishments, and opportunities for involvement to a broader audience, including industry stakeholders, potential collaborators, and the general public.



4.1.2 Objectives

- **Enhance Visibility:** Increase the visibility of the Project through various marketing and public relations efforts, ensuring that the project's achievements and opportunities are well-known within the industry.
- **Engage Community:** Foster a vibrant community around the Project by facilitating engaging events, discussions, and collaborations that attract and retain members.
- **Promote Collaboration:** Encourage collaboration both within the OCP community and with external organizations, highlighting opportunities for joint ventures, sponsorships, and cooperative projects.
- **Support Event Management:** Coordinate and manage the project's presence at industry events, including conferences, seminars, and trade shows, to promote networking and information exchange.

4.1.3 Activities

- **Public Relations Campaigns:** Design and execute public relations campaigns that effectively communicate the project's goals, successes, and opportunities for engagement.
- **Social Media Management:** Manage the project's social media profiles, posting regular updates, engaging with users, and promoting events and achievements.
- **Event Planning and Coordination:** Plan and coordinate events such as webinars, workshops, meetups, and conference appearances, managing logistics from concept to execution.
- **Cross-Promotional Activities:** Collaborate with other industry platforms and organizations to facilitate cross-promotional activities that benefit the Project and its partners.
- **Community Engagement Initiatives:** Develop initiatives specifically aimed at increasing community interaction and satisfaction, such as (sponsored) dinners, open forums, and interactive Q&A sessions.

4.1.4 Structure

- **Team Lead:** Led by a professional with experience in marketing, public relations, or community management, skilled in communication and event organization.
- **Members:** Includes individuals with skills in social media management, content creation, event planning, and community engagement.
- **Regular Coordination:** Works closely with the Project Steering Committee, OCP's Marketing team and Technical Committees to ensure consistent messaging and to leverage external engagement opportunities.

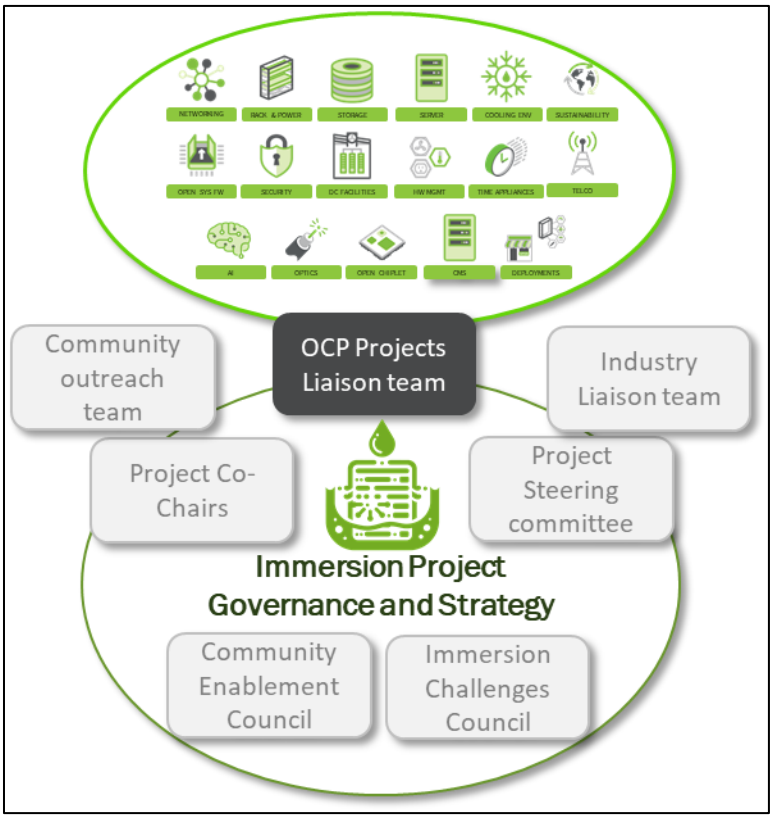
4.1.5 Outcome Metrics

- **Engagement Metrics:** Track engagement rates across social media platforms, event attendance, and active participation in community initiatives.
- **Event Success Metrics:** Evaluate the success of organized events based on attendance, participant feedback, and achieved objectives.
- **Visibility and Reach:** Assess improvements in the project's visibility and reach through metrics such as website traffic, social media reach, and mentions in industry publications.

4.2 OCP Projects Liaison Team Description

4.2.1 Purpose

The OCP Projects Liaison Team is created to ensure that the Project remains well-integrated and harmonized with other projects within the Open Compute Project (OCP) ecosystem. This team acts as the connective tissue between the Project and other OCP initiatives, facilitating cross-project collaboration and communication to enhance overall project cohesion and impact.



4.2.2 Objectives

- **Enhance Collaboration:** Promote collaboration across different OCP projects, ensuring that insights and innovations are shared, and synergies are maximized.
- **Harmonization of Efforts:** Work to align the objectives and activities of the Project with other OCP projects, preventing duplicative efforts and ensuring that all projects contribute toward a unified strategy.
- **Cross-Project Communication:** Serve as the primary channel for communication between the Project and other OCP projects, ensuring that information flows efficiently in both directions.
- **Issue Resolution:** Identify and address any conflicts or overlaps between projects promptly, facilitating discussions and negotiations as necessary to resolve issues.

4.2.3 Activities

- **Regular Coordination Meetings:** Organize and participate in regular meetings with leads from other OCP projects to discuss ongoing activities, share updates, and plan for future collaborations.
- **Joint Initiatives:** Initiate and manage joint projects or workstreams that involve multiple OCP projects, coordinating resources and timelines to achieve shared goals.
- **Documentation and Reporting:** Maintain records of all interactions and collaborations with other OCP projects, providing updates to project leaders and stakeholders (technical committees).
- **Feedback and Improvement Processes:** Implement mechanisms to gather feedback from other project teams and integrate this feedback to improve the functioning and output of the Project.

4.2.4 Structure

- **Team Leads:**
    - Led by a member with organizational and communication skills, experienced in managing projects and navigating the OCP landscape.
    - Co-lead nominated by the team lead with support from the team, based on their interactions and an understanding of the team's operational needs. Approved by the Project Steering Committee.
- **Members:** Comprised of individuals who are actively involved in multiple OCP projects or possess broad knowledge of the OCP ecosystem, enabling them to effectively liaise across project boundaries.
- **Integration with Other Teams:** Works closely with the Project Steering Committee, OCP Community Director and Technical Committees to ensure consistent messaging and to leverage external engagement opportunities.

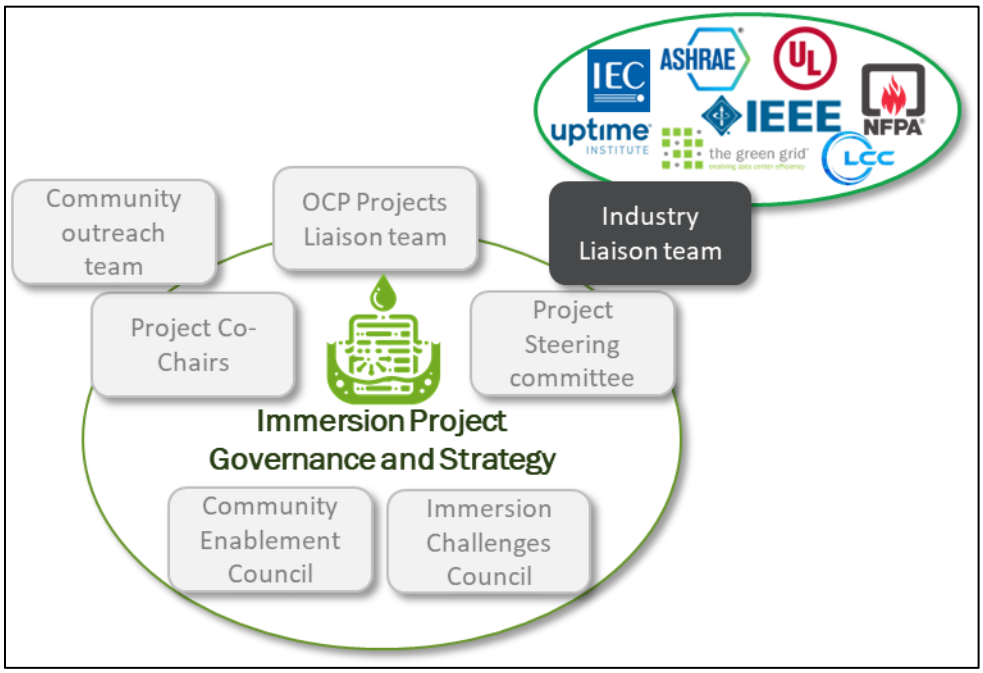
4.2.5 Outcome Metrics

- **Collaboration Metrics:** Track the number and impact of joint initiatives and collaborations with other OCP projects.
- **Communication Efficiency:** Measure the effectiveness and timeliness of information exchange between the Project and other projects.
- **Conflict Resolution:** Assess the team’s effectiveness in resolving conflicts and overlaps between projects, aiming for minimal disruption and maximum productivity.

4.3 Industry Liaison Team Description

4.3.1 Purpose

The Industry Liaison Team is a critical component of the Project, dedicated to bridging the gap between the project's initiatives and the broader industry standards and practices. This team ensures that the project remains aligned with, and influential in, the wider industry by leveraging existing relationships and engagements in various industry bodies.



4.3.2 Objectives

- **Harmonization with Industry Standards:** Ensure that the developments within the OCP Project are in sync with global industry standards, helping to guide the project's compliance and relevance.
- **Advocacy and Influence:** Actively advocate for the project's technologies and standards within industry bodies, aiming to influence broader industry practices and policies.
- **Strategic Information Exchange:** Facilitate a two-way flow of strategic information between the project and external industry bodies to keep both sides updated on relevant developments, challenges, and opportunities.
- **Collaboration and Partnership Development:** Identify and foster potential collaborations and partnerships with other industry stakeholders to enhance the project's reach and impact.

4.3.3 Activities

- **Regular Participation in Industry Bodies:** Members use their existing roles within various industry bodies to participate in meetings, workshops, and conferences, providing them with platforms to represent and advance the project's interests.
- **Strategic Reporting and Feedback:** Provide regular updates to the Project's steering committee and relevant technical committees on industry trends, standards development, and regulatory changes that affect the project.
- **Liaison Work:** Serve as the primary contact points for interactions between the Project and external bodies, managing relationships and ensuring consistent communication.
- **Guidance on Industry Alignment:** Offer guidance to technical committees and workstreams on aligning their activities and outputs with external industry bodies, ensuring that project initiatives can be harmonized with industry standards and contribute to broader industry objectives.
- **Policy and Standards Development:** Engage in policy discussions and standards development processes, ensuring that the project's outputs are well-represented and considered in industry-wide frameworks.

4.3.4 Structure

- **Team Leads:**
    - Led by a senior member with extensive experience in industry relations and a deep understanding of the standards and challenges specific to the Project.
    - Co-lead with global regulatory expertise nominated by the team lead with support from the team, based on their interactions and an understanding of the team's operational needs. Approved by the Project Steering Committee.
- **Members:** Composed of individuals who are actively involved in relevant industry bodies and possess strategic insights into the project's technology areas. Members are selected based on their expertise, existing engagements, and ability to influence industry discussions.
- **Collaborative Integration:** Works closely with the Project Steering Committee and Technical Committees to ensure that internal project developments are aligned with external communications and advocacy efforts.

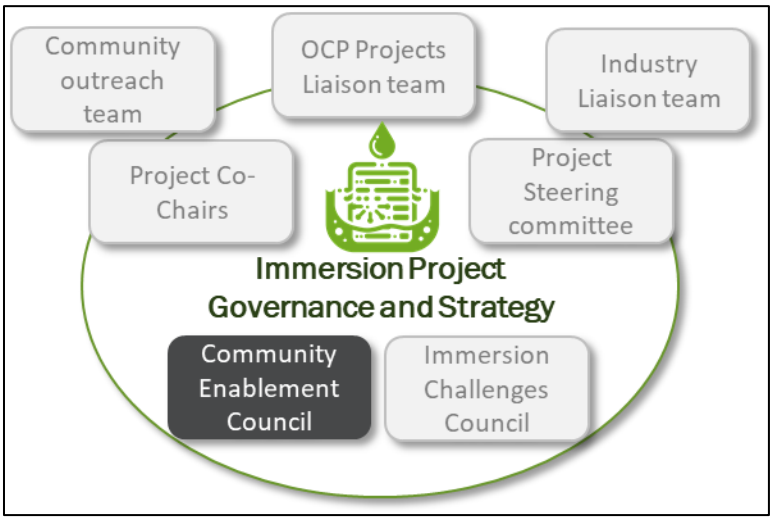
4.3.5 Outcome Metrics

- **Engagement Effectiveness:** Evaluate the effectiveness of engagements based on the achievement of desired outcomes, such as influencing standards or gaining endorsements.
- **Impact on Project Direction:** Assess how external interactions influence the strategic direction of the Project, particularly in terms of project alignment with industry expectations and standards.
- **Feedback Implementation:** Track the implementation rate of feedback and recommendations received from external industry bodies within the project's developments.

4.4 Community Enablement Council Description

4.4.1 Purpose

The Community Enablement Council is dedicated to fostering active participation and engagement among all members of the community. Recognizing that a significant portion of the community remains passive during discussions, either by choice or due to organizational constraints, this council aims to transform passive participation into active involvement. The goal is to ensure that every member feels empowered and finds value in contributing to the collective advancement of the Project's technologies.



4.4.2 Objectives

- **Inspire Engagement:** Encourage members, collaborators, and stakeholders to engage more actively in discussions, decision-making, and project contributions. The council will develop strategies and initiatives that make participation more accessible, rewarding, and aligned with personal and corporate goals.
- **Maximize Value from Participation:** Focus on optimizing the use of the community's collective asset, members' time. This involves ensuring that every minute spent in the community is productive, valued, and contributes to moving the industry forward.
- **Asset Identification:** Clearly define and communicate the top assets of OCP, leveraging existing resources and contributions to guide members on what is available and how such materials can be utilized for maximum impact.
- **Risk Identification:** Provide members with essential resources, such as key papers and instructional videos, to ensure they are well-informed about potential risks and best practices within the industry. This will help in mitigating risks associated with project execution and decision making.

4.4.3 Activities

- **Engagement Workshops and Training Sessions:** Conduct regular sessions aimed at educating members on how to effectively engage within the community and utilize OCP resources. These sessions will also cover the importance of active participation and the benefits it brings to their personal and professional growth.
- **Feedback and Incentive Programs:** Implement feedback mechanisms that allow members to suggest improvements and express their needs. Incentive programs that recognize and reward active participation can also be developed to encourage more involvement.
- **Communication Campaigns:** Launch campaigns that highlight success stories of active participation from community members, showcasing the tangible benefits of their contributions and inspiring others to follow suit.
- **Facilitation of Mentorship Opportunities:** Connect new or passive members with experienced mentors within the OCP community. This can help them find their footing and understand the best ways to contribute effectively.

4.4.4 Structure

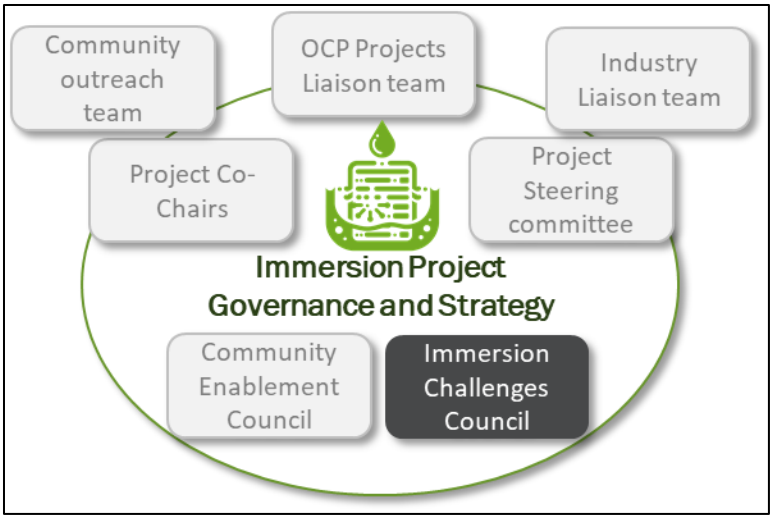
- **Chair and Co-Chair:** The council will be led by a Chair, chosen for their ability to motivate and inspire community engagement. A Co-Chair will be selected from within the council to assist with duties and ensure continuity.
- **Membership:** Open to all community members who are interested in fostering a more engaging and collaborative environment.
- **Regular Meetings:** The council will meet regularly to review progress on engagement initiatives, discuss new ideas for enhancing member participation, and address any challenges that arise.

4.4.5 Outcome Metrics

- **Participation Rates:** Monitoring changes in active participation rates during calls and in project contributions.
- **Member Satisfaction Surveys:** Regular surveys to assess the satisfaction of community members with their engagement and the perceived value of their contributions.
- **Feedback Utilization:** Tracking how member feedback is being used to make tangible improvements in community operations and project outcomes.

4.5 Challenges Council Description

The Challenges Council is a pivotal component of the Project, functioning as a strategic leadership council with open participation. Its primary role is to actively identify and address the key challenges and obstacles that hinder the adoption and optimization of the Project's technologies. The council facilitates a structured yet dynamic environment where community feedback and expert insights drive the development of solutions and innovations.



4.5.1 Objectives

- **Active Challenge Identification:** Systematically identify and document existing and emerging challenges associated with the Project, leveraging both community input and expert analysis.
- **Solution Incubation:** Foster an environment where challenges can be transformed into actionable workstreams, with clear objectives and deliverables aimed at resolving these issues.
- **Community Engagement and Feedback Integration:** Implement a community-driven feedback system to ensure that the council's agenda is continuously aligned with the real-world needs and priorities of the industry.
- **Workstream Initiation and Support:** Facilitate the creation and launch of new workstreams specifically designed to tackle identified challenges, ensuring they are well-supported and effectively managed.

4.5.2 Activities

- **Challenge Work Process:**
  - Identification and Documentation: Catalogue challenges related to the Project's technologies, outlining their impact, underlying causes, and potential solutions.
  - Development of Collateral: Create foundational documents that clearly define each challenge, its scope, and its significance to the industry.
  - Workstream Requirements Preparation: Develop comprehensive proposals for new workstreams that will address the challenges, including scope, goals, and necessary resources.
- **New Workstream Creation:**
  - Community Proposal Development: Collaborate with the community to draft proposals for new workstreams.
  - Leadership Recruitment and Onboarding: Solicit and appoint leadership for new workstreams, providing necessary training and resources for effective kick-off.
  - Schedule and Launch: Publicize workstream meetings and initiate activities with clear agendas and objectives.
- **Challenge Resolution Process:**
  - Engagement and Resource Inventory: Engage the broader community in addressing challenges, leveraging existing research, knowledge, and tools.
  - Material Creation: Drive the community-led development of new materials, guidelines, or standards to address specific challenges.
  - Publication and Dissemination: Ensure that the outputs are widely published and accessible, contributing to the broader knowledge base and industry practices.

4.5.3 Structure

- **Council Composition:** Led by committee chairs, with active participation from all workstream leaders and open to all community members.
- **Meeting Rhythm:** Host quarterly challenge calls that are open to the entire community, facilitating broad participation and engagement.

4.5.4 Operational Details

- **Feedback Capture and Agenda Setting:** Utilize a structured, community-driven feedback system through the technical committee chairs to regularly update the council's agenda, ensuring it reflects current industry challenges and priorities.
- **Strategic Oversight:** Maintain strategic oversight from the Project Steering Committee, ensuring that the council's efforts are well-integrated into the overall project roadmap.

4.5.5 Outcome Metrics

- **Challenge Resolution Effectiveness:** Measure the effectiveness of the council in identifying and resolving critical challenges.
- **Community Engagement Levels:** Track participation rates and engagement levels in council activities and spinoff workstreams, including feedback contribution and workstream involvement.
- **Impact on Industry Practices:** Assess the tangible impact of resolved challenges on industry practices, particularly how the council's outputs lead to improved adoption and optimization of the Project's technologies.

5. Leadership Governance and Transition Management

In the project, leadership roles are fundamentally tied to the individuals holding these positions, rather than the companies they represent. While the contributions of the companies are acknowledged and the supplying companies listed for recognition, the continuation in leadership roles is based on personal merit and the effectiveness in fulfilling responsibilities.

5.1 Leadership Selection Process

To ensure transparent and effective leadership for activities within the project, the selection process prioritizes candidates based on their demonstrated experience within the OCP community, affinity with the subject matter, and the ability to operate independently from their employer's interests. Importantly, all candidates must be affiliated with an OCP member in good standing. The typical process for appointing new leadership roles includes the following approaches:

1. **Standard Nomination Process:**
    a. Publish a detailed role description on the community mailing list to inform the broader community about the open leadership position.
    b. Invite interested individuals to submit their candidacy for the role.
    c. The responsible committee evaluates the candidates to identify the best fit based on the outlined criteria.
2. **Community-Driven Initiatives/workstreams:**
    a. When a workstream proposal originates from community volunteers, the proposers may express interest in leading the workstream.
    b. Such proposals and leadership interests are evaluated by the responsible committee, which may at their discretion approve the proposer as the leader if they meet the leadership criteria.
3. **Steering Committee Appointments:**
    a. For strategic initiatives or specific workstreams desired directly by the steering committee, the committee may assign leadership roles directly.
    b. This direct assignment is reserved for strategic roles and situations where specific expertise or leadership is critical and may bypass the standard community nomination process to expedite proceedings.

5.2 Leader's Management Sign-off

As part of the project, companies supplying leaders are required to formally acknowledge and agree to the specific responsibilities associated with their employees' leadership roles. This includes a clear agreement on the amount of time leaders are expected to dedicate to their roles, ensuring they can effectively fulfill their obligations to the project. Additionally, companies must commit to supporting their leaders' attendance at the OCP Global Summit, underscoring the importance of active and visible participation in key community events. Participation in regional summits is also strongly encouraged, further enhancing the leader's engagement with and contribution to the project community. This commitment helps ensure that leaders are not only supported by their companies but are also actively contributing to the project's goals and activities, reinforcing the collaborative foundation of the project.

5.3 Co-leadership

In order to mitigate potential conflicts of interest and enhance continuity, it is preferable that all leadership roles within the project are shared between two co-leads from different organizations. This dual-leadership approach ensures that responsibilities are balanced, providing robust oversight and diverse perspectives. Co-leads are expected to maintain close coordination, consistently aligning on project goals and strategies. They should be well-prepared to seamlessly assume each other's responsibilities in cases of absence, ensuring that project leadership remains effective and uninterrupted at all times. This structure not only strengthens governance but also fosters a collaborative environment that supports the project's long-term objectives.

5.4 Coaching

Throughout their tenure, volunteer leaders receive ongoing informal feedback as part of normal leadership responsibilities, aiming to ensure alignment with project goals. This feedback is typically not part of a formal review but is intended to aid in aligning efforts with the project's objectives. When there are performance issues which persist, documented instances of misalignment or performance concerns are discussed in a structured meeting with the volunteer leader to explore possible impacts on the project and discuss corrective measures.

5.5 Performance Review

In cases where a volunteer leader's performance is in question or their actions may not align with the project's interests, the Project Leadership or Project Steering Committee may initiate a formal and documented review of the leader's performance against their role description and adherence to the project's code of conduct, ideally before performance issues become significantly disruptive. This includes the following steps:

1. **Initial Feedback and Coaching:**
    - **Documentation:** When performance issues or misalignments with project goals arise, they should be promptly documented by the project leaders or the relevant committee or team chair(s). This documentation should detail specific instances where expectations were not met.
    - **Coaching Sessions:** The volunteer leader should be provided with constructive feedback during coaching sessions. The aim here is to clearly communicate the concerns, discuss potential reasons for the performance issues, and explore possible solutions or adjustments in behavior or work processes.
2. **Follow-up and Monitoring:**
    - **Action Plan:** During the initial coaching session, an action plan should be developed collaboratively between the volunteer leader and the project leaders or the relevant committee or team chair(s). This plan should include clear objectives and timelines for improvement.
    - **Monitoring Period:** A monitoring period should follow, during which the volunteer's performance is regularly assessed against the agreed-upon objectives. This period should typically last 1 to 3 months, depending on the nature of the role and the issues identified.
3. **Second Review:**
    - **Assessment Meeting:** At the end of the monitoring period, a second review meeting is held to evaluate the leader's progress against the action plan. This meeting should involve the volunteer leader and the project leaders or the relevant committee or team chair(s).
    - **Documentation:** The outcomes of this assessment should be formally documented, including any continued areas of concern or improvement.

5.6 Ending a Leadership Role

Handling the conclusion of leadership roles within the OCP Immersion Project is managed with a focus on transparency, respect, and fairness, underlining the informal and voluntary nature of these positions.

Voluntary Resignations: Any volunteer leader may resign from their position at any time without providing an explanation. Should a leader leave their position or company, leadership openings are, in principle, made available to the community. However, the Project Steering Committee retains the discretion to either invite the departing leader to continue in their role under a new company affiliation or as an individual member, or to consider a replacement proposed by the leader's previous company.

Involuntary Termination: In cases where a leader's performance is in question or their actions may not align with the project's interests, the Project Leadership or Project Steering Committee may initiate an involuntary termination. This process requires the completion of a formal review of the leader's performance against their role description and adherence to the project's code of conduct by the relevant Committee or Team Chair(s) or the Project Leaders.

1. **OCP Community Director:** The OCP Community Director oversees governance within the OCP community, ensuring all leadership activities align with the foundational principles of the Open Compute Project. As such, any issues concerning volunteer leadership, particularly those involving performance and conduct, fall under the direct oversight of the Community Director. In cases where formal discussions about a leader's performance are necessary or when considering the termination of a leadership role, the OCP Community Director is actively involved to ensure the process adheres to the highest standards of fairness and transparency. This involvement includes being notified of any performance discussions and participating in the decision-making process during terminations, providing an additional layer of oversight and accountability.
2. **Consultation:** If performance issues persist beyond the monitoring period, the matter should be escalated to the Project Steering Committee, the Project Leadership and the OCP Community Director. Before any final decision, the leader should have the opportunity to present their case or provide any additional context to the Steering Committee, Project Leadership and the OCP Community Director.
3. **Structured Deliberation:** The Steering Committee and the OCP Community Director, should deliberate on the situation in a structured manner, considering all the documentation and feedback provided throughout the process. This deliberation should aim to determine whether the performance issues are detrimental to the project's interests and whether all reasonable efforts to remedy the situation have been exhausted.
4. **Termination Decision:**
    - **Vote:** If the Steering Committee concludes that termination is necessary, a vote should be taken. This vote requires a supermajority, as defined by the project's governance rules.

- **Notification:** If the decision to terminate is confirmed, the leader and (if applicable) its management should be notified formally and respectfully, with documentation provided regarding the reasons for the termination and the process followed.

5. **Transition and Support:**
   - **Transition Plan:** Upon termination, a transition plan should be implemented to ensure that the leader's responsibilities are smoothly transferred to another suitable volunteer.
   - **Support:** Outgoing leaders should be offered support in understanding the decision and in transitioning out of their role, which may include guidance on other ways they might contribute to the project if appropriate.

5.7 Transition Management

The transition of leadership roles is handled with care to ensure continuity within the project. Leaders who announce their departure may allow for a transition period, not exceeding three months, during which preparations are made to find and train a suitable replacement.

If a leader wishes to retract their resignation during this period, they may be considered for reassignment to another role within the project, pending steering committee approval. This ensures that the project remains flexible yet stable, allowing for smooth transitions and ongoing leadership effectiveness.

Additionally, a departing leader's company does not have the unilateral right to appoint a successor without steering committee consent. This policy is in place to maintain the integrity of the leadership selection process and to ensure that all appointments align with the project's strategic goals and requirements.

All aspects of transitions, from resignations to terminations and role reassignments, are documented and communicated within the project. This not only maintains transparency but also ensures that all project members are well-informed about changes in leadership and can adjust their collaborations and expectations accordingly.

5.8 Confidentiality

All documentation related to leadership coaching, performance reviews, and involuntary termination processes within the OCP Immersion Project is considered confidential. Access to this documentation is strictly limited to members of the Project Steering Committee and authorized representatives of the OCP Foundation. This restricted access ensures that sensitive information is handled with the utmost discretion and respect for privacy, maintaining the integrity and confidentiality expected in professional evaluations. The documentation will be used solely for the purpose of assessing leadership performance and making informed decisions related to leadership roles within the project.

6. Leadership Responsibilities

6.1 Overall Conduct

The conduct of our leaders should always inspire trust and respect, demonstrating commitment to the community's success and fostering an environment where every member feels empowered to speak and contribute effectively. This behavior not only respects individual contributions but also builds a foundation for collaborative progress and innovation within our community.

Therefore, leaders in the OCP community are expected to follow the OCP Code of Conduct and in general:

- Foster a respectful, inclusive, and collaborative environment.
- Encourage open discussion and value all community input without bias.
- Avoid dominating discussions and instead facilitate interactions that allow for broad participation.
- Manage community meetings by encouraging and valuing diverse viewpoints and responding positively to contributions.
- Refrain from imposing directive corporate views or displaying bias towards their own branded content.
- Promote a neutral stance and recognize contributions from various sources.
- Avoid any authoritarian behavior, focusing instead on enabling community members rather than directing them.

6.2 (Public) Meeting Management Responsibilities for OCP Leaders

- Scheduling and Coordination:
  - Collaborate with Project leads and the Steering Committee to set up a managed meeting schedule.
  - Avoid scheduling overlaps with other workstreams or affiliated projects.
- Preparation and Organization:
  - Prepare agendas, slides, and other materials necessary for the meeting together with the co-lead.
  - Ensure timely input from community members and review these materials with the co-lead before the meeting.
  - If both leads are unable to facilitate a meeting, arrange for a peer or another community member to take over rather than canceling the meeting.
  - If cancellations are necessary, to distribute cancellations in a timely manner.
- Facilitation of Meetings:
  - Ensure reliability in the meeting schedule and avoid cancellations.
  - Open the meeting link before the designated time to ensure accessibility.
  - Start recording community meetings once ready to commence.
  - Maintain and display call notes on-screen during the call, if possible.
  - Manage the call time and agenda effectively, adjusting as needed to maintain focus and progression.
  - Document any formal decisions and voting records.
- Communication:
  - Keep all invitations up to date and ensure regular communication with the community via mailing lists or other relevant channels.
  - Send out reminders and updated agendas 1-3 days prior to the meeting.
- Inclusivity and Engagement:
  - Encourage open discussions and ensure that the meeting environment allows for all participants to speak up.
  - Manage the floor by assigning speaking turns and engaging community members in discussions.
  - Highlight important items and manage expectations related to the scope, agenda, and goals of the call.
- Adherence to Best Practices:
  - In larger community calls, allocate the first 5 minutes of each call for latecomers, filling this time with less-essential topics.
  - Encourage interactive behavior and positive responses to promote further discussion.
  - Fill up any silences by encouraging responses to topics discussed.

6.3 Project Leadership

Estimated Annual Average time per month (except summit participation): 16 hours

Role Assignment and assessment

- Assigned by the foundation, top-level project, or determined by community election
- Assessed by top-project leadership and/or the foundation, based on performance and effectiveness in fulfilling outlined responsibilities.

Key Responsibilities:

- **Active Participation:** Participate and represent the project's interests, progress, and challenges in Top Level Project steering committee calls and/or the allocated OCP steering committee representative.
- **Strategic Direction and Leadership:** Set the overall strategic direction for the project in collaboration with the Top Level Project steering committee calls and/or the allocated OCP steering committee representative.
- **Scheduling and Organization:** Responsible for scheduling and organizing regular project community calls to provide relevant project content to the Project's full community.
- **Project Steering Committee Leadership:** Serve as chairpersons of the Project Steering Committee, organizing and leading both the Project Community calls and Steering Committee calls.
- **Project Management and Coordination:** Oversee the execution of the project's activities, coordinating across different committees and teams to ensure seamless operation and alignment with the project's goals.
- **Stakeholder Engagement:** Actively engage with key stakeholders within and outside OCP, including sponsors, industry leaders, and other project groups, to promote the project and gather support.
- **Quality Control and Standards Oversight:** Ensure that the project's deliverables, such as guidelines, standards, and research outputs, meet high-quality standards and are practical for industry application.
- **Event support:** Participate in organization of events like OCP summits.
- **Communication and Reporting:** Maintain transparent and regular communication with the community and provide updates to the top-level project (if applicable) and OCP Foundation about the project's progress and challenges.
- **Conflict Resolution:** Address and resolve conflicts within the project or between project members and other parties to maintain a collaborative and productive environment.
- **Harmonization Across Technical Committees:** Ensure that there is consistent alignment and integration across various technical committees within the project.

- **Contribution Process Oversight:** Be up-to-date on the current contribution process to facilitate and enforce this process across all workstreams and committees effectively.
- **Community Outreach and Involvement Facilitation:** Work closely with the Community Outreach team, the liaison teams, and the Community Enablement Council to ensure broad and effective involvement of the community in the project's activities.

6.4 Technical Committee Chairs

Estimated Annual Average time per month (except summit participation): 16 hours

Role Assignment and Assessment

- Assigned by: Project leadership.
- Assessed by: Project leadership based on performance and effectiveness in fulfilling outlined responsibilities.

Key Responsibilities

- **Participation in Governance:** Actively participate in the Project Steering Committee, representing the interests and progress of their respective Technical Committee.
- **Leadership and Coordination:** Lead their Technical Committee, organizing and conducting regular committee calls. Ensure all calls are conducted as scheduled and are productive in terms of content and participation.
- **Facilitation and Guidance:** Provide facilitation and guidance to the workstreams under their committee, ensuring that workstreams are effectively contributing to the project's goals.
- **Strategic Leadership:** Offer strategic leadership within their area of expertise, driving the development of impactful contributions and coordinating these efforts across the project to maximize synergy and alignment.
- **Industry Advocacy:** Serve as a strong technical leadership voice within the industry, promoting the project's standards, practices, and innovations.
- **Event support:** Participate in organization of events like OCP summits.
- **Workstream Support and Harmonization:** Determine the appropriate organization of work efforts under their purview and ensure harmonization of deliverables. Manage cross-workstream topics to prevent overlaps and conflicts.
- **Feedback and Communication:** Regularly listen to and gather feedback from workstream leaders and committee members, providing this feedback to the Steering Committee to inform decision-making and strategic adjustments.
- **Progress Updates:** Provide regular updates to the Steering Committee on the status and progress of the committee's workstreams, highlighting achievements and addressing any challenges.
- **Prioritization and Efficiency:** Prioritize the committee's work to ensure that resources are used efficiently and that simultaneous efforts do not hinder progress.
- **Recruitment and Mentorship:** Recruit and mentor key contributors within the committee, fostering a culture of leadership development and continuous improvement.

- **Contribution Oversight:** Act as a gating reviewer for contributions moving up to the Project Steering Committee, ensuring that all submissions are of high quality and align with the project's goals.
- **Issue Identification and Resolution:** Identify and address gaps and challenges that could impact the progression of the project's domain within the industry.
- **Cross-Project Collaboration:** Collect topics for alignment with other projects within and outside OCP, facilitating these discussions through the liaison teams to ensure the project remains integrated with broader industry movements.
- **Conflict resolution:** Escalate conflicts in/with the community or other leadership to the project leads.

6.5 Workstream Leads

Estimated Annual Average time per month (except summit participation): 10 hours

Role Assignment and Assessment

- Assigned by: Project Steering Committee.
- Assessed by: Technical Committee Chairs, based on the effectiveness and progress in fulfilling the outlined responsibilities.

Key Responsibilities

- **Leadership and Management:** Lead their respective workstream and organize all associated calls, ensuring that these meetings are held as scheduled and are productive.
- **Progress and Delivery:** Ensure that the workstream progresses in alignment with the predefined outlines and deliverables. This involves closely monitoring the workstream's progress and making necessary adjustments to meet targets and objectives.
- **Focus Group Management:** Oversee the progression of any focus groups under the workstream, ensuring that these groups are effectively contributing to the workstream's objectives and aligning with the overall project goals.
- **Committee Participation:** Actively participate in the relevant Technical Committees, ensuring that the workstream's activities and outcomes are well-integrated within the broader technical goals of the project.
- **Material Preparation:** Prepare and present materials for Technical Committees and/or project leadership, such as during community calls or summits. This includes creating comprehensive reports, presentations, and updates that reflect the workstream's achievements and challenges.
- **Scope Management:** Engage with the relevant Technical Committees to discuss and facilitate any desired changes in the scope of the workstream. This ensures that the workstream remains flexible and responsive to new insights or changes in project direction.
- **Feedback Integration and Problem Solving:** Gather and integrate community input to identify and address gaps and challenges that may impact the progression of the workstream or the project's domain within the industry. This involves synthesizing feedback and formulating strategies to overcome identified issues.
- **Alignment and Collaboration:** Ensure that the workstream's activities are aligned with other projects within and outside OCP. Collaborate with the relevant Technical Committees and liaison teams to ensure that the workstream's efforts are harmonized with wider project activities and industry standards.

- **Reporting and Communication:** Provide regular updates to the Technical Committees and Project Steering Committee about the workstream's progress, challenges, and achievements. This includes presenting findings, outcomes, and strategic recommendations during committee meetings and other project forums.
- **Conflict resolution:** Escalate conflicts in/with the community or other leadership to the project leads.

6.6 Community Outreach Team Leads

Estimated Annual Average time per month (except summit participation): 8 hours

Role Assignment and Assessment

- Assigned by: Project Steering Committee.
- Assessed by: Project leadership, based on the effectiveness and impact of community outreach activities.

Key Responsibilities

- **Steering Committee Participation:** Actively participate in the Project Steering Committee, representing the outreach interests of the project and ensuring that community engagement strategies align with overall project goals.
- **Community Engagement and Recruitment:** Identify and recruit community members to assist with and enhance engagement on various social media channels. This includes building a team that can effectively promote the project and its activities across different platforms.
- **Event Coordination:** Coordinate and organize community get-togethers, which may include events with or without sponsorship, around external industry events. This responsibility involves planning, logistics, and ensuring that these gatherings effectively promote networking and visibility for the project.
- **Speaking Engagements:** Respond to speaking requests and facilitate speaking opportunities for relevant project leads or experts. This includes managing presentation schedules, preparing speakers, and ensuring that presentations align with the project's messaging and objectives.
- **Communication Management:** Communicate consistently with both the community and the broader industry regarding upcoming project calls, webinars, events, and publications. This involves crafting clear, engaging, and informative communications that keep stakeholders informed and engaged.
- **Reporting and Updates:** Provide regular updates to the Project Steering Committee about the main outreach activities and efforts. This includes reporting on the outcomes of engagement strategies, event successes, and the overall impact of outreach efforts on project visibility and community growth.

6.7 OCP Projects Liaison Team Leads

Estimated Annual Average time per month (except summit participation): 8 hours

Role Assignment and Assessment

- Assigned by: Project Steering Committee.
- Assessed by: Project leadership, based on the effectiveness and impact of the liaison activities and cross-project collaborations.

Key Responsibilities

- **Steering Committee Participation:** Actively participate in the Project Steering Committee, providing insights and updates on cross-project activities and potential overlaps that could impact the project.
- **Identification of Overlapping Topics:** Monitor and identify topics within other OCP projects that may overlap with or impact the activities of the current project. This involves keeping abreast of developments across OCP projects.
- **Harmonization and Collaboration:** Based on inputs from the Steering Committee and Technical Committees, assess and facilitate engagements with leaders of other OCP projects. This role is crucial for fostering harmonization and enabling effective cross-collaboration between projects.
- **Facilitation of Discussions:** Serve as a primary contact for all workstream leads and technical committee chairs to facilitate discussions with other projects. This includes arranging meetings, mediating discussions, and ensuring that all parties are aligned in their efforts.
- **Regular Reporting:** Provide regular updates to the Project Steering Committee regarding cross-project collaborations, highlighting progress, challenges, and the impact of these collaborations on the project.

6.8 Industry Liaison Team Leads

Estimated Annual Average time per month (except summit participation): 8 hours

Role Assignment and Assessment

- Assigned by: Project Steering Committee.
- Assessed by: Project leadership, based on the effectiveness and impact of industry liaison activities and cross-industry collaborations.

Key Responsibilities

- **Steering Committee Participation:** Actively participate in the Project Steering Committee, providing insights and updates on interactions with external industry bodies and their potential impacts on the project.
- **Community Member Recruitment and Engagement:** Identify and recruit community members who are active in relevant external industry bodies and are familiar with their operational methods. This role involves leveraging the expertise of these members to enhance the project's engagement with industry standards and practices.
- **Identification of Overlapping Topics:** Monitor and identify topics within external industry bodies that may overlap with or impact the activities of the project. This includes keeping abreast of developments and trends in the industry that are relevant to the project's objectives.
- **Harmonization and Collaboration:** Assess and facilitate engagements with appropriate external industry bodies based on inputs from the Steering Committee and Technical Committees. This role is crucial for fostering harmonization and enabling effective cross-collaboration.
- **Facilitation of Discussions:** Serve as a primary contact for all workstream leads and technical committee chairs to facilitate discussions with external industry bodies. This includes arranging meetings, mediating discussions, and ensuring that all collaborations are productive and aligned with the project's goals.
- **Guidance on Industry Alignment:** Offer guidance to technical committees and workstreams on aligning their activities and outputs with external industry bodies, ensuring that project initiatives can be harmonized with industry standards and contribute to broader industry objectives.
- **Regular Reporting:** Provide regular updates to the Project Steering Committee regarding cross-industry collaborations, highlighting progress, challenges, and the impact of these engagements on the project.

- **Work Product Management:** Facilitate the distribution of, assessment of, and input to relevant work products by external industry bodies. Ensure that these contributions are integrated effectively into the project's outputs and that OCP works are cited appropriately in derivative works and papers.
- **Joint Publications and Work Products:** Coordinate and facilitate the development of joint publications or work products with external industry bodies, enhancing the project's visibility and impact within the broader industry.

6.9 Community Enablement Council Chairs

Estimated Annual Average time per month (except summit participation): 8 hours

Role Assignment and Assessment

- Assigned by: Project Steering Committee.
- Assessed by: Project leadership, based on performance and effectiveness in fulfilling outlined responsibilities.

Key Responsibilities:

- **Steering Committee Participation:** Actively participate in the Project Steering Committee, representing the interests and progress of the Community Enablement Council.
- **Leadership and Coordination:** Lead the Community Enablement Council, organizing and conducting regular council meetings. Ensure all meetings are conducted as scheduled and are productive in terms of content and participation.
- **Strategic Planning:** Develop and implement strategies to inspire and engage community members, encouraging active participation and contributions to the project.
- **Feedback Systems:** Establish and maintain systems for capturing community feedback, ensuring that inputs are effectively integrated into the project's agenda and activities.
- **Community Engagement:** Engage with the community to gather input, promote discussion, and encourage collaboration on addressing identified challenges.
- **Point of Contact for Guidance:** Serve as a point of contact for community members seeking guidance on how to effectively participate in the project, offering support and resources to help them contribute meaningfully.
- **Progress Updates:** Provide regular updates to the Steering Committee on the council's activities, progress, and challenges.
- **Event support:** Participate in the organization of events like OCP summits.
- **Recruitment and Mentorship:** Recruit and mentor key contributors within the council, fostering a culture of leadership development and continuous improvement.

7. Example Sign-off Form

OCP Leadership Role Commitment Agreement

Company Name (“Company”):	
Company Address:	
Authorized manager:	
OCP (Sub)Project: (“Project”)	
OCP volunteer lead (“Lead”):	
Volunteer lead role (“Role”):	

1. **Leadership Role Commitment**
   As a company supplying leadership to the [Project], [Company] acknowledges and agrees to the responsibilities and commitments associated with the Role, as held by the Lead. [Company] confirms that it is an OCP member in good standing. This agreement is contingent upon the role responsibilities outlined in the attached document, which details the expectations for the leader’s participation, conduct, and contribution to the project.
2. **Intellectual Property**
   [Company] and [Lead] acknowledge that there is no expectation to share confidential or proprietary information or intellectual property not already agreed upon in specific contribution agreements.
3. **Leadership Continuity and Company Support**
   [Company] understands that leadership roles are assigned based on personal merit and effectiveness in fulfilling responsibilities. Should the Lead leave their position at [Company], the Project Steering Committee retains the discretion to either invite the departing leader to continue in their role under new circumstances or to consider a replacement.
4. **Time Commitment and Participation in Key Events**
   [Company] commits to supporting the Lead in dedicating the required time to effectively fulfill their leadership obligations. This includes ensuring that the Lead can attend essential community events, such as the OCP Global Summit, with participation in regional summits strongly encouraged.
5. **Compliance and Regulatory Requirements**
   [Company] is responsible for ensuring that its participation, and that of its employees, complies with all applicable laws and regulations. This includes ensuring that any involvement in the Project does not violate any regulatory requirements related to the company’s industry sector or geographical operations.

6. **Performance and Steering Committee Authority**
   The Project Steering Committee is authorized to review and assess the performance of the Lead. Should the Lead not perform in accordance with the attached role description or fail to meet the standards of conduct and contribution, the Steering Committee reserves the right to dismiss the Lead from their role, following a formal review process.
7. **Agreement to Role Description**
   The Lead confirms that they will adhere to the responsibilities and conduct outlined in the attached role description document. This includes engaging in activities that foster an inclusive and productive environment within the project and maintaining active participation in all relevant project initiatives.

By signing below, [Company] formally agrees to the terms outlined in this document and the attached role description, confirming our commitment to support the Lead in their role within the [Project] and to adhere to the principles and responsibilities associated with this leadership position.

Authorized manager:	**Lead:**
Name:	Name:
Position:	Position:
Signature:	Signature:
Date:	Date: