

JANNAF WORKSHOP GUIDELINES

(Excerpts from JANNAF Practices & Procedures Manual, April 2002)

3.4 Workshops

3.4.1 Objective

The objective of a JANNAF workshop is to exhaustively review and evaluate the present state-of-knowledge for a given topic and summarize the areas of agreement. Where agreement is not possible, the remaining bases of contention are to be clarified and documented, and investigations required for resolution are to be determined. It is important to note that workshops are not just another forum for the presentation of technical papers. Active discussion is anticipated and expected, and a formal report is required.

To accomplish the above stated objective, a workshop should normally address a topic of narrow scope. If the topic is too broad, it is difficult to focus attention on specific problem areas. In addition, the number of workshop participants can become unwieldy as individuals are chosen to represent different areas of discussion.

3.4.2 Planning

Workshops may be held at government facilities, approved contractor facilities, or approved hotels or conference centers. Attendance of non-government personnel at workshops is to be limited to U.S. citizens or qualified intending citizens employed by U.S.-owned organizations who possess the appropriate security clearance and need-to-know. The administration and security requirements and arrangements, listed in Appendix F, are enforced.

An LCD projector for electronic presentation of materials is made available in each room. Chairpersons are requested to provide the projectionist. Other equipment may be provided upon request.

The responsibilities of workshop coordinators and the organization and management of workshops are described in Appendix H.

3.4.3 Workshop Publications

The presentations, summaries, findings, and conclusions of technical workshops are documented and published. If a workshop is held as part of a subcommittee meeting, the documentation is published as part of the subcommittee technical meeting proceedings. The workshop coordinators are responsible for this documentation. Prior to publication, the workshop documentation is reviewed and approved by the appropriate TSGs, including the EC Liaison Officers. Workshop coordinators are strongly encouraged to prepare a paper documenting the workshop findings for presentation at the next subcommittee meeting, and if appropriate, the next JPM.

Workshop presentations are subject to the same policy as JANNAF papers; i.e., no presentation or clearance form, no podium.

APPENDIX F

ADMINISTRATIVE / SECURITY REQUIREMENTS FOR TECHNICAL MEETINGS OF THE SUBCOMMITTEES

Subject	Classified	Unclassified But Limited	Unclassified But Unlimited
DoD Instruction	5200.12 (May 16, 1988)	5230.27 (Oct. 6, 1987)	5230.27 (Oct. 6, 1987)
Prior Written Authorization By Head Of Appropriate DoD Security	Yes	No	No
Security Plan	Yes	No	No
Attendance Limitations	U.S. Citizens	U.S. Citizens	None
Personal Security Clearances	Yes	No	No
Need-To-Know	Yes	No	No
Mil. Critical Tech. Data Agreement Signature (DoD Form 2345)	No	Yes	No
Site	Cleared U.S. Contractor/U.S. Government Facility	Anywhere	Anywhere
Picture Id	Yes	Yes	No
Meeting Badges	Yes	Yes	Yes
Hand Stamping	Yes	No	No
Guards At Rooms	Yes	Yes	No

APPENDIX H

DIRECTIVE FOR JANNAF WORKSHOP COORDINATORS

This workshop directive provides guidance for JANNAF workshop coordinators for the organization and conduct of workshops, and the reporting of results. Workshop coordinators are required to follow this directive, even though it is recognized that strict adherence to the directive may be difficult for some workshops. Exceptions to the directive may be granted only by the subcommittee's EC Liaison Officer.

The rationale for this directive and details for successful workshop coordination are presented in the following paragraphs. A typical timetable and summary of the workshop coordinator responsibilities is presented as [Exhibit A](#) to this Appendix.

1.0 THE CONCEPT OF WORKSHOPS

A need exists to reduce the time between attainment and application of new results in all areas of propulsion research. This time can be substantially reduced if people who are knowledgeable in a given area are called together to discuss and resolve problems. The JANNAF workshops provide the means for conducting such meetings in an effective manner. The objective of a JANNAF workshop is to exhaustively review and evaluate the present state-of-knowledge for a given topic and summarize the areas of agreement. Where agreement is not possible, the remaining bases of contention are to be clarified and investigations required for resolution are to be determined. It is important to note that workshops are not just another forum for the presentation of technical papers. Active discussion is anticipated and expected, and a formal report is required.

2.0 TYPES OF WORKSHOP MEETINGS

To accomplish the previously stated objective, a workshop should address a topic of narrow scope. If the topic is too broad, it is difficult to focus attention on specific problem areas. In addition, the number of workshop participants can become unwieldy as individuals are chosen to represent too many different areas of discussion. In some cases, however, an area of research could be new and unorganized to the extent that topics of narrow scope cannot be clearly identified. To allow for this situation, two types of workshops are allowed:

- A workshop having a broad scope with the objective of bringing people together to discuss an area of propulsion and delineate topics of narrower scope.
- A workshop of narrow scope that addresses the principal objective of workshops as stated in the preceding section.

3.0 CLASSIFICATION OF WORKSHOPS

Workshops may be unclassified or classified, depending upon the information that will be presented and discussed. The meeting security guidelines for a workshop are the same as those for subcommittee meetings. The administration and security requirements and arrangements, listed in [Appendix F](#), are to be enforced.

Registration forms for use at either unclassified or classified workshops may be obtained from the appropriate CPIA representative.

4.0 RESPONSIBILITIES OF THE WORKSHOP COORDINATOR

The workshop coordinator has four responsibilities:

- to select participants for the workshop,
- to organize the workshop,
- to serve as chairperson for the workshop, and
- to evaluate and report the workshop results.

If desired, the workshop invitation and agenda, prepared by the workshop coordinator, can be distributed to the workshop participants by the CPIA representative. The general procedure is to forward a copy of the material to be distributed to CPIA along with a mailing list.

5.0 SELECTION OF WORKSHOP PARTICIPANTS

The success of a workshop is dependent upon the number of participants as well as their up-to-date knowledge of, and interest in, the workshop subject. Too many participants tend to suppress active discussions. On the other hand, too few participants tend to limit the overall scope and acceptance of results. The number of participants should typically be less than 20, excluding observers. Observers may be personnel from the host laboratory or individuals that request attendance for the purpose of gaining knowledge without actively participating in the workshop. (Observers are not expected to participate).

Observers should probably not be invited to the workshop unless one of the prime objectives of the workshop is communication to some select group of observers. In any event, the number of observers should be minimized so that the atmosphere of a workshop is preserved. A list of prospective participants may be obtained by requesting that members of appropriate technical panels submit names of individuals who are actively working in areas related to the workshop subject. The final selection of participants is the responsibility of the workshop coordinator. Members of the appropriate TSGs, the JANNAF EC Liaison Officers, and the CPIA representatives should all receive meeting information and should automatically receive invitations.

6.0 ORGANIZING THE WORKSHOP

The effectiveness of a workshop can be enhanced by carefully planning the workshop and developing a complete agenda. The agenda should be designed with a goal of promoting communication among participants such that important subjects germane to the workshop are reviewed and the present state-of-knowledge is evaluated. Areas of agreement should be identified and remaining areas of controversy should be clarified so that maximum benefits can be derived from future investigations pertaining to the workshop subject. The workshop goals and definition of problems to be discussed should be established by the coordinator and endorsed by the participants prior to the workshop. The coordinator should conduct the workshop in accordance with the proposed agenda.

Attention must be given to the probability that certain subjects or issues can result in intense debates. A properly planned agenda provides the basis for controlling such debates and directs the discussion along lines that are most fruitful in achieving the workshop goals. One approach that has been successful in the past is to organize the workshop in such a manner that topics requiring debate are introduced late in the agenda. The use of a trained facilitator is also helpful.

Most workshops do not need to exceed two days (about 16 hours) in length. Between 10 to 12 hours should be devoted to presentation of data and workshop discussion. The remaining time should be reserved for delineating the workshop findings and developing recommendations and preparing a summary of the workshop results. Quite obviously, times assigned to different topics will be dependent upon the nature of the workshop; however, adequate time for developing conclusions and recommendations is of utmost importance.

It has been found that night meetings are not as effective as day meetings. Thus, efforts should be made to hold the workshop during the day. Guidelines for preparing an agenda are presented in the following paragraphs.

6.1 Outline of the Workshop Agenda

A suggested outline for the agenda that conforms to the aforementioned goals of a JANNAF workshop is as follows:

6.1.1 Definition of Workshop Goals

In this section, the objectives of the workshop and constraints that will be imposed on discussions throughout the workshop are stated by the workshop coordinator. This should be done with minimum group participation and should take no more than about 15 minutes.

6.1.2 Brief Presentation by Participants

Each participant, as appropriate, presents material that is pertinent to the central theme or some specific aspect of the workshop. The length of these presentations depends on the number of participants speaking and the method that appears most appropriate for segregating topics. For example, some participants could present theoretical aspects while others present experimental aspects of a problem. Regardless of how this is done, however, it is suggested that a firm time limit be set for each presentation. Questions and discussion should be minimized here. In this way, arguments and debates can be deferred until all pertinent material is presented to the participants. Handouts of the presenter's visual aids should be made available to the other participants. For a two-day workshop (16 hours), this part of the workshop should take 4 to 6 hours.

6.1.3 Discussion of Specific Aspects of Workshop Topics

In this phase, the workshop participants should address specific questions related to the central theme of the workshop. These questions should be answered by group participation. It is here that debate concerning the presentations should be permitted. By properly forming the questions, the workshop coordinator can direct the group along lines that appear most fruitful to accomplish the workshop goals. It is suggested that there be more questions listed than can be addressed in the workshop. Accordingly, the most important questions should be covered first. The time

allotted to any one question depends on the importance of that question, with adjustments in the schedule made by the coordinator in concert with the participants.

For each question or topic of debate, participants should be able to refer to their presentations; however, the chance to informally present additional material should not be prohibited. The result for one question could be:

- The issue is resolved and a statement pertaining to the issue is endorsed by the workshop participants.
- The issue is not resolved. Available material is reviewed and new work is suggested that could lead to resolution of the problem.
- The issue cannot be resolved and the issue is fundamental to the central theme of the workshop. The controversy could be extensive enough to warrant a future workshop.

In each case, the outcome must be documented and endorsed by the participants.

6.1.4 Conclusions and Recommendations

This phase is intended to combine the results of the workshop. In the preceding section (Discussion of Specific Aspects of Workshop Topics), the participants are forced to adhere to questions related to subjects agreed upon prior to the workshop. Now the opportunity is presented to generalize and expand the scope of discussion to broader areas. For example, suggestions for future research in a given area can be addressed in this phase. All conclusions and recommendations must be documented.

6.2 The Tentative Agenda

When the coordinator has established an agenda that seems appropriate for the workshop, copies should be distributed along with a cover letter to each proposed participant with specific assignments noted where necessary. This letter can also serve as the invitation to attend the workshop. The participants should be asked for their comments on the content of the tentative agenda. In addition, a request should be made for the type of audio-visual equipment required. This communication provides an opportunity for participants to contribute to the development of a successful agenda. The participants should be asked to respond by a given date. It should be pointed out to each recipient of the tentative agenda that no response to the letter will be interpreted as an endorsement of the tentative agenda and may also be used as a means of eliminating candidate attendees if the list is inconveniently large.

6.3 The Final Agenda

When all comments on the tentative agenda are received, the final agenda can be prepared. This should be mailed to all participants along with detailed information regarding the meeting site and date.

7.0 THE WORKSHOP

7.1 Workshop Location

To the extent possible, the workshop should be coordinated with some larger, relevant meeting that would be attended by many of the participants. This coordination will minimize transportation costs.

7.2 The Meeting Room

The meeting room should contain the following equipment:

- Table for participants
- Seating for observers away from table
- Blackboard and/or Flipchart
- Audio-visual equipment as needed by participants
- Tape recorder (optional, and only if not a security issue)

The optimum seating arrangement for the workshop places the invited participants and the workshop coordinator around a single table with observers seated away from the table. This arrangement provides minimum distraction from observers and tends to discourage them from actively participating in the workshop. The use of multiple table arrangements that place the participants at opposite ends of a room should be avoided. In some cases, arrangements for seating will not be known until the day of the workshop. If this occurs, the coordinator should arrive in the meeting room prior to the assembly time and move tables and chairs to achieve an optimum seating arrangement.

A blackboard and/or flipchart should be placed in the room at a position where it can be easily viewed by all participants. The type of audio-visual equipment should be determined prior to the workshop and all participants should be informed of the availability of such equipment.

Because the use of a tape recorder serves only to help the coordinator in reporting the results of the workshop, its use is optional and may not be permitted at a classified workshop. It does, however, minimize possible contention regarding what was said, as well as the burden of responsibility on the coordinator for objectivity in the documentation of workshop results.

7.3 Conducting the Workshop

The coordinator must be in control of the workshop at all times. Participants should have copies of the final agenda; additional copies should be available for observers.

The coordinator should start the meeting by stating the workshop objectives and establishing constraints that will be imposed on discussion topics.

The coordinator should not hesitate to stop any discussion that is not germane to the subjects outlined in the final agenda. In addition, monopoly of discussion by one participant should be

discouraged even if it is along the subject outlined on the final agenda. In short, the coordinator must play a strong role in conducting the workshop if success is to be achieved. Two of the more difficult tasks will be to recognize when it is worthwhile to deviate from the agenda and when to achieve consensus on important issues.

8.0 PREPARATION OF THE WORKSHOP REPORT

The report on workshop activities is a concise summary of all pertinent information brought forth in the workshop. The report will be objective and restricted to what actually occurred during the workshop.

A draft of the report will be circulated among the participants for their comments and suggestions as soon as feasible following the workshop. Suggested revisions should be consistent with what actually transpired in the meeting. Controversy can be avoided if tape recordings and hand-outs of the meeting are used.

Following agreement among the workshop participants, the draft report is to be reviewed by the appropriate subcommittee TSG members, including the EC Liaison Officers. This group gives the final approval for publication.

Based on the written report, a 15-minute presentation of the workshop results will be prepared and presented at the next technical meeting of the subcommittee. It is not necessary for the workshop coordinator to submit an abstract for the meeting. Acceptance of the presentation and publication of the report in the subcommittee meeting proceedings is automatic.

Finally, a brief summary of the major technical findings and conclusions of the workshop will be part of the periodic report of the subcommittee and will be presented to the JANNAF EC. Workshop coordinators are to provide the summary and briefing material to their subcommittee chairperson for this purpose

APPENDIX H (Exhibit A)
Typical Workshop Tasks / Planning Timetable

Weeks before / after workshop	Action	Action By
-12	Request names of participants from appropriate technical panels. Review names of participants and select workshop participants. Develop a tentative agenda for the workshop.	Workshop Coordinator / CPIA
-8	Distribute the workshop invitation and tentative agenda to selected participants. Request that replies to the invitation be made no later than two weeks after receipt of the invitation. Information copies should be sent to members of the subcommittee TSG and the EC Liaison Officer. The workshop invitation should include: <ul style="list-style-type: none"> Workshop dates and location Security level / requirements for attendance Request to be a workshop participant Tentative agenda Registration form Hotel information Request for audio-visual equipment requirements Request for approval of or modifications to the tentative agenda 	CPIA
-3	Review comments on tentative agenda and prepare final agenda.	Workshop Coordinator
-2	Distribute the final workshop agenda to the participants. Distribute information copies to members of the subcommittee TSG and the EC Liaison Officer. Remind participants that electronic copies of their presentations are due at CPIA one week prior to the workshop. Inform participants of the specific number of handouts required for distribution at the workshop.	CPIA
0	Conduct workshop. Checkout seating arrangements and audio-visual equipment prior to the scheduled start of the workshop.	Workshop Coordinator / CPIA
+1	Prepare a draft report of the workshop results.	Workshop Coordinator
+2	Distribute draft report of workshop results to the workshop participants for review and comment. Request comments no later than three weeks after distribution of the draft workshop report.	CPIA
+5 - 6	Incorporate comments where appropriate, and send the edited draft workshop report to the subcommittee TSG for review. Request comments no later than three weeks after receipt of the edited report.	Workshop Coordinator / CPIA
+9 - 10	Incorporate comments where appropriate.	Workshop Coordinator
+12	Publish and distribute the workshop final report. Send information copies of the workshop report to members of the subcommittee TSG and the EC Liaison Officer.	CPIA
-	Present workshop report at the next subcommittee meeting or JPM.	Workshop Coordinator
-	Present a summary of the technical findings of the workshop as part of the periodic subcommittee review briefing to the JANNAF EC.	Subcommittee Chairperson