

RECOMMENDATION 22: DEVELOPMENT NEEDS AND OPPORTUNITIES

STRATEGIC ALIGNMENT

Part One – Which ICANN Objective does this meet

Promote ICANN’s role and multistakeholder approach. See Strategic Plan, page 19 at:
<https://www.icann.org/en/system/files/files/strategic-plan-2016-2020-10oct14-en.pdf>.

Alignment with Strategic Objectives

Goal	Encourage community role in implementation.
Project/Recommendation	That the GNSO Council develop a competency-based framework, which its members should use to identify development needs and opportunities.

SCOPE DESCRIPTION

Scope Statement

1. Staff to provide an overview of the available training and skills development mechanisms.
2. The GNSO Review Working Group will review the current training and skills development mechanisms and determine whether these are sufficient to address the recommendation.

Out of Scope

The above scope is sufficiently clear.

Assumptions

That there are existing ICANN-provided training options

Deliverables

If necessary, suggestions for additional training options.

OPTION ANALYSIS

None were considered or were necessary to be considered.

SOLUTION

Background:

The Working Group requested guidance on the background concerning the “competency-based framework” language in the recommendation. According to the final assessment report of the GNSO Review Working Party, the intent of the recommendation was to provide a framework for training to ensure that GNSO Councillors and GNSO Policy Development Process (PDP) Working Group members have appropriate skills and background to participate effectively in the PDP. Although the recommendation was not intended to address technical training, Working Party members noted that such training also would be helpful.

In the [Final Report](#) of the Independent Examiner, the reference to training is related to training of GNSO Councilors and the concern raised in the survey of the need for training in technical expertise, project management and governance. The reference to a “competency-based framework” appears to reference the need to ensure that GNSO Councillors and Working Group members have the training they need to be competent in their positions.

The following are the components of a GNSO competency-based training framework:

1. Training for GNSO Councillors and Working Group members;
2. Training for GNSO and Community Leadership Positions; and
3. Skills to Enhance Participation in the ICANN Community and Understanding of Technology Basics.

Current ICANN-Provided Training Materials and Mechanisms as Matched with the Competency-Based Framework:

1. Training for GNSO Councillors and Working Group Members:

These are the skills required for GNSO Councillors and Working Group members to participate effectively in their positions.

GNSO 101:

“Community Leader and Member Training is always a topic of ICANN Community discussions with it being raised in a number of contexts. The GNSO in conjunction with ICANN Staff have developed a set of introductory orientation materials to use as a standing resource for GNSO Councilors and community members on a variety of introductory "basic" topics such as GNSO Working Group formation and operations, PDP procedures, communications tools and guides for new Councilors and Working Group chairs. These materials are designed to reference and supplement the formal guidelines and summaries that are already posted on the GNSO website. We hope that these new "Basics" resources will be used as a resource to familiarize new Council and community members on the expectations of GNSO Councilors, the operations of the GNSO Council and its Working Groups, the outline and scope of the GNSO Policy Development Process, and the communications and collaboration tools available to Councilors and community members.” See:

<https://gns0.icann.org/en/basics/101>. Training includes the following modules: [Module 1 – Role of a GNSO Council Member](#); [Module 2a – Working Group Operations](#); [Module 2b – Working Group Formation](#); [Module 2c – Working Groups Chairs' Guide](#); [Module 3 – New Policy Development Process](#); and [Module 4 – Communication Tools](#).

Policy Development Process:

“The GNSO is responsible for developing and recommending to the Board substantive policies relating to gTLDs. "The mission of ICANN is to coordinate, at the overall level, the global Internet's systems of unique identifiers, and in particular to ensure the stable and secure operation of the Internet's unique identifier systems." The following section will provide information in how consensus on policy changes are conducted, deliberated, and ultimately approved across the Internet community stakeholders.

- [About Consensus Policy](#) – learn the basics of the GNSO Policy and its scope within the GNSO
- [Policy Development Process](#) – The GNSO Policy Development Process (PDP) governs the way in which the GNSO develops policy consistent with the role of the GNSO
- [Working Group Guidelines](#) – The objective of the GNSO Working Group Guidelines is to assist Working Groups to optimize productivity and effectiveness
- [Policy Update Archive](#) – A chronological listing of Policy Updates provided to the community for being informed of policy development activities”

See: <https://gns0.icann.org/en/basics/consensus-policy>.

2. Training for GNSO and Community Leadership Positions

ICANN Academy:

“The ICANN Academy Cross-Community Committee (CCC) assists in the development of various courses for community members within the context of ICANN.” See:

<https://community.icann.org/display/LTP/ICANN+Academy>.

Leadership Program:

The ICANN Academy Leadership Program (LP) is designed for current and incoming leaders, helping to increase understanding of the complexity of ICANN and to develop facilitation skills. The ICANN Academy Working Group and the program organizers consisting of participants from each AC/SO/SG, are aware that understanding ICANN as an organization, the topics discussed within ICANN, and interaction within other stakeholder groups is challenging for incoming leaders, but sometimes also for experienced leaders. ICANN and the community are making considerable efforts in order to help incoming leaders have a good start to their terms and to provide current leaders the opportunity to strengthen their leadership and facilitation skills.

Opportunities for Leadership Program participants include the following:

- Meet leaders from the other AC/SOs
- Discuss important ICANN topics in an in-depth manner
- Deepen the understanding of key ICANN processes
- Develop facilitation and leadership skills, focused personal effectiveness to run meetings and foster processes

All participants are also encouraged to complete customized online courses available through [ICANN Learn](#).

2017 Chairing Skills Program:

The ICANN Academy Chairing Skills Program will be divided into two parts:

- 1) Telephone Chairing Skills – session held in January 2017
- 2) Face-to-Face Chairing Skills - session held around ICANN 58

The aim of dividing the course into two parts is to focus both on the development of one skill at a time as well as to incorporate feedback from the first session into the second.

The Telephone Chairing Skills (Part 1) was planned to begin in January 2017. The results of Part 1 were fed into the Face-to-Face Chairing Skills (Part 2) that started prior to ICANN 58 in Copenhagen and continue during that meeting. A professional external coach from Incite Learning and community coaches facilitated the course.

Incite Learning has been a regular contributor to the LP that has been held since 2013. The LP was focused on new leaders in the community and includes overviews and current events within the ICANN community as well as skills building in the areas of dealing with resistance, influence, and handling disruptive meetings. The community facilitators deliver content and facilitate the skill building exercises with trainees.

CSP is different from the LP in many ways. It is focused on current chairs with a focus on virtual facilitation as well as f2f interactions. This course was designed for chairs of working or stakeholder groups who would like to develop their chairing skills. The community coaches for the CSP worked directly with trainees. This interaction included observing the trainees on calls and in meetings and providing specific feedback on how to be even more effective as a chair. Coaches were ideally alumni of the LP and have previous chairing experience. The training was held in real time using current challenges and issues facing the chair. Coaches were available to their trainees throughout CSP Parts 1 and 2 for just-in-time questions and concerns.

Intercultural Awareness Program:

During the 2017 ICANN Academy Leadership Program, community participants enthusiastically supported the concept of an Intercultural Awareness Program. This program consisted of a course that allowed members of the ICANN community to become more familiar with various cultural aspects in order to facilitate communication throughout the ICANN community. A pilot Academy Intercultural Awareness Program course started during ICANN 60 with a face-to-face session followed by a number of teleconferences.

The course, which was facilitated by Incite Learning and experienced Academy WG members, was open to all alumni of the ICANN Academy.

Among the issues identified to be discussed during the course are the following:

- Decision-making preferences and styles across cultures (using 8 dimensions)
- Key similarities and differences across cultures. How true are stereotypes?
- Conducting business, including email rules across cultures and type and length of small talk across cultures
- Actions considered to be polite/impolite or aggressive ([ICANN Expected Standards of Behavior](#) to be utilized)
- Gender Issues across culture, including personal displays of affection and dress standards
- Greetings and eating across cultures

3. Skills to Enhance Participation in the ICANN Community and Understanding of Technology Basics

ICANN Learn:

“ICANN Learn is an online learning platform requested by and built for the global ICANN community. Courses cover the basics of what ICANN does, basic web skills, how to get involved with ICANN, and more.” See: <http://learn.icann.org>

DNS Infrastructure Basics:

This area of the site will be dedicated to introductory material related to the Domain Name System (DNS) technical aspects.

- [Country Code Top Level Domains \(ccTLD\)](#)
- [DNS-Computer Emergency Response Team \(CERT\)](#)
- [Internet Protocols \(IPv4 and IPv6\)](#)
- [Redirection and Wildcarding](#)

Working Group Determination:

The Working Group has reviewed the existing ICANN-provided training options in the context of a competency-based framework and has determined that these address the recommendation that there should be a competency-based framework to identify development needs and opportunities. The Working Group notes that some training options do focus on accessibility of training, and in particular real-time interaction through remote platforms, and suggests that future training options should continue this focus. The Working Group also notes that all of the training and learning materials are linked from the GNSO website and described in the context of the competency-based framework. See: <https://gns0.icann.org/en/basics>.

KEY DEPENDENCIES

No dependencies were identified.

RISK IDENTIFICATION

No risks were identified.

KEY PERFORMANCE INDICATORS

It is not clear to staff whether a KPI applies in the implementation of these recommendations.

NECESSARY TO PROCEED**Next Phase Activities/Resources**

None.

APPROVERS

Name	Completion of Recommendation Approved by Consensus
GNSO Review Working Group	29 March 2018

REVISION HISTORY

Date	Version	Description	Author
10 January 2018	V1	Original Draft.	Julie Hedlund, Policy Director
11 January 2018	V2	Revised based on the discussions during the Working Group meeting on 11 January 2018.	Julie Hedlund, Policy Director
18 January 2018	V3	Revised based on the discussion during the Working Group meeting on 18 January 2018.	Julie Hedlund, Policy Director
08 February 2018	V4	Revised based on the discussion during the Working Group meeting on 08 February 2018	Julie Hedlund, Policy Director
01 March 2018	V5	Revised based on the discussion during the Working Group meeting on 01 March 2018	Julie Hedlund, Policy Director
29 March 2018	FINAL	Final implementation charter approved by consensus on 29 March 2018	Julie Hedlund, Policy Director

Attachments, as applicable:

- None