

The roadmap for improving capacity of the ccNSO

At the suggestion of the ccNSO Council's Triage committee the Council and others will focus over the next months on developing an action plan on how to increase and sustain the capacity of the ccNSO (human) to deliver on its Purpose and Goals. The work session in Istanbul is the first step in developing such an action plan.

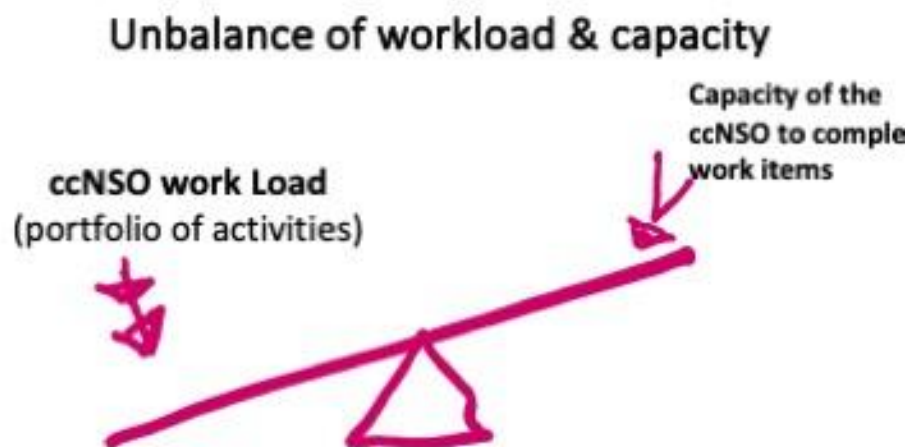
Format of the Council work session in Istanbul

1. Introduction and background: why focus on improving the capacity of the ccNSO to deliver on its work (10 minutes)
2. Discussion of the 3 questions, in break-out groups and plenary reporting
 - Round 1 - What are we trying to accomplish by improving the capacity of the ccNSO to deliver on its work? (10 minutes – 10 minutes reporting)
 - Round 2 - How will we know that a change is an improvement? (10 minutes – 10 minutes reporting)
 - Round 3 - What change can we make that will result in improving the capacity of the ccNSO to deliver on its work ? (20 minutes – 15 minutes reporting)
3. Wrap-up – 5 minutes

Why is an action plan needed to increase the capacity of the ccNSO?

Since its creation in 2003, the roles and responsibilities of the ccNSO in terms of scope and number have grown significantly. As a result the workload of the ccNSO has increased as well. To strike a balance between workload and capacity of the ccNSO to deliver on its purpose and goals, the ccNSO Council established the Triage Committee. Initially (since 2013 until 2021), the committee focused on limiting the growth of the workload. Requests to participate in ICANN and/or other SOs and Acs initiatives were reviewed and depending on potential value to the ccNSO and/or ccTLD community the committee would [suggest a course of action](#). An example, with major impact of this approach was to decline participation in the Registration Directory Service Review and GNSO WHOIS policy development efforts. Although the growth of workload of the ccNSO as a result of external requests was limited, it remained overwhelmingly high (see figure 1) and further steps were needed

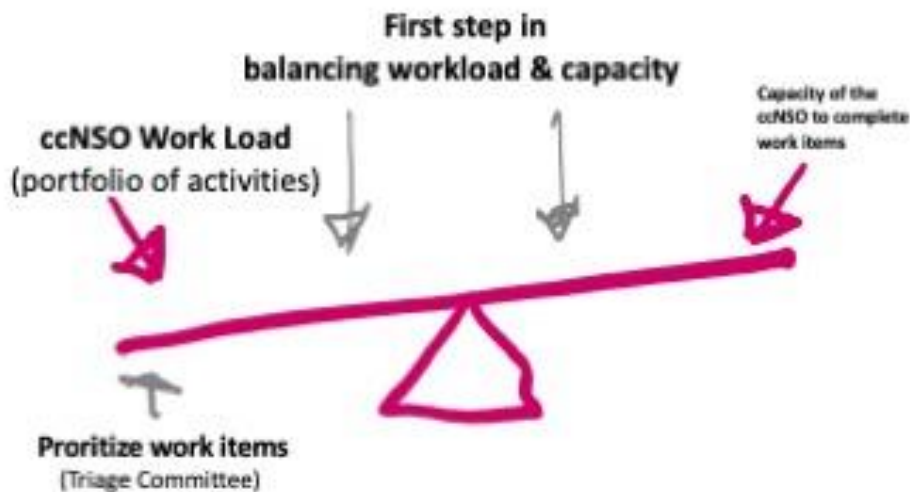
Figure 1 – unbalance of work load & capacity



To further improve the ability of the ccNSO to manage the ccNSO workload, the Council adopted the [ccNSO Purpose and Goals Statement](#). Objective of this Statement is to capture the value of the ccNSO for the ccTLD community and other stakeholders. Delivering on its purpose and goals is foundational for the legitimacy and reputation of the ccNSO and limits the scope of ccNSO roles and responsibilities. Delevering on its activities is foundational to provide value to the ccTLDs community in general and those who participate specifically.

The Purpose and Goals serve as the basis to set priorities. To assess the priorities of work items, the Triage Committee determines whether a work item relates to one of the Goals and assesses the efforts it will take to deliver on the item. By using the [work prioritization approach](#) activities are identified that should be included in the list of ccNSO work items and the ccNSO [portfolio of activities](#) (see figure 2)

Figure 2 – Slightly better balance work load & resourcing

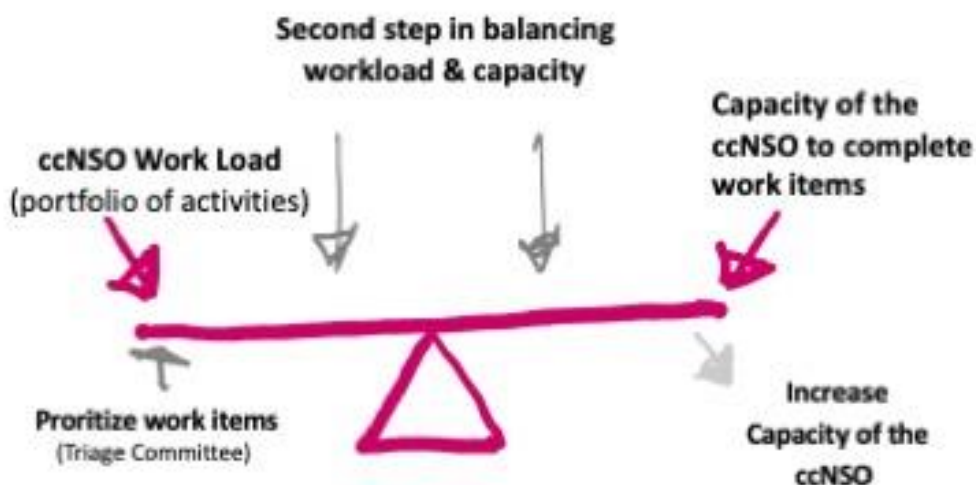


The latest example of prioritization was the choice between responding to the questions from the Board caucus ccPDP3 and the policy gap analysis work.

However, as has been regularly noted, there is still an unbalance between workload and capacity. As a result, the ccNSO risks that it will not be able to deliver on its Purpose and Goals In the longer term, which is – as said - fundamental to delivering value to ccTLDs and the legitimacy and reputation of the ccNSO.

To take the next step to aspire and maintain a balance between workload and capacity, the capacity of the ccNSO to deliver on its work needs to be improved (see figure 3).

Figure 3 – Long term Balance of work load and capacity



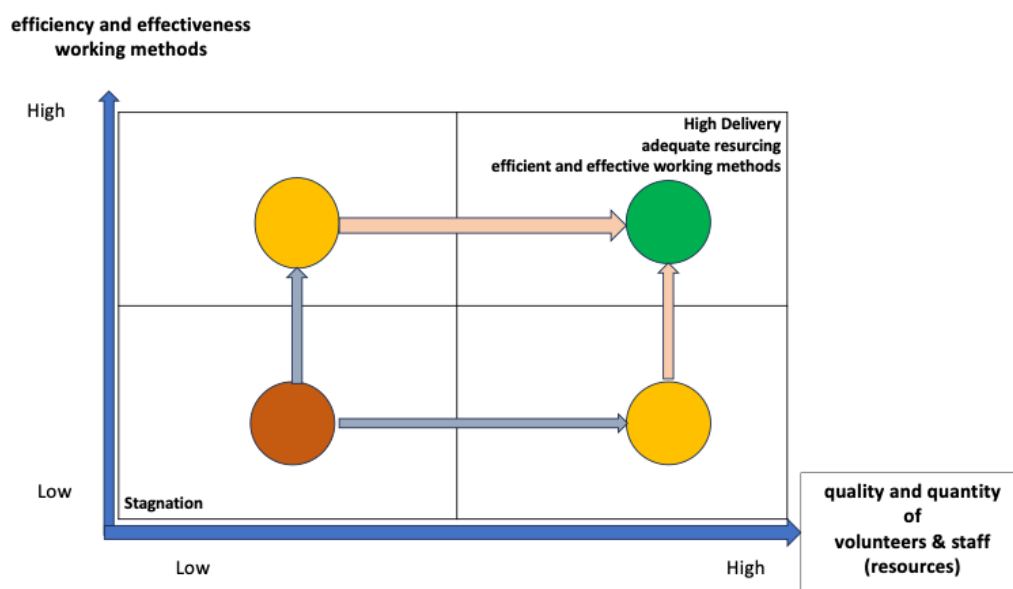
The capacity of the ccNSO is predominantly determined by the quality and quantity of its resources and the effectiveness and efficiency of the working methods. Resources in the

context of the ccNSO refers to volunteers and support staff. Included is an overview of the current level of [people participating actively in the work of the ccNSO](#) .

To Improve the capacity of the ccNSO, the level of participation of volunteers and adequate staffing may need to be increased. More active participation in the ccNSO is also relevant from another perspective: it also allows volunteers to co-determine and co-create, and hence to add value for their own and other ccTLDs and add to the reputation of the ccNSO.

However, improvement of the capacity of the ccNSO to adequate levels should not be limited to increasing the levels of volunteers and staffing. Capacity is not only determined by the number of people actively participating, but also depends on how these people work and are organised. Therefore improving the capacity of the ccNSO to deliver on its Purpose and Goals implies improving both the level of active participation and the efficiency and effectiveness of working methods (see figure 4)

Figure 4 – The road to “high delivery”



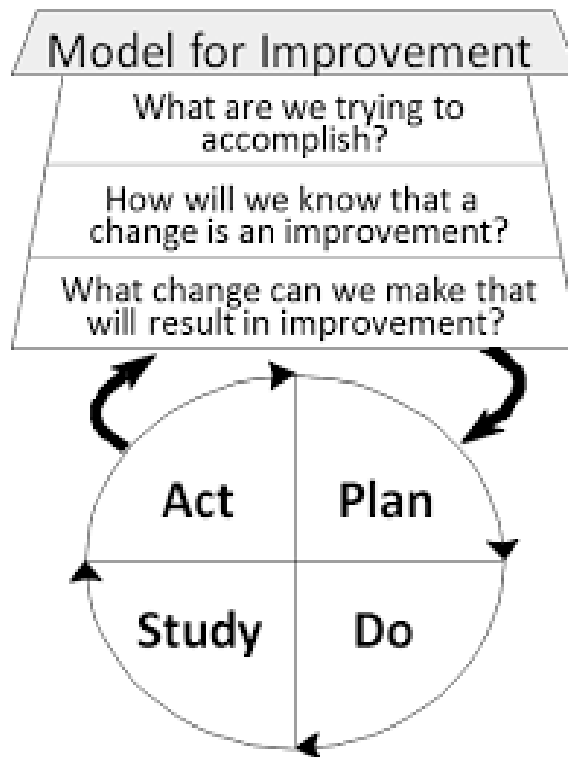
Building the action plan

The goal of the working session in Istanbul is to start building the action plan to improve the capacity of the ccNSO. The method to be used is the ccNSO framework for continuous improvement (see figure 5). This framework is a two phased process. In phase 1 the focus will be on 3 overarching questions:

- What are we trying to accomplish by improving the capacity of the ccNSO to deliver on its Purpose and Goals?
- How will we know that a change is an improvement?
- What change can we make that will result in improvement of the capacity of the ccNSOP to deliver on its work?

In phase 2 the results of phase 1 will have to be detailed, specifically the suggestion for change. In phase 2 these will be turned into concrete interventions and objectives to be included in the action plan.

Figure 5 – the ccNSO Framework for continuous improvement



Scheduling Phase 1 and 2

The process will start with the in-person work shop in Istanbul. Councillors present and leadership teams of the ccNSO working Groups will focus on the 3 overarching questions:

- What are we trying to accomplish by improving the capacity of the ccNSO to deliver on its work?
- How will we know that a change is an improvement?
- What change can we make that will result in improvement of the capacity of the ccNSO to deliver on its work?

The outcome of these sessions will be documented and reviewed and detailed in second, virtual meeting again focusing on the 3 questions(December 2024, TBC'ed).

The results of phase 2 will then be detailed in a second virtual meeting (end-January 2025) and turned into concrete interventions, and related predictions of the outcome of the interventions.

The outcome of phase 1 and 2 will result in the action plan.

Goal is to present this action plan to the community at ICANN82 in Seattle, to be followed by adoption by the ccNSO Council, and then executed.

The Triage Committee together with the chair of the Council will oversee and manage Phase 1 and 2.

Format of the Council work session in Istanbul

4. Introduction and background: why focus on improving the capacity of the ccNSO to deliver on its work (10 minutes)
5. Discussion of the 3 questions, in break-out groups and plenary reporting
 - Round 1 - What are we trying to accomplish by improving the capacity of the ccNSO to deliver on its work? (10 minutes – 10 minutes reporting)
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6. Wrap- up – 5 minutes