NomComRIWG

Meeting #35

ICANN

26 March 2020 | 19:00 UTC

Agenda

1. Roll Call + SOI Updates
2. Recommendations including Bylaws Update:
   - Recommendation 7
   - Recommendation 9
   - Recommendation 10
   - Recommendation 27
   - Recommendation 24
3. Next Meetings
4. A.O.B.

Roll Call + SOI Updates

Agenda Item #1

Agenda

2. Recommendations including Bylaws Updates
   - Recommendation 7
   - Recommendation 9
   - Recommendation 10
   - Recommendation 27
   - Recommendation 24
3. Next Meetings
4. A.O.B.

Recommendations including Bylaws Update

Agenda Item #2

Recommendations including Bylaws Update

- **Rec. 7:** NomCom members, except for leadership positions, should serve two-year terms, and be limited to a maximum of two terms.

- **Rec. 9**: All NomCom members should be fully participating and voting members, except for NomCom leadership.

- **Rec. 10**: Representation on the NomCom should be re-balanced immediately and then be reviewed every five years.

- **Rec. 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.

- **Rec. 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".

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.

Recommendation 7 – Review of Bylaws Principles

- See ICANN org input on draft principles: GDOC

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.

Input Received

- **Aside from the ICANN Bylaws changes, does your organization need to amend its charter or applicable operating document to ensure that all NomCom members will be fully participating and voting.**

RSSAC:

Specifically, RSSAC000 identifies that the individual is a "liaison" - A person who establishes and maintains communication for mutual understanding and cooperation, not a participant in the decision. We would need to adjust that language to include a potentially voting member. We would also need to adjust terms and term limits.

SSAC:

Yes, the SSAC will need to update its Operational Procedures to indicate the SSAC representative on the ICANN Nominating Committee is a voting NomCom member and will no longer be called the SSAC Liaison to the NomCom.

Input Received

RrSG: Nominating Committee Representative Position and Term

There shall be a Nominating Committee of ICANN, responsible for the selection of all ICANN Directors except the President and those Directors selected by ICANN's Supporting Organizations, and for such other selections as are set forth in Article 8 of the ICANN Bylaws.

4.4.1   As specified in the ICANN Bylaws there shall be one voting delegate from the *Registrar Stakeholder Group* in the Nominating Committee.

4.4.2   Each voting delegate shall serve a ~~one-year~~ *two-year* term.

4.4.3   A delegate may serve ~~at most two successive one-year terms, after which at least two years must elapse before the individual is eligible to serve another term.~~ a maximum of two terms, and there must be a minimum 2-year gap between the 2-year terms.

4.4.4   The regular term of each voting delegate shall begin at the ICANN annual meeting and shall end at the conclusion of the immediately following ICANN annual meeting.

4.4.5   ~~Vacancy. Any vacancy occurring during the Nominating Committee Representative's term shall be handled by the Registrar Stakeholder Group as per the vacancy rules outlined for Executive Committee members in Article 3.4.3.~~

Input Received

RSSAC

1.2.8.6. Outgoing RSSAC ~~Liaison~~ voting member to the ICANN Nominating Committee

The outgoing RSSAC ~~Liaison~~ voting member to the ICANN Nominating Committee is specified in the ICANN Bylaws. The term for the outgoing RSSAC ~~Liaison~~ voting member to the ICANN Nominating Committee shall be ~~one~~ two-years. A person may only serve for ~~threeconsecutive terms~~ a maximum of two terms, and there must be a minimum 2-year gap between the 2-year terms.~~. The eligibility status for a previous liaison is reset one year after having stepped down~~. The RSSAC must elect the outgoing RSSAC Liaison to the ICANN Nominating Committee according to the outgoing RSSAC liaisons election procedure (Section 1.2.8.9) from the members of the RSSAC Caucus. The outgoing RSSAC Liaison to the ICANN Nominating Committee acts as a conduit between the RSSAC and the ICANN Nominating Committee reporting on matters that need to be coordinated or communicated between the two bodies. The role requires discretion, management skills, and considerable time commitment.

Input Received

SSAC

2.8.3.3 SSAC Non-Voting Liaison to the ICANN Nominating Committee

Under the ICANN Bylaws, the SSAC is required to elect a ~~non~~ voting liaison to serve on the ICANN Nominating Committee. ICANN's Nominating Committee invites Statements of Interest (SOIs) and candidate recommendations from the Internet community for key leadership positions to fulfill ICANN's technical and policy coordination role. The SSAC member is expected to attend and participate in the face-to-face meetings of the ICANN Nominating Committee. Each year the SSAC Chair receives an invitation from the Chair of the ICANN Nominating Committee for the SSAC to elect one of its members to serve on the ICANN Nominating Committee for ~~one~~ twoyear~~s~~.

The following are the duties and responsibilities of the SSAC Liaison to the ICANN Nominating Committee:
• Attend all ICANN Nominating Committee meetings and functions; and
• Provide brief reports to the SSAC members on relevant issues considered by the Nominating Committee, as Nominating Committee confidentiality permits.

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

Rebalancing definition: GDOC

The NomCom should reflect the composition of the ICANN Community. The original intent of the rebalancing exercise is to assess whether changes are warranted to the NomCom composition based on changes to the overall ICANN Community.

The GNSO is the only SO/AC appointing members to the NomCom that has the capacity to expand its structure.

For discussion:

As part of this rebalancing exercise, suggestion to look at current distribution and look at all SOs/ACS one by one.

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

Input from last calls on definition of ICANN unaffiliates: GDOC

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.

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
1	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
2	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

Discuss proposals for the structure and charter of this Standing Committee:

- **Nature**:
    - Cross-community group ?
    - Empowered NomCom Standing Committee ?
    - Working group?

- **Composition**:
    - SO/AC appointed members ?
    - NomCom members
    - Large vs. Small group

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.

Next Meetings

Agenda Item #3

Next Meetings

Due to Covid-19 crisis

Suggestion to modify the call sequence to one 90min call every two weeks:

#36: Thursday 8 April 2020

#37: Thursday 22 April 2020

#38: Thursday 6 May 2020

#39: Thursday 20 May 2020

#40: Thursday 3 June 2020

Any Other Business

Agenda Item #4

A.O.B.

Thank you!

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

Appendix

NomCom Timeline

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

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) **Dat**e: April 20th
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

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.

Input Received

- **What information regarding desired competencies and experience of future NomCom appointees to the Board do you currently share with the NomCom? For the past three years, when has the Board typically communicated these to the NomCom?**

ICANN Board:
Annually the Board provides guidance to the newly seated NomCom in the form of a formal letter (see https://www.icann.org/en/system/files/files/icann-board-guidance-nomcom-regarding-important-skills-06dec19-en.pdf for the latest letter). For the past three years this guidance has been provided to the NomCom in December, however, at meeting when each new NomCom is seated, the BGC meets with the NomCom members and provides them with a preview of what the guidance in the formal letter will say. In addition, at each ICANN Public meeting, the BGC and the NomCom meet to discuss any further guidance or questions that the NomCom might have throughout its selection process.

- **What information regarding competencies and experience do you currently receive from the bodies to which you make appointments?**

NomCom LT: A short letter from each.

  - **For the past three years, when have you received these?**

NomCom LT: Yes.

Input Received

- **Is there additional information that could be shared between the NomCom and the *SO/AC NAME* so that the NomCom can better target its selection to the needs of the *SO/AC NAME*?**

GNSO Council:
Information currently shared between the Council and the NomCom focuses mainly on updating position descriptions and selection criteria. There have also been informal exchanges between the NomCom and Council leadership. Information sharing could be expanded to include the suggestions made in response to questions on Recommendations 16, 21, 22 and 25, below.

ALAC:
One of the most important referees for an ALAC position is the ALAC Chair who works closely with all ALAC members and is therefore most suitably placed to share their views and provide very useful insight into the performance of current NomCom Selectees. This first-hand information would allow the NomCom to build an information base that is relevant to the position and specific to the current needs of particular appointees to a specific position. This would be pertinent to all SO-AC Chairs. A very recent situation arose where one of our most active and critically important participants in a long term specifically targeted cross community discussion involving a vitally important ICANN issue was sidelined by someone who, even since before he took up his new seat, has been openly critical of the leadership of At-Large and the way that At-Large operates. Despite being rejected by the NomCom, this particular applicant for a NomCom position has remained committed to the interests of Internet end users which is the At-Large mandate, while her replacement as a NomCom appointee to the ALAC spends most of his time vilifying the At-Large Leader and anyone else who tries to reason with him. This appointment has certainly lost the credibility of and trust in the NomCom process by many of the At-Large community. It demonstrates how important it is that the NomCom actually listens to those who matter when it comes to who best to fill the vacant positions, so that the ALAC can become a more efficient and effective mechanism within the ICANN ecosystem.

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.

Input Received

- **What information pertaining to recommendation 16 do you usually share with the NomCom, and when does such communications usually take place in the annual NomCom cycle?**

ICANN Board:

The Board members complete a short survey about those Board members who are seeking re-appointment; the results of that survey are shared in confidence with the NomCom. The present goal is to get this information to the NomCom sometime in early June each year.

- **In your opinion, what additional information pertaining to recommendation 16 could be shared between the Board and the NomCom?**

ICANN Board:

The survey described in the response above was developed over time, with input from outside experts, based on the information that the Board and individual Board members were comfortable sharing. This past year the short survey was revised to reflect suggestions by the NomCom, responses to which the NomCom thought could help be more informative to the NomCom Board-member selection process. The Board will certainly consider any further relevant requests for information from the NomCom and is happy to include in a discussion with the NomCom members a discussion about what additional information would be useful to them in this regard.

Input Received

- **What information do you currently share with the NomCom, and what is the timing of these communications?**

GNSO Council:
Feedback to the NomCom from Council on such matters is currently informal and is generally not structured or documented (except for meeting transcripts and records).

ALAC:
The ALAC shares an updated description: NomCom Description for ALAC – 2020 (see full text above) with the NomCom support staff who will forward it to the NomCom.

Input Received

- **In your opinion, what additional information could be shared between you and the NomCom?**

GNSO Council:
It would be helpful if Council and the NomCom could exchange information on all potential NomCom appointees (including but not limited to those up for re-appointment), timed to contribute meaningfully to the NomCom's appointment timelines. In addition, conducting exit interviews for all outgoing NomCom appointees would provide valuable feedback for both the NomCom and the Council in continuously improving procedures. This could be conducted either by the NomCom or Council leadership, and in any event the outcomes should be shared with the NomCom.

ALAC:
The ALAC Chair should be asked for their opinion on the performance of current NomCom appointees to the ALAC seeking re-appointment. The insight of the Chair of their performance would provide extremely relevant and useful information to the NomCom on their performance.

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.

Input Received

- **Is the ICANN Board performing any self-assessments, or third-party assessments pertaining to recommendation 25? If applicable, how do you communicate the outcome of such assessment to the NomCom? What performance assessment, if any, do you think is feasible by the ICANN Board to better inform future NomCom selection decisions.**

ICANN Board:
The ICANN Board performs a Board self-assessment every two years. The last one was completed in 2018. In terms of reporting about the results, in 2018 the Board Chair posted a blog identifying the Key Take-Aways from the Board self-assessment (https://www.icann.org/news/blog/chair-s-blog-key-take-aways-from-the-board-s-360-evaluation). The intent is for the Chair to do so again after the 2020 Board self-assessment is completed and evaluated by the Board. The Board will make a point to ensure that the link to this blog will be shared directly with the NomCom once it is posted.

- **Is the *SO/AC NAME* performing any self/assessments, or third-party assessments?**

GNSO Council:
The GNSO is subject to periodic organizational review in accordance with the ICANN Bylaws.

ALAC:
The ALAC does not perform formal self-assessments or third-party assessments of individual performance of NomCom appointees. However, as noted above, the Chair of the ALAC has in the past provided assessments of current NomCom appointees who are seeking re-appointment. However, the ALAC does provide an annual description of skills and criteria needed for their NomCom appointees to the ALAC. See below.

Input Received

- **If yes, are there any identified skills needed for future NomCom appointees to your organization?**

GNSO Council:
Please see the Council response to periodic requests from the NomCom to update selection criteria for appointed positions. The latest Council response (https://gnso.icann.org/sites/default/files/file/field-file-attach/gnso-council-to-nomcom-staff-15dec19-en.pdf) was sent to the NomCom on 15 December 2019.

ALAC:
From the Annual Description:
- a commitment to ICANN's mission and an understanding of the potential impact of ICANN decisions on the global Internet community
- an understanding of the DNS and the impact of ICANN policy on end-users
- demonstrated capacity for thoughtful group decision-making and sound judgment
- an interest in bottom-up consensus policy building in a real-life environment
- an ability to chair or otherwise provide leadership and support for a multi-stakeholder group working to reach consensus
- the following knowledge, qualities and experiences are specifically sought:
    - A strong advocate for the needs and interest of end-users not only those of the region they will represent, but globally
    - Experience and skills that bear on gathering, understanding, and communicating the interests of individual users and in group decision-making.
    - Consumer protection and or consumer advocacy experience particularly in communications/telecommunication sector
    - Specific experience and/or expertise in internet-related policy development.
    - An interest in and knowledge of internet governance issues.
    - Leadership experience in local or regional internet-related or DNS policy experience in gTLD or ccTLD activities including issues relating to Internationalized Domain Names.
    - Ability to work as a team leader bringing perspectives not otherwise reflected in the existing ALAC membership and is intended to diversify the skill and experience sets of the ALAC.
    - Strong local networks that will positively enhance the current ALAC and Regionally focused strategic and project planning as they relate to the wider ICANN Strategic plan and ALAC Improvement Implementation.
    - Ability and interest to work in a multi-cultural environment.
- a willingness to serve as a volunteer, without compensation other than the reimbursement of certain expenses
- an ability to work and communicate effectively in English (although there is no requirement that English be the candidate's first language)

Input Received

- **If applicable, how do you communicate this to the NomCom?**

GNSO Council:
The Council communicated to the NomCom via email, per NomCom's request.

ALAC:
Through the annual NomCom Description (see above) that is sent to NomCom support Staff. This document is updated on an annual basis and relevant skills for the ALAC are reviewed and incorporated.

- **What performance assessment, if any, do you think is feasible by the ALAC to improve future NomCom selection decisions.**

GNSO Council:
Please see the Council response to Q2 under Recommendation 16, specifically regarding the exit interview.

ALAC:
The ALAC might consider conducting a performance assessment of current NomCom Appointees to identify necessary skills in future NomCom Appointees to the ALAC.

Timeline 3

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

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

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

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 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.

Recommendation 8

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

Input Received (Recs 8, 9, 10)

- **Is the GAC planning to continue to not make appointments to the NomCom?**

GAC Members continue to explore the potential for future GAC appointments to the Nominating Committee and treat each year as a new opportunity to consider making an appointment. The GAC has formed a special working group to help facilitate GAC consideration of NomCom participation and each year GAC Members explore the opportunity to explore the potential for a GAC appointment to the NomCom. The lack of an GAC appointment in any given year should not create an assumption that no future appointments will be made.

Input Received (Recs 8, 9, 10)

- **The GAC has indicated they are not planning to make any appointment to the NomCom but would like to keep that seat open. Please explain why the GAC is reluctant to fill that seat.**

In recent years the GAC has not achieved a consensus about the appointment of a NomCom representative, but the resulting vacancies during several NomComs should not be interpreted to mean that the GAC will never make an appointment in the future. As explained by some GAC members in the past, certain NomCom processes and procedural considerations (e.g., the requirement for confidentiality) have been noted as creating problems of accountability and transparency for the GAC. This has caused some GAC members to not support making a GAC appointment to the NomCom. The flexibility to make or not make an appointment to the NomCom in any given year should not be changed due to the anticipation of future action or inaction due to the GAC's internal consensus process. As an alternative to making appointments to the NomCom, the past two years the GAC has provided the Nom Com with guidance as to the skills and capabilities that the NomCom should consider in making appointments to the Board. That practice has provided GAC members with a capability to contribute to the NomCom, during those years when an appointment is not made.

Input Received (Recs 8, 9, 10)

- **The GAC has indicated they are not planning to make any appointment to the NomCom but would like to keep that seat open. Please explain why the GAC is reluctant to fill that seat.**

In recent years the GAC has not achieved a consensus about the appointment of a NomCom representative, but the resulting vacancies during several NomComs should not be interpreted to mean that the GAC will never make an appointment in the future. As explained by some GAC members in the past, certain NomCom processes and procedural considerations (e.g., the requirement for confidentiality) have been noted as creating problems of accountability and transparency for the GAC. This has caused some GAC members to not support making a GAC appointment to the NomCom. The flexibility to make or not make an appointment to the NomCom in any given year should not be changed due to the anticipation of future action or inaction due to the GAC's internal consensus process. As an alternative to making appointments to the NomCom, the past two years the GAC has provided the Nom Com with guidance as to the skills and capabilities that the NomCom should consider in making appointments to the Board. That practice has provided GAC members with a capability to contribute to the NomCom, during those years when an appointment is not made.

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: https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en
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 to 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

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
1	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
2	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.