1   **DRAFT BC position on the proposed Working Group Guidelines – v1**
2
3   **Background**
4
5   As part of the GNSO Improvements Process, which has as its objective to improve the
6   structure and operations of the Generic Names Supporting Organization (GNSO), a
7   Policy Process Steering Committee (PPSC) was created in January 2009. The PPSC is
8   ultimately responsible for reviewing and recommending processes used within the
9   GNSO for developing policy and recommending any changes deemed appropriate for
10   GNSO Council consideration. To facilitate this work, two sub-teams were created: the
11   Policy Development Process (PDP) Work Team and the Working Group (WG) Work
12   Team. This latter group was tasked with developing a Working Group Model which
13   should become the focal point for policy development and enhance the policy
14   development process by making it more inclusive and representative, and – ultimately –
15   more effective and efficient.
16
17   To this end, the WG WT has developed this document, entitled 'Working Group
18   Guidelines', which brings together two different elements of the Working Group
19   process; on the one hand it addresses what should be considered in creating, purposing,
20   funding, staffing, and instructing/guiding a WG to accomplish the desired outcome (the
21   chartering process), and; secondly, what guidance should be provided to a WG on
22   elements such as structuring, norming, tasking, reporting, and delivering the outcome(s)
23   as chartered (the working group process).
24
25   **BC position on the Working Group Guidelines**
26
27   The Business Constituency supports the approach outlined in the Working Group
28   Guidelines and offers the following amendments to the draft.
29
30   **Suggested changes to Section 2.1.4.2 (Election of the WG Leaders) regarding selection**
31   **of the WG chair.**
32
33   **Rationale**
34
35   The current wording of in Section 2.1.4.2 is "unless a Chair has already been
36   named by the Chartering Organization, normally a Chair will be selected at the
37   first meeting of the WG."
38
39   Section 2.2 says, "The purpose of a Chair is to call meetings, preside over team
40   deliberations, manage the process so that all participants have the opportunity
41   to contribute, and report the results of the Working Group to the Chartering
42   Organization. The Chair should underscore the importance of achieving
43   representational balance on any sub-teams that are formed. The Chair should

44   always encourage and, where necessary, enforce the ICANN Standards of
45   Behavior (see 3.0 Norms)."
46
47   Section 6.1.3 says, "An experienced Chair with strong leadership and facilitation
48   skills will be a key ingredient of a successful outcome" and then goes on to
49   provide a detailed description of the profile of a good candidate for the WG
50   Chair.
51
52   The process of selecting and electing a chair would be improved if a mechanism
53   were provided to ensure that the chair that is selected could live up to those
54   expectations.
55
56   **Suggested Language**
57
58   Replace this sentence in section 2.2:
59
60   "Statements of qualifications from candidates"
61
62   with:
63
64   "Statements of qualifications from candidates that describes their ability
65   to fulfill the role (described in Section 2.2) and meet the expectations of
66   the job (described Section 6.1.3)"
67
68
69 **Suggested changes to Section 2.2 (Council Liaison role) and Section 6.1.4 (Other**
70 **Important Roles) regarding the role of the Liaison**
71
72   **Rationale**
73
74   **Current Draft**
75
76   **"Section 2.2 – Liaison** - A Member of the Chartering Organization (CO) can be
77   appointed to serve as a Liaison to the Working Group. The role of the Liaison
78   consists of reporting to the CO on a regular basis on the progress of the Working
79   Group; assisting the Chair as required with his/her knowledge of WG processes
80   and practices; taking back to the CO any questions or queries the WG might have
81   in relation to its charter and mission; and, assisting or intervening when the WG
82   faces challenges or problems. The liaison is expected to play a neutral role,
83   monitor the discussions of the Working Group and assist and inform the Chair
84   and the WG as required."
85
86   **"Section 6.1.4 – Other Important Roles -** Chartering Organization Liaisons – A
87   Member of the Chartering Organization (CO) is appointed to serve as a Liaison to

88	the Working Group. The role of the Liaison consists of reporting to the CO on a
89	regular basis on the progress of the Working Group; assisting the Chair as
90	required with his/her knowledge of WG processes and practices; taking back to
91	the CO any questions or queries the WG might have in relation to its charter and
92	mission; and, assisting or intervening when the WG faces challenges or
93	problems. The Liaison is expected to play a neutral role, monitor the discussions
94	of the Working Group and assist and inform the Chair and the WG as required."
95	
96	**Suggested Changes**
97	
98	- Combine, or at least align, these sections. They are somewhat repetitive
99	and inconsistent.
100	
101	- Insert the following language fragment into the Guideline:
102	
103	"Chartering Organization will take care to select a Liaison who will play a
104	neutral role in the work of the Working Group, preferably a member who
105	has an open mind regarding policy positions that will be addressed.
106	Members of the Working group can request, through the Chair, that a
107	Liaison be replaced if they determine that the Liaison is allowing positions
108	on issues to impinge on their ability to fulfill the role in a neutral way."
109	
110	**Suggested changes to Sections 2.1.2 (Membership Applications), 2.2 (WG Member**
111	**role), 3.1 (Participation), 6.1.4 (Other Important Roles), 6.2.3.3 (Team Roles, Functions**
112	**and Duties [in the WG charter]) regarding the role of working group members.**
113	
114	**Rationale**
115	
116	None of these sections, which bear on various roles and responsibilities in the
117	WG, describe the role of Working Group <u>members</u>. It would be useful to take
118	this opportunity to clarify what working group members are actually expected to
119	<u>do</u> while participating in the group.
120	
121	Once a description of member activities has been added to the appropriate
122	section(s), this list of activities could be used to enhance Sections 2.1.2
123	(Membership Applications) by asking applicants to describe the skills and
124	experience they bring to the group (by including additional questions to the SOI).
125	
126	Finally, section 3.1 (Participation) and 3.3 (Process Integrity) do not provide a
127	positive mechanism to address a member who does not consistently participate
128	in the consensus-building conversation of the group but rather "parachutes in"
129	for critical decisions. This behavior can be extremely disruptive to the working
130	group consensus process (and frustrating to the more consistent participants)
131	and should be more strongly discouraged than the current language in Section

132   3.3.

133

134   **Suggested Changes**

135

136   - Determine what the duties of a Working Group member are and insert
137   them into the appropriate sections of this Guideline. Examples of
138   member responsibilities include:
139   o Develop and draft working-group documents,
140   o Contribute ideas and knowledge to working group discussions,
141   o Act as liaisons between the Working Group and their respective
142   constituencies,
143   o Ensure that constituency statements are developed in an
144   informed and timely way,
145   o Actively and constructively participate in the consensus decision
146   making process

147

148   - Add a section to the Statement of Interest (Section 2.1.2) requesting
149   applicants to the Working Group to describe the skills, knowledge and
150   experience they contribute to the Working Group.

151

152   - Add language to Section 2.1 (Introductions and Team Formation) that
153   analyses the SOIs received to evaluate the makeup of the Working Group.
154   Describe a mechanism to recruit additional members to fill any gaps (in
155   skills, representation, knowledge, etc.) that are found.

156

157   - Reconsider the language in Section 3.4 (Process Integrity), which
158   currently reads

159

160   "Members should be encouraged to consider whether, if they
161   cannot participate faithfully in the WG's process (e.g. attending
162   meetings, providing input, monitoring discussions), they should
163   formally withdraw. It should be noted that there are no rules or
164   requirements as to what constitutes sufficient or adequate
165   'participation'; this is an assessment that each WG member
166   should make individually."

167

168   Here is a suggestion for alternate language that would (more strongly)
169   address the "uneven participation" concern.

170

171   "Members are expected to participate faithfully in the WG's
172   process (e.g. attending meetings, providing input, monitoring
173   discussions) and should formally withdraw if they find that they
174   can no longer meet this expectation.   Working group members
175   can request a review by the Chair if a member disrupts the work

176   or decision-making of the group through inconsistent
177   participation."
178