

# NomComRIWG

Meeting #31



20 February 2020 | 19:00 UTC

# Agenda

1. Roll Call + SOI Updates
2. Introduction Staff/Subject Matter Experts
3. Outreach Letters: Status Update
4. NomCom Timeline 1:
  1. Recommendation 7 – Agreement on principles needed for Bylaws amendment
  2. Recommendation 1 – Review of Draft Job Description
5. Next Meeting
6. A.O.B.

# Roll Call + SOI Updates

Agenda Item #1

# Introduction Staff/Subject Matter Experts

Agenda Item #2

# Agenda

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3. Outreach Letters: Status Update
4. NomCom Timeline 1:
  1. Recommendation 7 – Agreement on principles needed for Bylaws amendment
  2. Recommendation 1 – Review of Draft Job Description
5. Next Meeting
6. A.O.B.

# Outreach Letters: Status Update

Agenda Item #3

# Outreach Letters: Status Update

Community Group	NomCom Leadership	NomCom Staff	ICANN Board	PTI Board	IETF
Received ?	✓	✗	✓	✗	✓

Community Group	ASO	ccNSO Council	GNSO Council	CBUC	IPC	ISPCPC	NCUC	RrSG	RySG	ALAC	GAC	RSSAC	SSAC
Received ?	✓	✗	✓	✗	✗	✓	✗	✗	✓	✓	✓	✓	✓

✗ = Extension requested

Input received on implementation steps added on the following page:

<https://community.icann.org/x/D5WjBg>

# NomCom Timeline 1:

## Rec. 7 – Agreement on Principles Needed for Bylaws Amendment

Agenda Item #4.1



# Rec. 7: Discussion and agreement needed on

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**Action item:** Review the below suggested rules, agree on how the terms are distributed, and confirm suggested timeline.

- 1. Does the initial term for those that start with 1-year count or does not count towards the maximum term limit of 2 terms?**
  - The initial one-year terms does not count towards the two 2-year term limits. Therefore, those who are appointed for an initial one-year term can serve a total of three terms on the NomCom totally 5 years with a minimum of a 2-year gap between each of the three terms.

# Rec. 7: Discussion and agreement needed on

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## 2. What is the criteria that will determine how partial terms served impact the term restrictions?

### Term-limit demarcation is the 1-year mark:

- **If a member recuses themselves before their first year on the NomCom is completed** they are not term-limited but can have two more full 2-year terms if it was the first term, or one more two-year term if it was their second term.
- **If a member recuses themselves after the one-year mark**, they are eligible for one more additional two-year term if the recusal occurred during their first term, or they are term-limited if the recusal occurred during their second term.
- **If a member who served one of the initial one-year terms recuses themselves**, they are eligible for two more two-year terms regardless of the timing of their recusal.
  
- **Their replacement**, if seated prior to the 1-year mark are eligible for just one more additional two-year term.
- **Their replacement**, if seated after the 1-year mark, are eligible for two more additional two-year terms.
- **Their replacement**, regardless of when they are seated, is also eligible for two more two-year terms.
  
- The NomCom leadership, in consultation with the body who appointed the member who recused themselves, decides if seating a replacement is adequate.

# Rec. 7: Discussion and agreement needed on

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## **3. Are term limits dependent on which entity appoints you?**

- Term limits are not dependent on which entity appoints you.

## **4. Does the time served by appointees before the new mechanism comes in counts towards term limits?**

- Once the Bylaws update take effect, previous membership(s) of the NomCom will not count towards term limits
- This also applies to Nomcom members who had served on the NomCom directly prior to the first NomCom after the new rules come into effect.

# NomCom Members: 1 vs 2-year terms

		NEXT CYCLE 1-year term vs. 2-year term
<b>VOTING</b>  (1 year - Max 2 successive years)	ASO	1-year term
	ccNSO	2-year term
	GNSO - RrSG	1-year term
	GNSO - RySG	2-year term
	GNSO - BUC – Seat 1	1-year term
	GNSO - BUC – Seat 2	2-year term
	GNSO - NCUC	2-year term
	GNSO - ISPCP	1-year term
	GNSO - IPC	2-year term
	IETF	2-year term
	ALAC - Seat 1	1-year term
	ALAC – Seat 2	1-year term
	ALAC – Seat 3	1-year term
	ALAC – Seat 4	2-year term
	ALAC – Seat 5	2-year term
<b>NON-VOTING</b> (Serve during the term designated by the entity that appoints them)	GAC	1-year term
	RSSAC	1-year term
	SSAC	2-year term
	ICANN Board-Chair	
	ICANN Board-Chair Elect	
	NomCom Chair-Associate Chair	

# Next Steps

## FIRST STEP

Bylaws Update		
Who?	Task	# Days
NomComRIWG	Decides on Terms	
Legal	Drafts updated Bylaws language	
NomComRIWG	Reviews updated Bylaws language	
OEC	Consideration of the updated Bylaws language	
ICANN Board	Initiates the Bylaws update process	
Community	Public Comment Period	40
ICANN org	Staff analysis	14
ICANN Board	Decision on Bylaws changes	
Empowered Community	Rejection Period	28

## SECOND STEP

Charter Update		
Who?	Task	# Days
NomComRIWG	Identifies and contacts bodies that need to update their Charter	
Identified bodies	Drafts updated Charter language	
OEC	Consideration of updated Charter language*	
ICANN Board	Initiates the Charter update process*	
Community	Public Comment Period*	40
ICANN org	Staff analysis*	14
ICANN Board	Decision on Charter changes*	

\*Can only happen once the Bylaws Change is completed

# Timeline 1

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## 1. Timeline with SOs/ACs that appoint members to the NomCom

1. Query appointing bodies if there any changes to the job description(s)  
(Rec. 1) **Date:** February of each year (one-month cycle)
2. Publish Job description(s) for NomCom members prior to their election  
(Rec. 1) **Date:** March of each year
3. Inform appointing bodies if they are assigned a one-year or two-year term  
(Rec. 7)
4. Set deadline for NomCom elections/selections by appointing bodies  
(Rec. 1) **Date:** April 20<sup>th</sup>
5. NomCom/Standing Committee publishes a matrix of its members  
(including contribution, participation etc...)
  - **Deadline 1:** March (Prior to the upcoming elections)
  - **Deadline 2:** End of Annual Cycle

# NomCom Timeline 1: Recommendation 1 – Review of draft Job Description

Agenda Item #4.2

# Recommendation 1 – Review of input received

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- See draft job description: [GDOC](#)



# Recommendation 1

**Formalize a job description for NomCom members that emphasizes experience, diversity, independence, and provide that description to the SOs/ACs.**

#	Task
1	<b>Compile the SO/ACs timetable for selecting their NomCom members.</b>
2	<b>Enquire with all bodies that appoint members to the NomCom if they have a ‘job description’ for NomCom members, and also, which, if any, criteria they apply during their selection process.</b>
3	<b>Enquire with current and former NomCom leadership what content they would like to see in a job description for future NomCom members.</b>
4	<b>Enquire with ICANN org what in their experience makes a productive NomCom member.</b>
5	<b>Create an overview document that summarizes all responses.</b>
6	NomComRIWG (via ICANN org) to ask for review of summary document(s) from HR professionals (ICANN and/or others).
7	NomComRIWG, with support from ICANN org, to draft proposed job description(s) for NomCom members, based on input received and NomComRIWG’s discussion
8	NomComRIWG to provide the draft document to the bodies that appoint members to the NomCom and ask for feedback.
9	Finalize job description(s) based on NomComRIWG consensus.
10	NomComRIWG, with support from ICANN org, to post job description(s) on ICANN.org and send document to bodies that appoint members to the NomCom.
11	Ensure that the Standing Committee (Rec 24) provides revisions, in cooperation with the bodies that appoint members to the NomCom, if and when appropriate.

# Next Meeting

Agenda Item #5

# Next Meeting

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## Meeting #32:

27 February 2020, 13:00 UTC

# Any Other Business

Agenda Item #6

# Thank you!

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Follow our wiki at <https://community.icann.org/x/aBpIBg>

# Appendix

# List of Plenary Meetings After ICANN67

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- **Meeting #33:** 26 March 2020: 19:00 UTC

# NomCom Timeline

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Many of the Review's recommendations address what is often missing from the NomCom, which can be summarized as entirely different timelines. These include:

1. Recommendations impacting Timeline with SOs/ACs that appoint members to the NomCom
2. Recommendations impacting Timeline with receiving bodies that receive appointees from the NomCom
3. Recommendations impacting Timeline with the ICANN Board (some overlap with the above)
4. Recommendations impacting Timeline with external consultants (i.e. training, recruitment, evaluation)
5. Recommendations impacting Timeline with NomCom Candidates
6. All other recommendations

## Action:

- 1) Group the 27 recommendations into these 5 timelines
- 2) Determine the order of implementing the recommendations.
- 3) Tackle the recommendations that do not belong to a timeline.



# Timeline 1

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## 1. Timeline with SOs/ACs that appoint members to the NomCom

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2. Publish Job description(s) for NomCom members prior to their election  
(Rec. 1) **Date:** March of each year
3. Inform appointing bodies if they are assigned a one-year or two-year term  
(Rec. 7)
4. Set deadline for NomCom elections/selections by appointing bodies  
(Rec. 1) **Date:** April 20<sup>th</sup>
5. NomCom/Standing Committee publishes a matrix of its members  
(including contribution, participation etc...)

# Recommendation 1

**Formalize a job description for NomCom members that emphasizes experience, diversity, independence, and provide that description to the SOs/ACs.**

#	Task
1	Compile the SO/ACs timetable for selecting their NomCom members.
2	Enquire with all bodies that appoint members to the NomCom if they have a 'job description' for NomCom members, and also, which, if any, criteria they apply during their selection process.
3	Enquire with current and former NomCom leadership what content they would like to see in a job description for future NomCom members.
4	Enquire with ICANN org what in their experience makes a productive NomCom member.
5	Create an overview document that summarizes all responses.
6	NomComRIWG (via ICANN org) to ask for review of summary document(s) from HR professionals (ICANN and/or others).
7	NomComRIWG, with support from ICANN org, to draft proposed job description(s) for NomCom members, based on input received and NomComRIWG's discussion
8	NomComRIWG to provide the draft document to the bodies that appoint members to the NomCom and ask for feedback.
9	Finalize job description(s) based on NomComRIWG consensus.
10	NomComRIWG, with support from ICANN org, to post job description(s) on ICANN.org and send document to bodies that appoint members to the NomCom.
11	Ensure that the Standing Committee (Rec 24) provides revisions, in cooperation with the bodies that appoint members to the NomCom, if and when appropriate.

# Recommendation 7

**NomCom members, except for leadership positions, should serve two-year terms, and be limited to a maximum of two terms.**

#	Task
1	Determine which NomCom seats will be elected initially for one year and which seats immediately for two-year terms. Note: the seats that will be initially elected for one year will turn into two-year positions in the following year, resulting in half of the NomCom being replaced each year going forward.
2	Work with ICANN org to draft changes to Bylaws language:
2a.	Decide whether term limits are 'consecutive' v 'life-time' limits.
2b.	If term limits refer to consecutive terms, determine the minimum gap between terms
2c.	How to deal with NomCom members who have been appointed by different SO/ACs.
2.d	Assess whether past NomCom terms are counted towards the life-time limit in (a).
2.e	Decide criteria determining how partial terms served impact the term restrictions.
3	ICANN Board directs initiation of Bylaws change and oversees the process
4	Bylaws change process takes place
5	Subject to the outcome of the Bylaws change, NomCom RIWG to inform bodies appointing members to the NomCom about new term conditions going forward.
6	Review and update NomCom Operating Procedures.

# Timeline 2

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## 2. Timeline with receiving bodies that receive appointees from the NomCom

1. Request advice from receiving bodies (Rec. 14) **Date:** xx/xx/xxxx
2. Receive advice from receiving bodies (Rec. 14) **Date:** xx/xx/xxxx
3. Publish advice from receiving bodies (Rec. 14) **Date:** xx/xx/xxxx
4. Publish job descriptions for open positions (Rec. 15) **Date:** xx/xx/xxxx
5. Receive feedback from receiving bodies for NomCom appointees (Rec. 16)  
Date: xx/xx/xxxx
6. Receive performance assessment from receiving bodies (Rec. 25) **Date:**  
xx/xx/xxxx

# Recommendation 14

**Formalize communication between the NomCom and the Board, SOs/ACs, and the PTI Board to understand needed competencies and experience.**

#	Task
Note	These steps pertain to both recommendation 14 and 16, therefore, the information exchanged refers to both: the experience and skills need for future appointments, and the report on performance of potentially re-applying NomCom appointees (subject to all confidentiality requirements).
1	NomComRIWG to work with the current/former NomCom members, ICANN Board, ICANN org, and representatives of PTI to understand what information is currently shared between the NomCom and the bodies to which the NomCom makes appointments, including the timing of these communications.
2	NomComRIWG, in coordination with the current/former NomCom members and ICANN org and the bodies that receive NomCom appointees, including the ICANN Board and PTI Board, to identify what additional information (if any) can be shared.
3	NomComRIWG, in coordination with the current/former NomCom members, ICANN org and the bodies that receive NomCom appointees, including the ICANN Board and PTI Board, to identify whether improvements should be made to the timing of this exchange of information.
4	NomComRIWG, in coordination with the ICANN Board and impacted portions of the ICANN community, to draft a communication process and timeline, including desired information to be shared, that the NomCom and the bodies that receive NomCom appointees should follow each year, including what information should be shared with the recruitment agency(ies).
5	If applicable, updates should be made to the NomCom's operating procedures.

# Recommendation 15

The NomCom should publish detailed job descriptions for Board, SO/AC, and PTI Board positions. The job descriptions, in combination with specific needed competencies identified each year by the NomCom, should form a basis for recruiting and evaluation efforts.

#	Task
1	Await and collect the finalized job descriptions as per Rec 14.
2	NomComRIWG, with support from ICANN org, to establish the process for the NomCom to make sure that when publishing the job descriptions, the NomCom is transparent if it decides to include other factors than those received through the suggestive Board advice or input from other bodies that receive NomCom appointees.
3	NomCom with support of ICANN org to update the NomCom Operating Procedure Manual with this new process
4	Assure that the NomCom Standing Committee (Rec #24) performs annual outreach to Board, SO/AC, and PTI Board to receive feedback on specific needed competencies

# Recommendation 16

**Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for re-appointment by the NomCom.**

#	Task
Note	These steps pertain to both recommendation 14 and 16, therefore, the information exchanged refers to both: the experience and skills need for future appointments, and the report on performance of potentially re-applying NomCom appointees (subject to all confidentiality requirements).
1	Work with the current/former NomCom members, ICANN Board and ICANN org to understand what information is currently shared between the NomCom and the bodies to which the NomCom makes appointments, including the timing of these communications.
2	NomComRIWG, with support from ICANN org and in coordination with the current/former NomCom members, ICANN org and the bodies that receive NomCom appointees, including the ICANN Board, to identify what additional information (if any) can be shared.
3	NomComRIWG, in coordination with the current/former NomCom members, ICANN org and the bodies that receive NomCom appointees, including the ICANN Board, to identify whether improvements should be made to the timing of this exchange of information.
4	NomComRIWG, in consultation with the ICANN Board and ICANN community, to draft a communication process and timeline, including desired information to be shared, that the NomCom and the bodies that receive NomCom appointees should follow each year, including what information should be shared with the recruitment agency(ies).
5	If applicable, updates should be made to the NomCom's operating procedures.

# Recommendation 25

**Improve NomCom selection decisions by assessing the performance and needs of all bodies receiving NomCom appointees.**

#	Task
1	Consult with receiving bodies to understand what (if any) performance assessment of the body itself is conducted and what skill set needs derive from that (or any other assessment) for future NomCom appointees, to avoid creating a new line of assessment or review of the receiving bodies.
2	Propose additional/improved performance and needs assessment of receiving bodies, if needed, as it relates to identification of needs from NomCom appointees.
3	Propose how the NomCom can use the information from the receiving bodies (step 1) to assess the needs of these bodies to improve NomCom's selection decisions during its annual selection cycle.
4	Agree with the receiving bodies how assessment and improved selection will be incorporated into the annual selection process, if appropriate/necessary.
5	Incorporate this assessment into the relevant job descriptions developed annually by the NomCom.
6	Determine how to facilitate the receiving bodies performing the assessments.
7	Ensure that interdependency with other, relevant recommendations is taken into account.
8	Standing Committee analyze the performance assessment of the receiving bodies on an annual basis and make adjustments (if/when needed) for the subsequent NomCom.



# Timeline 3

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- 3. Timeline with the ICANN Board/ORG (overlap with previous timelines)**
  1. Provide NomCom Budget (Rec. 12) Date: xx/xx/xxxx
  2. Deadline for selecting Chair Tentative Date: August
    - This implies that we figure out when training for leadership takes place: prior to AGM or earlier than that. Leadership has to be chosen prior to that
  3. Deadline for advice Date: xx/xx/xxxx
  4. Distribute job descriptions to ICANN Marketing Department (Rec.19) Date: xx/xx/xxxx

# Recommendation 12

**NomCom leadership should have input on the NomCom budget and staffing resources.**

#	Task
1	NomComRIWG, with support/input from ICANN org, to identify a process, including detailed mechanism and appropriate timing, for NomCom leadership to provide meaningful input on resources via ICANN's annual budget cycle.
2	NomComRIWG to discuss with ICANN org and current NomCom leadership the feasibility of identified process.
3	NomComRIWG to coordinate with NomCom staff and NomCom leadership to assure leadership has the support needed to provide meaningful input.
4	NomComRIWG to devise any applicable metrics.
5	Review and Update NomCom Operating Procedures to reflect budget input of NomCom leadership.
6	Identify the role of the Standing Committee to assist with this recommendation, once implemented.

# Recommendation 19

**ICANN staff and the recruiting consultant, along with NomCom members, should leverage the detailed job description and desired competencies and experience to develop a marketing plan to better target prospective candidates.**

#	Task
1	Reach out to NomCom, ICANN org, ICANN communication team, and the recruitment consultant(s), to understand what the state of current outreach and marketing is with regard to ensuring a diverse candidate pool in response to the NomCom's annual recruitment efforts.
2	Identify possible improvements to the marketing plan and decide, in cooperation with the current NomCom, ICANN org, and the Standing Committee (if already in place), what additional efforts should be undertaken to target candidates for future NomCom's recruitment cycles.
3	This marketing effort should also help educate potential outside candidates about ICANN.
4	NomCom to conduct annual measurements related to the quality of the applicant pool.
5	Standing Committee (or NomComRIWG as long as the Standing Committee is not yet in place) to assess effectiveness of outreach/marketing efforts on an annual basis and work with the NomCom, ICANN org and the recruitment consultant(s) to make improvements for the following year as required.

# Timeline 4

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## 4. Timeline with external consultants (i.e. training, recruitment, evaluation)

- **Training consultant(s)**
  - a) Schedule training for in-coming NomCom rank-and-file (Rec. 2)  
**Date:** xx/xx/xxxx
  - b) Schedule training for in-coming NomCom Leadership (Rec. 3)  
**Date:** xx/xx/xxxx
  - c) Schedule training for evaluation process (Rec. 4)  
**Date:** xx/xx/xxxx
  
- **Recruitment consultant(s)**
  - a) Distribute job descriptions to consultants, **Date:** xx/xx/xxxx
  
- **Evaluation consultant(s)**
  - a) Distribute job descriptions to consultants, **Date:** xx/xx/xxxx

# Recommendation 2

Once budget is secured, work with ICANN org to contract vendor, and determine when training for future NomComs can start/take place.

#	Task
1	Identify, in consultation with current and former NomCom members, what kind of course, online/in-person etc., might meet the needs of the NomCom and also addresses the issue identified by the independent examiner.
2	Work with current/former NomCom and ICANN org to identify content requirements for the training course, as well as logistical dependencies.
3	Make a FY21 budget request for possible pilot program.
4	Determine what metrics should be applied to determine success of training program.
5	Based on steps 1-4, NomComRIWG to:
5.a	Work with ICANN org to identify suitable vendors
5.b	Work with current/former NomCom members and ICANN org to agree on final course logistics and course content
5.c	Work with ICANN org to determine what budgetary requirements for the course are necessary, and, if required, initiate budget request for future budget cycles
6	Make budget request as part of ICANN's budget cycle.
7	Once budget is secured, work with ICANN org to contract vendor, and determine when training for future NomComs can start/take place.

# Recommendation 3

Implement and formalize training for NomCom leadership to further their understanding of their roles, authority, and responsibilities, and confirm or appoint the next Chair earlier in the cycle.

#	Task
1	Identify, in consultation with current and former NomCom and Board members, what kind of course, online/in-person etc., might meet the needs of the NomCom and also addresses the issue identified by the independent examiner.
2	Work with current/former NomCom and ICANN org to identify content requirements for the training course, as well as logistical dependencies.
3	Make a FY21 budget request for possible pilot program.
4	Determine what metrics should be applied to determine success of training program.
5	Based on steps 1-4, NomComRIWG to:
5a	Work with ICANN org to identify suitable vendors
5b	Work with current/former NomCom members and ICANN org to agree on final course logistics and course content
5c	Work with ICANN org to determine what budgetary requirements for the course are necessary, and, if required, initiate budget request for future budget cycles
6	Make budget request as part of ICANN's budget cycle.
7	Once budget is secured, work with ICANN org to contract vendor, and determine when training for future NomComs can start/take place.
8	Work with current/former NomCom and Board members and Standing Committee to determine optimum timing for the appointment of NomCom Leadership and ensure this is reflected in the Board and NomCom calendars

# Recommendation 4

## Formalize training for NomCom members in the candidate evaluation process.

#	Task
1	Identify, in consultation with current and former NomCom members, what kind of course, online/in-person, etc., might meet the needs of the NomCom members and addresses the issue identified by the independent examiner.
2	Work with current/former NomCom members and ICANN org to identify content requirements for the training course, as well as any logistical and timing dependencies.
3	Determine what metrics should be applied to determine success of training program.
4	Based on steps 1-3, NomComRIWG to:
4.a	Work with ICANN org to identify suitable vendors
4.b	Work with current/former NomCom members and ICANN org to agree on final course logistics and course content
4.c	Work with ICANN org to determine what budgetary requirements for the course are necessary, and, if required, initiate budget request.
5	Once budget is secured, work with ICANN org to contract vendor, and determine when training for future NomComs leadership can start/take place.

# Timeline 5

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## 5. Timeline with NomCom Candidates

Publish a candidate communication schedule and codify a communication process with candidates. (Rec. 18)

ICANN should investigate advancing its nominations process into a Leadership Development function. (Rec. 26)



# Recommendation 18

Ensure the Standing Committee reviews the annual applicant survey results and makes any changes as needed for the following year.

#	Task
1	Gain an overview of the current candidate communications of the NomCom by enquiring with current/former NomCom members and NomCom Staff.
2	Talk to previous NomCom appointees to understand how they perceived the communication process.
3	Propose a communication schedule including timing of communications with both successful and unsuccessful candidates.
4	Discuss with current/former NomCom members, NomCom staff, and previous NomCom appointees whether proposed communication schedule meets requirements and what further improvements could be made.
5	Finalize communication process; this should include annual surveys of all NomCom applicants.
6	Update NomCom's workflow (recommendation 13).
7	Publish communication schedule and timelines for candidate communications.
8	Ensure the Standing Committee reviews the annual applicant survey results and makes any changes as needed for the following year.

# Recommendation 26

**ICANN should investigate advancing its nominations process into a Leadership Development function.**

#	Task
1	Reach out to ICANN org to discuss what would be involved in developing a leadership development function for unsuccessful NomCom applicants.
2	Provide an overview of what kind of leadership development is currently in place, or how current outreach and volunteer development efforts could be adapted to harness unsuccessful NomCom candidates.
3	Discuss with current/former NomCom members and ICANN org how to identify unsuccessful applicants that would benefit from leadership development.
4	Provide ICANN org with suggestions on what a leadership development could look like, what its goals would be, and what criteria might be relevant for its success.
5	Investigate and to report back to NomComRIWG about the feasibility of such a leadership development function, which costs would be involved and what potential metrics for success could be applied.
6	Launch development function if deemed feasible and potential for harnessing new volunteer talent is sufficiently high.
7	In addition, the NomComRIWG to ensure that the communication with unsuccessful candidates explains other volunteer opportunities within ICANN – such communication should be codified within the NomCom operating procedures.

# Timeline 6

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## 6. All other recommendations

# Recommendation 5

**A professional recruiting consultant should continue to be involved in the role of identifying potential Board candidates. The role of the recruiting consultant should be clarified and published.**

#	Task
1	Enquire with ICANN staff and the current NomCom what the contractually defined role of the recruiting consultant(s) is and whether further steps are required.
2	Revisit the current timeline for BGC and others to provide the incoming NomCom with job descriptions and other relevant information for recruitment process.
3	Create an overview document that summarizes the consultant(s)' role (paying attention to the need for capacity outreach to underrepresented regions with similar proficiency)
4	Ensure that there is an ongoing outreach effort to under-represented regions within ICANN. This should be done in coordination with the marketing efforts, detailed in recommendation 13.
5	Draft a proposed role description for a professional recruiting consultant(s), based on input received and any additional NomCom RIWG's input.
6	Provide the document to ICANN Org and ask for feedback/concerns
7	Finalize proposed role description for a professional consultant(s) based on NomComRIWG consensus
8	Post role description on ICANN.org
9	NomComRIWG to establish metrics for the Standing Committee and/or ICANN.org to use to assess the consultants performance.
10	NomCom Standing Committee (see Recommendation #24) and/or ICANN.org to maintain and, if needed, update the role and responsibilities document of the recruiting company

# Recommendation 6

**NomCom standing committee (Rec #24) to maintain and, if needed, update the role and responsibilities document of the evaluation consultant role – and publish it where appropriate.**

#	Task
1	NomComRIWG to decide what the process is of hiring an evaluation consultant and how it fits with the NomCom’s annual selection cycle:
Note:	On an annual basis, each NomCom will determine whether the evaluation consultant will be relied on for their particular cycle.
1a.	Enquire with ICANN Org and the current NomCom what are the responsibilities of the evaluation consultant vis-à-vis the current job descriptions for the vacancies to be filled by the NomCom.
1b.	Create an overview document that summarizes the responses
2	Draft a proposed role description and Statement of Work for a professional evaluation consultant, based on input.
3	Ensure the written job descriptions described in Recommendation #15 are utilized.
4	Finalize proposed role description for a professional evaluation consultant based on NomComRIWG consensus.
5	NomCom standing committee (Rec #24) to maintain and, if needed, update the role and responsibilities document of the evaluation consultant role – and publish it where appropriate.

# Recommendation 8

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## Maintain the current size of NomCom

#	Task
1	Maintain the current size of NomCom

# Recommendation 9

All NomCom members should be fully participating and voting members, except for NomCom leadership.

#	Task
1	NomComRIWG to reach out to all bodies that are appointing NomCom members about planned Bylaws change, including rationale, as detailed in the Final Report
2	ICANN Board directs the initiation of Bylaws change, Section 8.2., to allocate the same voting and participation rights for all NomCom members, and oversees the process.
3	Bylaws change process takes place.
4	If Bylaws are changed, NomComRIWG with support from ICANN org, to review and update the NomCom Operating Procedures.
5	Subject to the outcome of the Bylaws change, NomCom RIWG to ensure that bodies appointing members to the NomCom are informed about all relevant changes to the NomCom members' participation rights.

# Recommendation 10

**Representation on the NomCom should be re-balanced immediately and then be reviewed every 5 years.**

#	Task
1	NomComRIWG to propose definition of relevant terms included in the recommendation and identify the intended purpose of the recommendation – as detailed in the final report.
2	Assess what principles and other factors were used to determine the current NomCom’s composition.
3	NomComRIWG, in consultation with the community, to propose what principles and other factors should apply to determine the optimum NomCom’s composition, based on the current ICANN community.
4	Perform a gap analysis between the outcome of steps 2 and 3
5	NomComRIWG to examine the gap analysis and, in consultation with the ICANN Board, and the ICANN community, propose which principles should apply. Based on this, the NomComRIWG to propose, inter alia:
5a	Whether “rebalancing” in this context means to rebalance the seat allocations to all SO and ACs or whether the overall seats allocated to each SO and AC should remain constant and the SOs and ACs should, if desired, reallocate ‘their’ seats to ensure adequate representation of all their constituent groupings.
5b	Propose whether the GAC seat, even if unfilled, should remain allocated to the GAC or whether it should be ‘absorbed’ by another SO/AC.
5c	Propose if we envision a future where there might be more SO/ACs and whether this would have an impact on the proposed review period of five years
5d	Ensure that a re-balanced NomCom can continue working effectively in accordance with its mandate as detailed in the Bylaws.



# Recommendation 10

**Representation on the NomCom should be re-balanced immediately and then be reviewed every 5 years.**

#	Task
6	Draft one or more rebalanced NomCom seat allocation scenarios and present this to the ICANN Board and the ICANN community for input via public comment and/or face-to-face interaction with the community during a public meeting, webinar, etc.
7	Taking into account the input, including a consideration of whether a potential Bylaws change may receive community and Board support, NomComRIWG to revise the rebalancing proposal and ask the Board to initiate Bylaws changes, if needed, or recommendation to the Board that no Bylaws change should occur.
8	If Bylaws changes are needed, and the ICANN Board is satisfied that the proposal will not impact on the effective conduct of the NomCom's selection work, the Board will direct the process to change the Bylaws.
9	Bylaw change is accepted and NomCom is rebalanced or Bylaw change is rejected, and status quo is maintained

# Recommendation 11

The senior staff member supporting NomCom should be accountable to and report to the office of the CEO.

#	Task
1	Assess WS2 recommendation #7 for potential impact: <a href="https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en">https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en</a>
2	NomComRIWG to communicate with ICANN org about NomCom support reporting structure
3	NomComRIWG to assess what options there are, according to implemented WS2 Rec #7, for NomComRIWG to provide input into the reporting structure.
4	Further steps depend on outcome of task 3.

# Recommendation 13

**Publish a “Process Diagram” and codify key elements of the NomCom process. Each year, the NomCom should be required to highlight and explain process changes to the ICANN community in an open session.**

#	Task
1	Consult with current/former NomCom members and ICANN org to document the NomCom’s annual cycle; including (but not limited to) appointment of the leadership team, seating of the incoming members, communication with Board and other ICANN bodies about skill requirements for new appointees, recruitment outreach, interviews, selection, and announcement of incoming appointees.
2	Draft up a process diagram incorporating all relevant steps in the NomCom’s lifecycle, ensuring the process includes: determination by the current NomCom if they are going to follow the previously codified process; if not, how they plan to / have already communicate(d) the change to the ICANN community.
3	Consult with current NomCom and NomCom staff to enquire about comprehensiveness of diagram, including whether too little or too much details are included in the draft.
4	Update/finalize diagram
5	Reach out to decide if additional visual improvements to the diagram are desired and whether ICANN org can provide needed services.

# Recommendation 13

**Publish a “Process Diagram” and codify key elements of the NomCom process. Each year, the NomCom should be required to highlight and explain process changes to the ICANN community in an open session.**

#	Task
6	If a third-party vendor is required, NomComRIWG to enquire with ICANN org if current budget allows for the procurement of a third-party vendor; if it does not: NomComRIWG to coordinate a budget request for the next fiscal year via ICANN’s annual budget cycle.
7	Publish where appropriate and publicize among the community.
8	Ensure that the diagram is periodically reviewed and updated, if required and that the community is duly updated about any those process updates.
9	Ensure that any deviation from the standard process by the NomCom is clearly communicated to the ICANN community

# Recommendation 17

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**Maintain current diversity requirements for NomCom appointees.**

#	Task
1	Invite bodies receiving NomCom appointees, as part of the implementation of recommendations 14 and 16 to include any relevant information on desired diversity in their annual communication/advice to the NomCom.

# Recommendation 20

**The evaluation consultant should undertake a preliminary screen of all Board candidates and provide blinded assessments to the NomCom to assist the NomCom with reducing the pool of candidates to the deep-dive shortlist.**

#	Task
Note	Use of an evaluation consultant is determined by each NomCom. See Recommendation #6 (re: continued use of evaluation consultant).
1	Consult with current and past NomComs as well as ICANN org to determine what candidate attributes/data should be anonymized during the blind assessment (and when to reveal all data points), including steps to prevent:
1.a	losing access to candidate data prior to sharing with the NomCom
1.b	limiting the NomCom's choices of candidates
1.c	making the firm's recommendation for a short list binding on the NomCom
2	NomComRIWG to establish when in the NomCom cycle the short list should be produced to have maximum benefit for the NomCom.
3	If necessary, NomComRIWG to work with ICANN org to amend evaluation firm contract with the need to provide blind assessments and propose a deep-dive shortlist of the applicant pool (in accordance with 2 above), while preserving all application materials and making them available to the NomCom if so requested.
4	Establish a feedback mechanism to assess the effectiveness of the evaluation consultant providing a deep-dive shortlist to the NomCom and adjust the consultant's remit for the following year, if necessary (to be maintained by NomCom Standing Committee, see Recommendation #24).

# Recommendation 21

The NomCom should use a standardized tool to evaluate and prioritize candidates, based on desired competencies and experience as determined annually. This tool will not replace qualitative assessments of candidates.

#	Task
1	Determine what process information, and other relevant data (including diversity requirements), needs to be captured in the tool by:
1.a	Consulting current and former NomCom members
1.b	Consulting those bodies that appoint members to the NomCom
1.c	Consulting with ICANN org
1.d	Consulting with other sources to determine industry best practices, possibly ICANN HR
2	Decide which additional tools should be part of the tool kit.
3	Outreach to current and former NomCom members to solicit input what the toolkit should contain.

# Recommendation 21

The NomCom should use a standardized tool to evaluate and prioritize candidates, based on desired competencies and experience as determined annually. This tool will not replace qualitative assessments of candidates.

#	Task
4	Draft the tool kit components based on feedback and NomComRIWG input.
5	Ensure that the evaluation toolkit information is shared in a timely manner with the incoming NomCom and overall community.
6	Incoming NomCom should amend the standardized toolkit based on the updated/latest job descriptions for positions to be filled.
7	Ensure the Standing Committee is aware of the necessity to maintain and update the evaluation toolkit on an annual basis accordingly to input from the outgoing NomCom, as well as each year's specific job description.



# Recommendation 22

The NomCom should provide consistent interview questions and an interviewer evaluation form for the candidates interviewed during the deep-dive phase and the final face-to-face interviews.

#	Task
1	Communicate with NomCom to capture and review what questions and evaluation tools are typically used by the NomCom during the deep-dive and final interview phases.
2	Establish which questions and tools should be included in the 'interview question library' used by every NomCom, (with the library included in the toolkit) by consulting:
2a.	Current and former NomCom members
2b.	Current and former NomCom appointees
2c.	NomCom supporting staff (HR)
2d.	External firm(s)
2e.	Bodies receiving NomCom appointees

# Recommendation 22

The NomCom should provide consistent interview questions and an interviewer evaluation form for the candidates interviewed during the deep-dive phase and the final face-to-face interviews.

#	Task
3	Once finalized, integrate these questions into an interviewer evaluation form and incorporate into the evaluation toolkit (see Recommendation #21).
4	Deep-dive team assignments should consider additional factors beyond simply time zone availability, such as, e.g., potential conflicts and different cultures.
5	Each new NomCom can generate its own questions as well as pull from the 'library' to conduct a 'semi-structured' interview.
6	Instruct Standing Committee to capture the actual questions asked, scrubbing them of all identifying personal data, used at all stages, as well as seek feedback from each NomCom to assess usefulness of questions and update evaluation tool kit if and when needed.

# Recommendation 23

The NomCom should publish additional data on the candidate pool and the recruiting source of candidates.

#	Task
1	Work with ICANN org to establish what data about the candidate pool has been published over the past five years.
2	Work with ICANN org to determine what non-confidential, non-identifiable data has not been made public and why.
3	Consult with the wider ICANN community what additional non-confidential, non-identifiable data points should be collected and published.
4	Reach consensus within NomComRIWG on what additional data, if any, should be published going forward and capture this consensus in the toolkit.
5	Coordinate with ICANN org to assure the additional data is captured and published.
6	Instruct Standing Committee to oversee the continuous publication of data, as defined, and to ensure analytics/trend analysis is conducted to decide if adjustments should be made (and if so what kind) for future NomComs.

# Recommendation 24

**An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomCom's, and in particular, to recommend and assist in implementing improvements to NomCom operations.**

#	Task
Note:	There are a number of recommendations that require the establishment of this empowered body [hereafter: Standing Committee], therefore the NomComRIWG will put in place an interim Standing Committee
<b>1</b>	NomComRIWG to discuss proposals for the structure and charter of this Standing Committee:
1a.	Nature: Cross-community group, Empowered NomCom Standing Committee, Working group
1b.	Composition: SO/AC appointed members, NomCom members... Large vs. Small group
<b>2</b>	NomComRIWG to propose the scope of this new body, including:
2a.	Advisory/community feedback role, identify which processes are part of its remit, including but not limited to those listed in this detailed implementation plan.
2b.	Avoid duplication of the NomCom's work (e.g. body will not participate in any way in the annual recruitment, evaluation or selection of candidates).
2c.	Role of the NomCom leadership team vis-à-vis the Standing Committee.
2d.	Protecting the NomCom from undue influence from the Standing Committee.
2e.	Clarification on how the Standing Committee interplays with regular organizational review cycles.
2f.	Ensuring that the definition of the Standing Committee does not negatively impact other improvements identified through the NomCom review process.

# Recommendation 24

**An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomCom's, and in particular, to recommend and assist in implementing improvements to NomCom operations.**

#	Task
3	Propose how communication between the body and the NomCom will be conducted, how it will be captured and how it will adhere to ICANN's transparency and accountability standards.
4	Propose a membership size of the body, including its possible composition.
5	Propose performance metrics for the Standing Committee, and how to review them annually.
6	ICANN Board, or a chosen delegate, to lead community conversation on all governance-related proposals put forward by the NomComRIWG.
7	The Board, or its delegate, to work with the NomComRIWG and in consultation with the ICANN community to finalize a proposal on the governance structure of the Standing Committee, including protecting the NomCom from undue influence from the Standing Committee, clarification on how the Standing Committee interplays with regular organizational review cycles, and ensure that the definition of the Standing Committee does not negatively impact other improvements identified through the NomCom review process (see also 2 above).
8	Following public comment, and based on feedback, ICANN Board, or its delegate, to finalize the governance structure.
9	ICANN org, in cooperation with NomComRIWG and ICANN community, to discuss what level of staff support and/or other support may be necessary to help the body perform its duties.

# Recommendation 24

An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomCom's, and in particular, to recommend and assist in implementing improvements to NomCom operations.

#	Task
9	ICANN org, in cooperation with NomComRIWG and ICANN community, to discuss what level of staff support and/or other support may be necessary to help the body perform its duties.
10	ICANN Board, or its delegate, to work with NomComRIWG to put the new body into place, i.e. Bylaw change, including additional public comment.
11	ICANN Board will direct any Bylaws changes.
12	NomComRIWG to work with ICANN Board and ICANN org to initiate any budgetary requests needed for the operating of the body.

# Recommendation 27

**Provide clarity on desire for and definition of “independent directors”. Upon clarification of desire and definition, determine the number of specific seats for “independent directors”.**

#	Task
Note	The NomComRIWG notes that term ‘independent’ in the final report is used in the context of ‘no prior involvement in ICANN processes’. Therefore, to avoid confusion, the question that the NomComRIWG will ask during the implementation of this recommendation will be: ‘should the NomCom be empowered to seat directors that, in addition to being independent, are also ‘ICANN unaffiliates? If so, how many?’
1	Define ‘ICANN unaffiliates’, based on the findings of the Final Report, and whether a different term should be used.
2	NomComRIWG to engage with the ICANN community, ICANN Board, and ICANN org, to obtain feedback on the definition of ‘ICANN unaffiliates’, and the questions of whether being an ‘ICANN unaffiliates’ should be an additional requirement for some of the NomCom-appointed Board seats, and, if so, how many.
3	NomComRIWG to develop a proposal for this recommendation regarding the need (or not) of NomCom-appointed Board directors who are ‘ICANN unaffiliates’.
4	Review the proposal and ensure that it aligns with all relevant laws and IRS’s regulatory standards applicable to the selection of ICANN’s Board directors.

# Recommendation 27

**Provide clarity on desire for and definition of “independent directors”. Upon clarification of desire and definition, determine the number of specific seats for “independent directors”.**

#	Task
5	Subject to positive feedback from the Board that the definition aligns with all relevant legal requirements, NomComRIWG to propose how to incorporate its proposal into the NomCom’s selection process.
6	Publish its proposal on NomCom-appointed Board directors who are ‘ICANN unaffiliates’ for public comment.
7	Based on feedback from the public comment, NomComRIWG to update its proposal for the definition of, need for, and number of NomCom-appointed Board directors who are ‘ICANN unaffiliates’ and, if deemed necessary, propose a Bylaws change, or changes to the NomCom operating procedures, or determine another way to codify the proposal.
8	If changes to the Bylaws are required, these will be directed by the ICANN Board.
9	If the Bylaws change is successful, the Standing Committee should ensure the NomCom produces appropriate documentation that shows how the new requirement is followed.
10	Based on the outcome of the implementation, determine if additional steps or safeguards need to be taken to ensure a desirable number of NomCom-appointed Board directors who are ‘ICANN unaffiliates’ serve on the Board at any given time.