

Approved by the IEEE SA Standards Board IEEE SA Entity Collaborative Activities Governance Board (CAG) 1 April 2025

IEEE SA Industry Connections Committee Operations Manual

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1. IEEE SA Industry Connections Committee (ICCom)

The IEEE Standards Association (IEEE SA) Industry Connections Committee (ICCom) is a standing committee of the IEEE SA Entity Collaborative Activities Governance Board (CAG), as specified in subclause 5.3 of the *IEEE Standards Association Operations Manual*. The details of ICCom's responsibilities and procedures are specified in this document. Additionally, this document also addresses some universal policies and procedures which are to be followed by groups which are undertaking Industry Connections (IC) activities.

ICCom is responsible for ensuring that proposed Industry Connections (IC) activities are within the scope and purpose of IEEE, and for reviewing the progress and deliverables of IC activities. ICCom examines Industry Connections Activity Initiation Documents (ICAIDs) and makes recommendations to the CAG regarding their approval. ICCom also makes recommendations to the CAG regarding the termination of IC activities.

Industry Connections activities provide an efficient environment for building consensus and developing many different types of shared results. Such activities may complement, supplement, or be precursors of IEEE Standards projects, but they do not themselves develop IEEE standards.

The chair and other members of ICCom shall be appointed by the CAG for a term of one year. At the first meeting of each year, ICCom shall appoint one of the ICCom voting members to be the ICCom Vice Chair.

2. Related Documents

The following documents are essential elements of the operations of ICCom and are hereby incorporated in this operations manual. In the event of a conflict between reference documents, the hierarchy of documents shall be as listed below.

IEEE Policies.

IEEE Standards Association Operations Manual.

Entity Collaborative Activities Governance Board (CAG) Operations Manual

IEEE SA Industry Connections Committee Operations Manual (this document).

IEEE SA Industry Connections Activity Initiation Document (ICAID) form.

Policies and procedures (entity-based/individual-based) of the oversight committee.

Robert's Rules of Order, Newly Revised (current edition).

2.1. Other Related Documents

Additional direction, reference documents and other material useful in the conduct of IC activities and ICCom operations can be found on the Industry Connections Program web site: standards.ieee.org/industryconnections.

3. Abbreviations and Acronyms

Activity Event or **Event:** A technical or educational gathering of the IC activity

members and non-members. Attendees generally pay to attend events. Events are typically self-supporting and frequently generate a surplus.

Activity Meeting or **Meeting:** An assembly of the IC activity members and invited guests to work on the activity's goals and deliverables. These meetings operate on a break-even basis and are not operated to generate a surplus in the long term.

CAG: IEEE SA Entity Collaborative Activities Governance Board

IC: Industry Connections

ICAID: Industry Connections Activity Initiation Document

ICCom: IEEE SA Industry Connections Committee

IEEE: The Institute of Electrical and Electronics Engineers, Incorporated

IEEE SA: The Institute of Electrical and Electronics Engineers Standards Association

ISTO: IEEE Industry Standards and Technology Organization

4. ICom Responsibilities

ICCom shall be responsible for all actions and activities related to its operation, and all IC activities operating under its authority. Those responsibilities shall include, but not be limited to, the following:

4.1. Generation and Maintenance of Documents

ICCom shall generate and maintain the governance documents, IC activity templates, and other such documents as ICCom requires for the effective and consistent operation of ICCom and its associated activities. Documents that require approval by the CAG shall be submitted to the CAG for appropriate action.

4.2. ICAID Review

ICCom shall review all Industry Connections Activity Initiation Documents (ICAIDs) for proposed new activities, and requests for revisions to previously approved ICAIDs, and make recommendations to the CAG regarding their approval.

At the time an ICAID is submitted for approval, any known previously Published material, as defined in subclause 7.1 of the *IEEE SA Standards Board Bylaws*, and/or Public Domain material intended for inclusion in the proposed Industry Connections Work Product shall be identified on the ICAID. The Chair of an Industry Connections activity is responsible for obtaining written permission to use all previously Published material prior to inclusion of the material in an Industry Connections Work Product.

4.3. Activity Oversight

For an IC activity which does not operate under the oversight of an IEEE Standards Committee, ICCom shall serve as the oversight committee of that activity.

4.4. Activity Review

ICCom shall periodically review compliance with the applicable procedures and the progress towards deliverables of approved IC activities with respect to the purpose, timeframe, and deliverables stated in their associated ICAIDs, and make recommendations to the activity Chairs and to the CAG regarding revisions of the ICAIDs or termination of activities.

Regularly, ICCom shall provide summary progress reports to the CAG.

4.5. IC Activity Termination

ICCom shall review all requests from activity Chairs to terminate their approved IC activities, and shall make recommendations to the CAG regarding the approval of such requests.

In the event that ICCom, without request from the activity Chair, determines that an activity needs to be terminated, ICCom shall take appropriate actions to notify the activity Chair and recommend termination to the CAG.

4.6. Other Responsibilities

ICCom shall perform other tasks and duties as identified in ICCom reference documents (ICAID form, IC Activity Policies and Procedures templates), as amended from time to time, as well as any tasks and duties that may be assigned to ICCom by direction of the CAG.

5. Initiation of IC Activities

The procedure for initiating a new IC activity begins with the submission of a completed ICAID to the ICCom Administrator. The ICAID form, along with the instructions for completing and submitting it, shall be available on the IC Program web site (standards.ieee.org/industryconnections).

The ICCom Administrator shall assign a unique IC Activity Number to each new ICAID using the following:

Numbering Scheme: ICyy-*nnn*

yy – Last two digits of year

nnn – 3-digit count of new ICAIDs submitted in year *yy* (001-999)

The ICCom Administrator shall notify ICCom of each new ICAID. A review of each new ICAID shall be scheduled within 30 days from the time it is received by the ICCom Administrator. The primary contact(s) listed on the ICAID for a proposed activity shall be invited to attend the ICCom review meeting, and may present their proposal at that meeting.

Following the review of each new ICAID, ICCom shall make a recommendation to the CAG regarding its approval. A proposed IC activity shall become an approved activity upon approval of the ICAID by the CAG. Continuous processing through electronic technologies may be used to expedite the approval process. Following

approval, the ICCom Administrator shall enter the ICAID in the list of Approved Activities, which shall be accessible from the IC Program web site.

In the event that an ICAID is not recommended for approval by ICCom, ICCom may appoint an advisor/mentor to work with the submitter to determine the most appropriate course of action.

ICCom may assign an IEEE SA advisor to guide the progress and processes of an approved activity, if the activity does not already have a sufficiently knowledgeable participant. The advisor may be an IEEE SA staff member supporting ICCom or a knowledgeable volunteer.

6. Review of IC Activities

ICCom shall determine the appropriate level and schedule of review for each IC activity, which shall occur no less than once per calendar year.

6.1. Procedures and Progress Review

For each review, ICCom shall request from the activity Chair a report on the procedures and progress of the activity. Based on the activity Chair's report, ICCom may request further information from the Chair.

At the request of the CAG, or at the request of ICCom with the CAG's approval, ICCom shall provide reviews of selected activities to highlight and report on the CAG agenda.

6.2. Financial Activities Review

ICCom shall perform a review of all IC program financial activities specified in the program ICAID, regardless of project financial ownership or sponsorship scenarios. Reviews shall occur at least semi-annually with additional reviews at the discretion of the ICCom Chair. Reviews shall be to verify that the process is being followed as identified in the approved ICAID, IC Activity Policies and Procedures, and/or any oversight committee policies and procedures under which the IC activity may be operating.

6.3. Financial Commitment

Any proposed or anticipated activity which may lead to financial/contractual obligations to the IEEE SA, (such as conferences, hotel commitments, publications, legal counsel, etc.) shall be indicated on the activity's ICAID for ICCom's review prior to making a commitment to incur any obligations.

If the activity's oversight committee believes a financial obligation is necessary for an activity's operations, such financial obligations shall be indicated on the activity's ICAID for ICCom's review.

If any funding request is being made to the IEEE SA that is not being covered in the ICAID then that request for approval shall be made to the ICCom Chair at least 30 days prior to making a commitment to incur any obligations.

6.4. Financial Reporting

For IC activities whose oversight committee is ICCom, financial reporting shall be made by the activity to ICCom as required by IEEE SA, in order to ensure that the activity adheres to the IEEE Financial Operations Manual.

7. Revision of IC Activity Charter

In the event that it becomes necessary to revise the charter of an IC activity, the activity Chair shall submit a revised ICAID to the ICCom Administrator prior to embarking on the revised charter. Revision of the charter can be initiated in one or more of three possible ways:

- At the request of ICCom
- At the request of the activity oversight committee
- At the request of the activity Chair as a result of activity members' actions as outlined in the activity policies and procedures

The procedure for submitting a revised ICAID and subsequent processing and review shall be the same as that for a new ICAID as described in clause 5 above.

8. Termination of IC Activities

Termination of an IC activity requires approval of the CAG. Requests to terminate an activity will be considered by ICCom, and, if approved, will be sent as a recommendation to terminate to the CAG. A request to ICCom to consider termination of an activity can be made in one of the following manners:

- At the discretion of an ICCom member
- At the request of the activity oversight committee
- At the request of the activity Chair as a result of activity member proceedings as stated in the activity policies and procedures

Termination of an IC Activity is effective upon approval by the CAG. In the event that a request by the oversight committee or the activity Chair is not recommended by ICCom to the CAG, or CAG votes to not honor the request to terminate, ICCom shall meet with the oversight committee and/or the activity Chair to discuss an appropriate course of action.

9. Structure and Operations of IC Activities

9.1. Activity Structure

An IC activity shall be either entity-based or individual-based corresponding to the definitions for standards activity as defined in subclause 5.2 of the *IEEE SA Standards Board Bylaws*. Declaration of entity- or individual-based operation shall be made in the ICAID and, if applicable, the Policies and Procedures manual of the IC activity.

9.2. Activity Operations

For IC activities operating under an oversight committee, the policies and procedures (P&Ps) of that committee may apply, subject to this document (see Clause 2) and ICCom approval. If after that approval, those P&Ps are revised then the IC activity shall immediately submit those revised P&Ps to ICCom for approval for use.

For activities in which ICCom is the oversight committee or where the oversight committee does not have applicable documents, policies and procedures shall be developed from the baseline or abridged *Industry Connections Activity Policies and Procedures*. Policies and procedures developed specifically for an IC activity must be submitted within three (3) months of approval of the ICAID. If an IC activity revises its P&Ps, the IC activity shall immediately submit those revised P&Ps to ICCom for review and approval.

IC activities shall avoid development of work products that should be undertaken through the IEEE SA PAR Study Group/Standards Development process regardless of whether the oversight committee P&Ps permit these activities. Activities outside the scope of IC Activities should be directed to the appropriate standards development.

9.3. Basic Support for Activities

The IEEE SA shall provide the following basic level of support to all Industry Connections activities at no charge to participants. Additional support services are available for a fee.

- ✓ Assignment of IEEE SA advisor/mentor
- ✓ Assistance with creation and approval of the Industry Connections Activity Initiation Document (ICAID)
- ✓ Assistance with the creation of policies & procedures (P&P)
- ✓ Assistance with the election of activity officers
- ✓ Advise activity Chair on establishment of a work plan
- ✓ Establishment of a collaboration workspace, email reflector, and public website for the activity
- ✓ Announcement at/near beginning of IC activity
- ✓ One announcement per year upon completion of major deliverables
- ✓ Guidance on publication of documents through IEEE
- ✓ Guidance on startup of IEEE SA standards projects
- ✓ Administration of added fee services (e.g., secretariat services, technical writing, workshops), including:
 - Facilitate selection of service providers
 - Manage contracts and negotiate fees
 - Deliverables and payments schedule oversight
 - Activity fee collection and distribution

10. Participation in IC Activities

IC activities shall operate in a manner that adheres to the principles of openness and transparency.

10.1. Entity-Based Activities

Participation in entity-based activities shall be limited to entities (e.g., corporations, government agencies, academic institutions, trade associations) as defined in subclause 5.2 of the *IEEE SA Standards Board Bylaws*. In the event that a question arises regarding the eligibility of an entity to be an Activity Member, the final determination shall be made by ICCOM.

Non-voting Individual Subject Experts (advisors) are permitted, at the discretion of the activity Chair.

10.2. Individual-Based Activities

Participation in individual-based activities shall be open to all individuals as defined in subclause 5.2 of the *IEEE SA Standards Board Bylaws*.

11. Legal Compliance and Other Issues

11.1. Compliance with Laws

All activity meetings shall be conducted in compliance with all applicable laws, including antitrust and competition laws. In the course of activity work product development, participants shall not engage in fixing product prices, allocating customers, dividing sales markets, or other conduct that violates antitrust or competition laws.

11.2. Commercial Terms and Conditions

Provisions involving business relations between buyer and seller such as guarantees, warranties, and other commercial terms and conditions shall not be included in an IEEE Industry Connections Work Product, except for provisions approved by IEEE in connection with the sale or license of the IEEE Industry Connections Work Product by IEEE or by an agent authorized by IEEE. While an Industry Connections Work Product may contain references to products, services, or companies, an Industry Connections Work Product shall not endorse or appear to endorse any particular products, services, or companies.

11.3. Discussion of Litigation, Patents, and Licensing

No discussions or other communications regarding the following topics shall occur during IC activity meetings or other duly authorized IC activities:

- ✓ The status or substance of ongoing or threatened litigation
- ✓ The essentiality, interpretation, or validity of patent claims
- ✓ Specific patent license terms or other intellectual property rights
- ✓

11.4. Discussion of Relative Cost/Benefit Analyses

When comparing different technical approaches in activity work product development, participants may discuss the relative costs (in terms, for example, of percentage increases or decreases) of different proposed technical approaches in comparison with the relative technical performance increases or decreases of those

proposals. Technical considerations should be the main focus of discussions in the work product development activities.

11.5 Dominance

Industry Connections activities shall not be dominated by any individual(s) or organization(s).

Dominance is normally defined as the exercise of authority, leadership, or influence by reason of superior leverage, strength, or representation to the exclusion of fair and equitable consideration of other viewpoints. Dominance can also be defined as the exercise of authority, leadership, or influence by reason of sufficient leverage, strength, or representation to hinder the progress of any IEEE SA activities. Such dominance is contrary to open and fair participation by all interested parties and is unacceptable.

12. Ethics, Conduct and Conflict of Interest

All participants in IC activities, whether IEEE members or not, shall act in accordance with all applicable laws (nation-based and international), with the IEEE Code of Ethics as stated in subclause 7.8 of the IEEE Policies, with the [IEEE Code of Conduct](#), and with the IEEE Conflict of Interest Section 9.9 of the IEEE Policies

13. Disclosure of Affiliation

Every member and participant in an IC activity shall disclose his or her employer and any other affiliations as defined in subclause 5.2.1.5 of the IEEE SA Standards Board Bylaws.

14. Call for Mediation

IC activity members unsatisfied with the procedures or process of the activity are encouraged to resolve matters of concern within the activity's leadership/membership/ oversight committee. In the event that resolution within the activity structure is not achieved, such matters may be brought to the attention of ICCom for mediation. Under no circumstances shall issues of disagreement be made public (external to ICCom) without ICCom's consent.

In the event of a dispute concerning the eligibility of a participant in an activity, the conduct of activity membership, or any other non-technical matter that is brought before ICCom for mediation, ICCom shall appoint an impartial panel of three ICCom members to hear the concerns of the affected party and the position of the Chair of the activity. Based on that hearing, the panel shall issue a report and recommended course of action to be approved by the ICCom membership. Upon approval by ICCom, the activity Chair shall be notified of ICCom's decision and shall

In the case where the issue raised to ICCOM is determined to be technical in nature, ICCOM may refer the issue back to the activity structure without action.

Concerns regarding the decisions or actions of ICCOM may be submitted to the CAG for consideration.

15. IC Activity Documents

All documents that are produced and published by an activity shall include an IEEE SA approved notice and disclaimer related to copyright, patents, and liability. An approved version of the notice and disclaimer shall be available on the IC Program web site. Where activity work products are in the form of an event (e.g., exhibits, workshops, and other such gatherings), promotional material for the purpose of advertising such events shall be exempt from including this notice and disclaimer.

15.1. Draft Industry Connections Work Products

All draft Industry Connections Work Products shall be clearly labeled to indicate they are drafts.

15.2. Draft Industry Connections Work Product copyright statements

All draft Industry Connections Work Products shall carry a copyright statement that:

- a) The Work Product is a draft
- b) The Work Product is subject to change
- c) The Work Product shall not be utilized for conformance/compliance purposes.

A draft Industry Connections Work Product may be distributed without charge to the participants for that Industry Connections activity. Other persons seeking permission to reproduce the draft Industry Connections Work Product, in whole or in part, must obtain permission from the IEEE Standards Department.

The IEEE SA Industry Connections activity document template provides example text to meet the above requirements.

16. Intellectual Property Rights

All IC activity deliverables shall contain the IEEE SA approved disclaimer noted in clause 15 above related to patents.

The copyright for all documents or other copyrightable output of an IC activity shall be held by the IEEE, in accordance with the IEEE SA Copyright Policy as specified in clause 7 of the *IEEE SA Standards Board Bylaws*.

17. Access to Activity Material

Activity participants may restrict access to activity documents and output to activity members, IEEE staff, and ICCOM governance.

18. Maintenance and Modification of the IEEE SA Industry Connections Committee Operations Manual

Proposed modifications to this manual may be submitted to the CAG by members of the CAG or by ICom. This manual will be maintained by the IEEE Standards Department Staff, reviewed by ICom, and approved by the CAG.

Changes to this document shall be recommended for submission to legal counsel by IEEE Standards Department Staff.

19. Interpretations of the IEEE SA Industry Connections Committee Operations Manual

Requests for interpretations of this document shall be directed to the CAG. The Secretary of the CAG shall respond to the request within 30 days of receipt. Such response shall indicate either an interpretation or a specified time limit when such an interpretation will be forthcoming. The time limit shall be no longer than is reasonable to allow consideration of and recommendations on the issue by, for example, ICom.