ICANN | GNSO
Generic Names Supporting Organization

GNSO Council Strategic Planning Session
November 2021
Virtual Meeting Report

Status of This Document

This is the outcome document from the fifth GNSO Council Strategic Planning Session that took place in a virtual format in October & November 2021. This successful event saw the GNSO Council focus on the theme "Virtual Effectiveness: How can the Council be more effective in its role as Manager of the Policy Development Process now as well as post-pandemic?".

Table of Contents

Executive Summary

A. Background

This is the outcome document from the fourth GNSO Council Strategic Planning Session (SPS) held in a virtual format during the month of October and November 2021. The meeting sought to build upon the important work and projects that had been initiated following the first Strategic Planning Session in 2018, the second one in 2019, the third in January 2020 and the fourth in November 2020.

The objective of the 2021-2022 SPS was to welcome and integrate new Council members in a virtual environment and focus on further empowering the GNSO Council to deliver on its priorities and commitments. Furthermore, the GNSO Council focused on how the Council can be more effective in its role as Manager of the Policy Development Process now as well as post-pandemic.

The meeting had a strong attendance of nearly the entire GNSO Council with active and vocal participation from all GNSO Stakeholder Groups and Constituencies.

All of the preparatory materials for this meeting have been archived in the interest of transparency at this URL: https://drive.google.com/drive/u/0/folders/0ADZ_d9tLtjz7Uk9PVA. Additionally, all relevant Council procedures (including the GNSO Operating Procedures, Policy Development Process Manual, and GNSO Working Group Guidelines) are publicly archived at this URL: https://gnso.icann.org/en/council/procedures.

B. Terminology

Where there are references to the 'Council' in this document, please note this refers to the GNSO Council. Similarly, references to 'Working Groups' refer to Policy Development Process (PDP) working groups that have either been chartered by, or fall within the management of, the GNSO.

C.   Focus

The virtual meeting took place over the course of three weeks in the following manner:

The proposed themes and objectives were as follows:

1. Welcome and integration of new Council members in a virtual environment
2. Ensure that (new) Council members are familiar with key documents and information concerning the GNSO Council's role and responsibilities;
3. Create an environment of collegiality and trust;
4. Develop practical skills and knowledge that contribute to fulfilling the role of a GNSO Council member; and
5. Agree, learn and implement approaches and techniques that can help overcome the difficulties of working only in a virtual environment but which can also be of value in a post-pandemic world.

D. Outcomes

This report provides further details on the discussions, agreements, and action items that were cultivated during the 2021-2022 GNSO Council Strategic Planning Session.

The following main challenges and opportunities were identified for the upcoming year, namely:

- Status and next steps of GNSO policy recommendations post-Council adoption;
- Volunteer fatigue/disengagement;
- Addressing unplanned work;
- Ability to connect virtually and remain effective; and
- External threats to and perceptions of the multistakeholder model.

Recognizing the current Council workload as well as limited bandwidth of Council members, the Council agreed to focus its energy on incremental improvements to try and address the challenges and opportunities identified. However, the Council committed to examining whether or not these improvements are delivering the intended result, and if not, will be discontinued.

Furthermore, the Council agreed to focus on a limited number of focus areas which are intended to address the above mentioned challenges and opportunities for which specific action items can be found in the 'Wrap up & Conclusion' chapter, namely:

1. Council Commitments
2. Volunteer engagement and motivation
3. Work planning / prioritization
4. Support for and follow-up on policy recommendations post-Council adoption

To check on the progress of the implementation of these action items as well as allow for updates to be made, a post-SPS meeting will be scheduled in the 4-6 month timeframe after the conclusion of this SPS.

GNSO Council Threats and Opportunities Brainstorming Session

A.   Objective

GNSO SG/C leaders were invited to join the Council to address the following questions:

- Has the Council been successful in the previous year addressing capacity concerns and improving scoping of efforts which were identified as main take-aways of the last SPS? If not, what should be done better?
- Are there any new threats / opportunities on the horizon that the Council should factor in and how should the Council tackle these in the year ahead?
- Are the concerns flagged in the priorities session shared and if so, how should these be addressed?

In preparation for this session, the Council also shared some of the reactions that were received during the ICANN72 Priorities session in which respondents to a zoom poll indicated that:
- 86% of respondents do not think or are not sure that it is feasible for the Council and the GNSO community to work on all the projects identified in the coming year.
- 95% of respondents agree that community fatigue is a major issue.
- 67% of respondents are of the view that the Council should take a more active oversight role in relation to the implementation of adopted GNSO policy recommendations.

In addition, SG/C leaders were invited to provide further insights into how they collaborate with their respective Council members and prepare for Council meetings.

The output of this meeting helped inform the discussions during subsequent SPS sessions.

B.   Input received

In response to the first question, has the Council been successful in the previous year addressing capacity concerns and improving scoping of efforts, several contributors noted that capacity concerns remain. An additional challenge that was identified is that on a regular basis, the Council and/or the GNSO are asked for input or contributions to efforts which have not been previously flagged and which as a result are not anticipated in the project planning efforts.

It was noted that the recent trend of using scoping teams to prepare for policy development activities has had a positive impact on ensuring that subsequent work efforts are focused, and fact driven. It was noted that even though such scoping efforts may add additional time at the outset, it is compensated by having a shorter and more effective working group phase. Several emphasized the importance of insisting on actual problem statements instead of focusing on perceived problems.

In relation to new threats, many agreed that the current delays and lack of transparency around the implementation of adopted GNSO policy recommendations as well as other efforts such as review teams was problematic on various levels. First, it is considered demotivating for volunteers who after hard work and substantial amount of time invested, do not see the end result in a timely manner. Secondly, some also suggested that this could play into the hands of external critics who question the viability and effectiveness of the multistakeholder model and ICANN. Lastly, some noted that this could be an incentive for some to try and get things done outside of the multistakeholder model, for example, by lobbying governments for legislation.

Some also noted the importance of avoiding relitigating of topics in the implementation phase; once consensus is achieved and/or the required voting thresholds are met at Council level, results need to be accepted and focus should be on implementing those results.

Some also highlighted the importance of providing qualitative metrics, not only quantitative metrics as the latter do not provide much insight into actual accomplishments.

Some emphasized the importance of closely following and being involved in the prioritization discussions that are taking place at a cross-community level as the success of this effort is of key importance.

Many also noted the continued fatigue and challenges to engage volunteers in a virtual environment. Some suggested that this has been exacerbated by the lack of prioritization and unfinished work items.

In summary, attendees agreed that the following challenges required specific attention in the coming year:

1. Status and next steps of GNSO policy recommendations post-Council adoption;
2. Volunteer fatigue/disengagement;
3. Addressing unplanned work;
4. Ability to virtually connect and remain effective, and;
5. External threats to and perceptions of the multistakeholder model.

C.   Potential Solutions

Status and next steps of GNSO policy recommendations post-Council adoption

The Council should explore how it can assist in keeping the ball rolling once policy recommendations leave the Council – for example, the Council could be more proactive in asking the ICANN Board and ICANN org about expected timing / timelines as well as how it can assist in making sure things move forward. In addition, the Council should consider sharing with the ICANN Board when certain items are expected to move from Council to Board to facilitate advance planning by the ICANN Board.

Volunteer fatigue/disengagement

In relation to capacity concerns, it was noted that it might help to provide as much information as possible about the expected duration and effort required, as that would allow volunteers to make an informed decision about whether or not they would be able to commit the time necessary.

Instead of just accepting requests for input or participation in non-planned efforts, the Council could ask critical questions such as 'what is the problem statement' and 'why does this need to be addressed now' to be able to make a better-informed decision about how and where to slot it into its planning. A more regular / dedicated review of the project list could also assist with this.

Ability to virtually connect and remain effective

Exploring new ways to connect could be a way to counter zoom fatigue and re-engage with volunteers. For example, consider additional opportunities for social engagement.

Some suggested that the Council might benefit from more active collaboration when it comes to advance planning of Council meetings and preparing any relevant motions.

Plenary Session & Break Out Sessions

A.   Objective

The main question for these sessions was 'looking at the year head, what can the Council accomplish and how can goals be achieved'? The Council addressed this question during the plenary session as well as the subsequent breakout session by focusing on the following sub-topics and related questions:

⊙ Work prioritization

- What specifically should be prioritized?
- Are you and your SG/C prepared to actively participate in your areas of priority?
- How to address unplanned work?
- Does Council have a role with policy recommendations after voting on a Final Report?
- What are the obstacles to achieving these goals?

⊙ Decision-making process and what you need to in order to vote

- What is expected of Councilors to cast a vote?
- Is the value in robust discussion at Council before a vote?
- Should there be a system in place to ensure all are held accountable to document review before a vote?
- What kind of coordination, if any, between SG/C's and Council would be helpful?

⊙   Work methods – identify what works and where gaps exist

- Are the current Project Management tools helpful?
- Does centralized planning within Council leadership work for you?
- Where are your gaps?
- Ideas for improvement?

⊙   How to better utilize Council expertise

- Would Council benefit from strategic use of the skills of this group?
- Would you participate in a small group based on your area of expertise?
- Survey mapped areas of expertise – knowing those answers might be used to create small teams, do you want a re-do?

⊙ Support for new Councilors

- Ideas from survey included:

- Mentoring program (incoming/former Councilors)
- Discussion panel with former Councilors
- Emphasis on creating personal connections between Councilors

Pursuing these or other ideas will take bandwidth and resources - is there value here?

B.   Work Prioritization

Input received

Some noted that it is important to track previous decisions with regards to prioritization to avoid having to reinvent the wheel. It was also noted that just because a decision was taken at some point, this does not prevent the Council from reassessing this decision to determine whether or not circumstances had changed that would warrant a different priority designation. However, this should not be an opportunity to relitigate previous arguments.

Some suggested that priority should be given to ensuring that projects make it to the finish line instead of initiating new work.

Others highlighted the importance of accepting the outcome of policy development activities – implementation efforts should not be used to relitigate or question the outcome, but instead, everyone should work together to implement the consensus recommendations, once adopted.

Some pointed out that while there is a lot of detail available about the working group phase as well as implementation, there is no such clarity after the GNSO Council adopts the recommendations and until the Board adopts recommendations for implementation. Some recommendations appear currently on hold, but it is not always clear why or what the GNSO Council can do to assist in moving things forward. It was suggested that the Council should play a more active role in this phase. Some suggested that the ICANN Board / org should be requested to provide a similar transparency as the Council provides on the status of its projects by using comparable reporting tools or including detailed information as part of the reporting tools that the GNSO Council uses. The ICANN Board is responsible for overseeing the status of implementation of recommendations it has adopted – further transparency and communication in relation to how this oversight is conducted would be welcomed. Providing further details on the challenges that the Board / org might be facing or when and why deadlines are missed would allow the GNSO Council to factor these in and try to assist addressing these. Some noted that it would be important to not add a complicated process to obtain this kind of information but see if it can be achieved in a lightweight manner. It was also suggested that such information should not be limited to the calendar year, but it should factor in longer term planning.

Some suggested that implementation previews should become a standard part of the policy development working group phase to provide the working group as well as Council further insight into the likelihood of recommendations being implemented with relative ease.

Some pointed out the importance of measuring whether policies that have been adopted actually do what they were intended to do. Consider building in a mandatory review, for example, 3 years after implementation.

Some noted the importance of having clarity on the problem that is being addressed and the urgency for doing so. This would help the Council in determining the priority of a project but also volunteers deciding on why and whether they should sign up for an effort.

C.   Decision-making process and what you need to in order to vote

Input received

Several pointed out that most Council members are directed in their vote and as such, decisions are made in advance. As a result, needs may be different. Some noted that in addition to sufficient time for SG/C discussions, there should also be sufficient time for the Council to deliberate so that any follow up questions that might come up during the SG/C discussions can be considered by the Council. If there are questions in relation to scope or the interpretation of certain recommendations, the Council should be able to discuss these.

Some also pointed out that as part of the deliberations, it would be helpful for Council members to communicate interests and positions so that others understand why a Council member votes a certain way.

The question was raised whether these types of exchanges should take place outside of Council meetings, with some observing that the mailing list does not seem to be an inviting means as little substantive debate is taking place there. It was also pointed out that if webinars that are typically organized to brief Council members on the substance of a report are also intended for substantive discussion it would be important to make this clear at the outset.

Many agreed that it is the role for Council members to inform SG/Cs about upcoming votes and decisions. It was noted that it would be helpful if a timeline, in the form of a Pre-Council vote road map, would be clearly communicated in advance so that discussions could be planned accordingly and reduce the risk of requests for deferrals. Some also indicated that having a concise briefing document would help, for example, in

a similar format as the small team assignment form, as the amount of materials can sometimes be overwhelming.

Some also pointed out that the Council needs to respect the work of a Working Group and be supportive of the output. Similarly, the Council needs to stand behind the outcome of a Council vote. The role of the Council, as a manager of the PDP, should be clear. It was suggested that the above reference briefing document could refer to this aspect and make clear what the Council is expected to consider as it reviews materials in advance of a decision.

D.   Support for new Councilors

Input received

It was pointed out that it might be difficult to know what you don't know at the outset. Some noted that the amount of information and documents can be overwhelming – it might help to have some guidance on what is most relevant and where to find the most important documents to prepare accordingly. It is also important that sufficient time is built into the Council timeline to allow for discussion.

Some also raised the question of how the Council could benefit from the brain trust of outgoing and alumni Council members. Should there be a process to capture insights? Some highlighted the importance for new Council members to reach out to other Council members, recognizing that many might already have a mentor in the form of a current or outgoing Council from their appointing group. It was also noted that it might be helpful if Council leadership would check in after the first couple of weeks to make sure new Council members feel they have what they need to actively engage.

Some noted that the use of small teams has made the barrier lower for new Council members to actively participate, although others highlighted the challenges of finding volunteers to participate in these small teams which at times means that work needs to be redone when small teams present their outcome to the Council if a certain group was not represented in the effort.

E.   Work methods – identify what works and where gaps exist

Input received

It was suggested that there might be a way to streamline Council review and consideration of the Project Management Tools by having a small team of Council members preview them to allow for a focused discussion during Council meetings. This would also prepare the ground to further focus on prioritization of activities. It was noted that two missing pieces to fully inform any prioritization decisions are resourcing and forecasting.

Some pointed out that in reviewing the materials, it would be helpful to easily see the delta compared to the previous update. It was noted that for some of the projects that are included in the project list that are not managed by the Council, information on timelines is typically based on publicly available resources and as such, may not always be up to date. It was suggested that in those instances Council liaisons, if appointed, could provide some useful insights.

F.   How to better utilize Council expertise

Input received

Most agreed that it would be helpful to understand the specific skill sets that exist within the Council so that it may be possible to call upon these for specific projects. It was agreed that it would be helpful to rerun the survey that was undertaken as part of the SPS survey to get a more complete picture of current Council expertise. It should be noted though, that expertise should not be required for or used to limit participation in Council efforts. It was also noted that the new approach of using small team assignment forms assists in making clear at the outset what the expectations are of small team members, making it easier for Council members to decide whether to sign up.

Some also noted that ensuring civility in conversations as well as chat, even when there is disagreement might attract more people to actively engage. It was pointed out that some work has been undertaken in one of the GNSO constituencies on a 'civility pledge'. It was suggested that the Council could explore this initiative to see if/how it might be applied to Council activities. Some noted that there is already the code of conduct that is in place but that it comes down to enforcement and the role of the Chair in making sure it is adhered to.

In addition, it was noted that some frustration might be linked to the perception that the Council and the GNSO community do not own decisions once these are made. It is understandable that groups may not be happy with the outcome of certain activities, but if the process has been followed and all perspectives have been heard, it should be part of that process to accept the decision that is ultimately made and defend it as a Council decision. This could help avoid relitigation in later stages as well as the perception that multistakeholder decision making does not work.

Development Session

A.   Objective

This session continued any necessary discussions from the prior plenary session and provided Council members with tools to make that work more efficient, productive, and manageable.

The presentation focused on the following questions:

• What is the role of Council? As manager of the PDP, what is your role in addressing the themes and needs of SG/C?

• What can the Council do? What is reasonably achievable considering given resources?

• What do you, as a Council member, need? What do you need as an individual to execute on your role as Councilor?

B.   Fundamental Components of Communication

It was pointed out that all these questions have a fundamental connection – a need for more productive communication.

Process of Communication – think about:
• Sender
• Message
• Channel
• Receiver
• Feedback

Forms of Communication
• Verbal vs. Nonverbal
• Speak vs. Writing
• Active Listening

Forms of communication have become more challenging in a fully virtual work. It is harder, if not impossible to interpret non-verbal conversation.

Relationships underpin all forms, methods, and types of communication

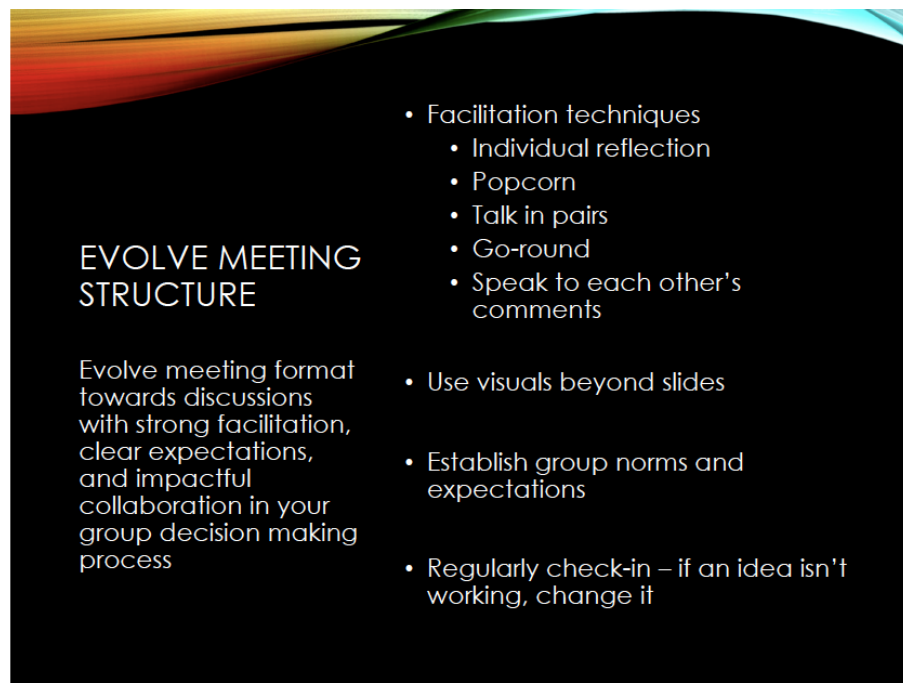## C. Tools

USE SMALL TEAMS IN FORMAL & INFORMAL WAYS

Small teams can be used to gather information, identify gaps, create communication channels, and collaborate to further the work of Council

- Use to tackle broad questions and return to the full council with a narrower scope

- Encourage individuals with different points of view to actively listen to one another

- Solve problems -collaborate and streamline information before presenting to the larger Council

- Used to communicate with other parts of the ICANN ecosphere – the Board, Org, specific IRT to gather information and collaborate

DON'T OVERLY COMPLICATE MATTERS

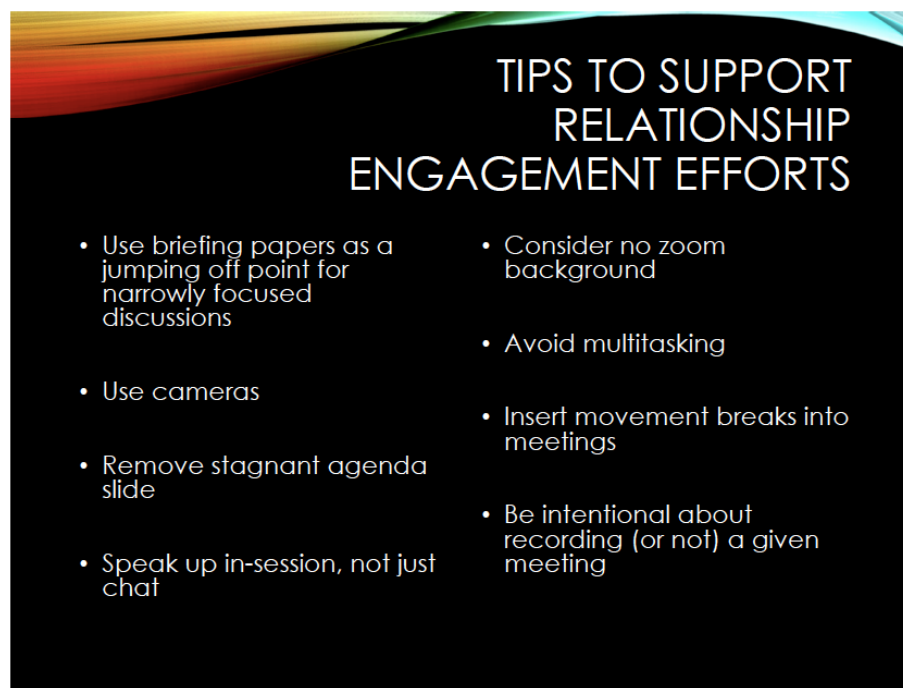Focus on how to answer the question before you in the most straight-forward manner

- Clearly articulate outcomes sought and create communication channels driven by those outcomes

- Consider if there is value in an informal conversation vs. a formal process

- Strive to communicate in the timeliest and most straight-forward manner possible

EVOLVE MEETING STRUCTURE

Evolve meeting format towards discussions with strong facilitation, clear expectations, and impactful collaboration in your group decision making process

- Facilitation techniques
  - Individual reflection
  - Popcorn
  - Talk in pairs
  - Go-round
  - Speak to each other's comments

- Use visuals beyond slides

- Establish group norms and expectations

- Regularly check-in – if an idea isn't working, change it

TIPS TO SUPPORT RELATIONSHIP ENGAGEMENT EFFORTS

- Use briefing papers as a jumping off point for narrowly focused discussions

- Use cameras

- Remove stagnant agenda slide

- Speak up in-session, not just chat

- Consider no zoom background

- Avoid multitasking

- Insert movement breaks into meetings

- Be intentional about recording (or not) a given meeting

D.   Apply Tools & Ideas

COUNCILOR EXPERTISE AND KNOWLEDGE SHARING

USE A SMALL TEAM

- Use current survey results (or re-do) to create topic-driven small teams
- Small team + staff focused on a narrow topic within the area of expertise
- Staff/small team create a briefing paper, shared with entire Council as prep material
- At meeting, small team members each give short presentation on topic from various perspectives
- Councilors then have the opportunity to ask the small team panelists questions
- Substance of robust dialogues can then be taken back to SG/C to support those discussions – two-way communication sharing – that can inform the SG/C's ultimate decision

ENHANCE SMALL TEAM WITH

- Strong facilitation of Q&A for robust conversation
- Cameras
- Emphasis on verbal contributions over chat
- Be strategic on whether the session is recorded

DECIPHERING KEY INFORMATION FROM PORTFOLIO MANAGEMENT TOOLS

USE A SMALL TEAM

- Identify a small team interested in making the PM tools more digestible for Councilors
- Small team can customize the information and the manner it is delivered to Council
- Foster greater collaboration between Staff and Councilors

ENHANCE SMALL TEAM WITH

- Facilitation, cameras, live discussion

POSSIBLE OUTPUTS – from survey

- Document dashboard / tracking tool for Council to find all the information they need and means to ensure key information has been accessed

LIAISON / SMALL TEAMS TO FILL COMMUNICATION GAPS

USE LIAISON / SMALL TEAM TO GATHER & SHARE INFORMATION

- Heard a breakdown in information sharing at various stages in the policy recommendation life span

- Schedule less formal brainstorming sessions with Board, Org, etc. to identify and address gaps – communication flows two ways – ASK QUESTIONS

- Liaison / small team report back to Council for further discussion and reporting back to SG/C

ENHANCE SMALL TEAM BY WITH
- Strong facilitation of Q&A for robust conversation
- Cameras
- Emphasis on verbal contributions over chat
- Be strategic on whether the session is recorded

SMALL TEAMS TO FILL COMMUNICATION GAPS WITH SG/C

USE SMALL TEAM
- Heard in the survey there may be a gap regarding SG/C understanding of Council priorities, among other things

- Use a small team to identify gaps, narrow issues, and craft a way to facilitate dialogues with SG/C to build understanding

- It can analyze where there is value to more regular dialogue between Council and SG/C

ENHANCE SMALL TEAM WITH
- Strong facilitation
- Cameras
- Emphasis on verbal contributions over chat
- Be strategic on whether the session is recorded

E.   Discussion

The Council was asked to react to the question of whether they would be willing to apply some of these tools – or other new ideas – to the way the Council engages.

- Some questioned whether these tools address some of the fundamental issues such as lack of incentives to move from positions and ability to stall issues from moving forward. Some pointed out that the Council does have tools available to address such situations in the context of policy development through its role as manager of the PDP. Others noted that, in addition to providing oversight, the Council may at times need to be more responsive to requests for support from WG Chairs. Some suggested that more use should be made of the Consensus Playbook as there are a lot of useful tips and suggestions to facilitate and promote consensus building.
- Some pointed to the importance of moving to reasonable deadlines instead of constantly fighting against arbitrary deadlines. Some also suggested that the focus should be on limiting incoming items and removing items that are not essential.
- It was suggested that noting some of the challenges such as volunteer fatigue, it would be important to focus on incremental improvements that Council members would be able so support and implement. At the same time, there should not be any hesitation in discarding approaches if it turns out they do not have the desired effect.
- Some expressed support for the idea of revisiting the structure of Council meetings by promoting more substantive discussion and less focus on administrative items that could potentially be dealt with in other ways as well such as email.

- Some suggested that it might be helpful forming a small team to go through the project list and the other program management tools and then report to the Council on the main areas requiring Council attention.

Wrap up & Conclusion

F.   High level summary & Conclusion

The theme of this year's Strategic Planning Session (SPS) was "Virtual Effectiveness: How can the Council be more effective in its role as Manager of the Policy Development Process now as well as post-pandemic?" The Council tackled this issue by focusing on several sub-topics, including:

- Work prioritization
- Decision-making process and what do Council members need in order to vote
- Work methods – identify what works and where gaps exist
- How to better utilize Council expertise
- Support for new Councilors

Furthermore, the Council, with the input from Stakeholder Group and Constituency Chairs, identified the following main challenges and opportunities for the upcoming year, namely:

- Status and next steps of GNSO policy recommendations post-Council adoption;
- Volunteer fatigue/disengagement;
- Addressing unplanned work;
- Ability to connect virtually and remain effective, and;
- External threats to and perceptions of the multistakeholder model.

Recognizing the current Council workload as well as bandwidth of Council members, the Council agreed to focus its energy on incremental improvements to try and address the challenges and opportunities identified. However, if it turns out that these improvements are not delivering the intended result, these will be discontinued.

G.   Proposed Focus Areas & Action Items

Focus Area #1: Council Commitments

The Council discussed the importance of the Council owning the decisions it makes, even if not everyone voted in favor of a certain decision. Many felt that too much energy is lost relitigating decisions made, which is putting at risk the role and image of the Council as an effective manager of the policy development process. Similarly, some pointed to the risk of the Council overstepping its role as a manager of the PDP by questioning the substance of agreements reached instead of focusing on whether a Working Group as well as Council followed the process. In addition, some pointed out that in the heat of disagreements, the conversation doesn't always remain civil and

comments are made that do not foster an atmosphere of collaboration and understanding.

As a result, the Council agreed to further explore the possibility of developing a 'GNSO Council Commitments Pledge' that would outline what all Council members are willing to commit to as individuals but also in their role as a Council member, as well as a commitment to consensus building.

Action item
1. Council leadership to develop a first draft of a proposed "Council Commitments" for Council consideration.

Focus Area #2: Volunteer engagement and motivation

The Council discussed that even though the Council and GNSO are used to doing most of its work virtually, having been able to ONLY do it virtually for the last two years is wearing down volunteers. At the same time, it was noted that many improvements have been made when it comes to virtual engagement and collaboration, those improvements should be maintained post-pandemic as the virtual component of the GNSO's work will not go away.

Similarly, many recognized the importance of informal as well as non-substantive exchanges to boost morale and enhance the connection between Council members as well as others in the community.

It was also noted that it can sometimes be a challenge, especially for new Council members, to know where to look for the right information to be fully prepared for meetings.

Action items:
2. Council members to identify how additional informal as well as non-substantive exchanges can be incorporated in the current schedule. For example, Council members are encouraged to suggest discussion topics to the Council Agenda planning document (see https://docs.google.com/document/d/1FSNlAHTjbWAzKcfltI7SWwzXda1NtKxfQ2k-t0oiGr8/edit).
3. Staff support team to try and incorporate more details in call for volunteers in relation to the expected time commitment so that volunteers can better assess whether or not it is a commitment they are able to take on.
4. Council members as well as staff support team to try and limit use of slides and make use as much as possible of cameras to promote interaction and engagement.
5. Staff support team to rerun expertise survey and develop database of Council member expertise that can be used when identifying volunteers for Council efforts.

6. Council leadership to explore possibility to set up a regular informal Q & A session with ICANN CEO for GNSO Council, either as part of future SPS or intersessionally.
7. Staff support team to develop cheat sheet with tips & tricks for where to find relevant information and prepare for Council meetings.
8. Leadership and/or Staff to engage with incoming Council Members to ensure they have the required support/mentor to be operational.

Focus Area #3: Work planning / prioritization

All Council members recognized the importance of the Council Program Management Tools (see https://gnso.icann.org/en/council/project), but at the same time it was noted that the Council might not be making optimal use of it. It was agreed that the Council might benefit from having a small team of Council members review the PMT prior to every Council meeting to assist the Council in pointing out areas that might require special attention or where Council direction might be necessary to confirm priority status. It was suggested that this might be an assignment that could be taken up by the existing Standing Committee on Budget & Operations (SCBO).

Action item:
9. Council leadership to work with staff support team to develop proposed PMT small team assignment and proposal for if/how this work can be incorporated into the SCBO as well as manner and frequency with which Council will review PMT.
10. Council members and Council leadership to review on a regular basis the Council Agenda planning document (see https://docs.google.com/document/d/1FSNlAHTjbWAzKcfltI7SWwzXda1NtKxfQ2k-t0oiGr8/edit) to ensure that sufficient time is built in to allow for discussion and consideration before topics are scheduled for a vote.

Focus Area #4: Support for and follow-up on Policy Recommendations post-Council adoption

The Council discussed extensively the importance of follow through once GNSO policy recommendations have been adopted by the GNSO Council. The work of the PMT small team referenced above may be a first step in making sure the Council pays closer attention to these initiatives. At the same time, it was noted that projects not owned or sponsored by the GNSO Council may not make use of tracking tools similar to the ones that the Council currently uses. Several indicated that they would welcome if similar information would be made available to provide for more transparency as well as predictability with regards to next steps post-adoption.

Action items:

11. Council leadership to set up an informal conversation with Becky and Matthew to obtain their feedback on the SPS discussions as well as their suggestions on how the

Council can best engage with the ICANN Board on this topic. Following this conversation, Council leadership to put forward proposed next steps for Council consideration.

Post-SPS Meeting

12. To check on the progress of the implementation of these action items as well as allow for updates to be made, a post-SPS meeting will be scheduled in the 4-6 month timeframe after this meeting.