

The ccNSO Council 360 degree feedback process

1. Background

The ccNSO Council was asked by the Nominating Committee (NomCom), whether it would like to provide feedback to the NomCom on the performance of the Councillors appointed by NomCom. Such a feedback mechanism is recommended to improve the quality of the NomCom processes and in particular for the NomCom to obtain performance assessments for NomCom's appointees, since otherwise the NomCom has little information as to how their appointees performed specifically when they are being considered for reappointment.

Further, the ccNSO Council has no mechanisms in place for continuous improvement of the performance of individual Councillors and the Council as a whole. Providing 360 degree feedback is a mechanism that would allow individual Councillors to receive feedback on their performance and assist them in improving their performance. The 360 feedback provides Councillors an outside view of their actions and behavior. They can immediately see what others see and take action to enhance their strengths and improve upon their weaknesses.

2. Purpose of feedback process

The purpose of the ccNSO 360-degree feedback process is to provide individual Councillors (both ccNSO elected members and NomCom appointees) regularly with anonymized feedback by their peers and members of the ccNSO secretariat on their performance to allow them to improve and develop work skills and behaviours.

The 360-degree feedback process should not be a one-off event; once the process starts it is important to see the consequences of the process. Repeated feedback cycles allow to check progress both at an individual level, but also to improve the overall quality of the Council.

3. Questionnaire

The 360 Feedback Process will be conducted through a questionnaire that should be set to obtain information for feedback purposes to individual Council members. The questions will be reviewed by Council together with the ccNSO Guideline Review Committee regularly (once every 3 years) to ensure their relevance. The questionnaire is included in Annex A.

It is important to note that the ratings are based on evaluations:

1. Strongly Disagree – this requires attention immediately.
2. Disagree – this needs improvement.
3. Neutral – the Councillor does a fair job with this.

4. Agree – the Councillor does a good job with this.
5. Strongly Agree – the Councillor does this extremely well; this is a clear strength of the Councillor.
6. N/A - I don't know.

(e.g., Depending on the question: Never does this, sometimes does this, Always does this, etc.)

In addition to the ratings, the questionnaire will include opportunities at every question to provide qualitative (written) responses, which will be shared with the Councillor.

4. Participants & Roles

- a. Councillor subject to the 360 degree feedback process. The Councillor will not participate in the questionnaire.
- b. Raters. All Councillors, **excluding** the person who will be subject to the 360 degree feedback process, will be asked to complete the questionnaire
- c. Evaluator(s): The chair of the ccNSO, or her or his designee in case the chair is subject to the review, and the member of the secretariat who will be the Feedback Process Manager .
- d. Staff members: members of the ccNSO secretariat. One member of the secretariat will be appointed Feedback Process Manager by the Council. The members of the secretariat will be requested to participate in the questionnaire.

5. Frequency of feedback.

All Councillors are expected to receive two 360 degree feedback reports during their term. The first one will be received 1 year after they take their seat on the Council. The second round of feedback should be concluded 6 months before the end of the term. These timelines include the debriefing with the evaluators.

6. **Pre-briefing.** At the latest 2 weeks before every review round starts, all participants will be informed by the chair of the Council on the purpose of the feedback process, what is expected from the participants, the questionnaire and procedures. The Council will also appoint the Feedback Process Manager.

7. Distribution of questionnaire

Once the questionnaire is distributed, the participants will complete the questionnaire online. The participants will receive an email with the link of the questionnaire and notification. They can click on the link, and start and complete the 360 degree review. After completion of the questionnaire they will receive an acknowledgement of completion.

8. Closure of questionnaire

The participants shall have **three (3) weeks** (starting on the day of the notification) to complete the questionnaire. The duration may be extended by one week (7days) if the quorum is not met. The completed review will be provided to the evaluator(s).

Commented [MOU1]: This is suggested by Nick to ensure ample time for the reviewers, taking into account holidays etc.

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9. Analyses & Reporting

- a. **Anonymization.** The results of the questionnaire will be anonymized, before the results are processed. This anonymization includes anonymization of the qualitative responses.
- b. **Quorum.** To provide feedback at least 10 Councillors and at least one (1) from every ICANN Region and at least one (1) NomCom appointee need to complete the questionnaire. If this quorum is not met on the date and time of closure, the questionnaire will be extended for one week. The Feedback Process Manager may approach Councillors individually to seek their participation. **If the quorum is not reached after the extension, the feedback process will be terminated and the Council will be informed accordingly.**
- c. **Report.** The results of the questionnaire and the analysis of the responses and a comparison of the results with the results of previous 360 feedback processes will be included in a 360 feedback report (the Feedback Report).

Commented [MOU2]: Nick raised the question whether a quorum requirement should be included, being ambiguous about the need. Suggestion is to maintain the quorum, to make sure that feed-back is provided to a Councillor by a majority of the other Councillors. If quorum is not met, this is probably a clear indication that the 360 review needs to be re-considered.

10. Distribution of results, Confidentiality & Debriefing

- a. **Distribution of Report & Confidentiality.** Only the chair of the ccNSO or her or his designated replacement and the Feedback Process Manager shall receive the completed questionnaires. The completed questionnaires, the results of the feedback, including the Report, shall remain confidential . The Report shall only be provided to the Councillor who is subject to the 360 feed-back. However, in case of the end of term 360 feedback process of a NomCom appointed Councillor, this Councillor will be asked to provide written consent to provide the Report to the NomCom. If written consent is not provided, the Nominating Committee will be informed accordingly (i.e. the NomCom appointee did not consent to providing the Feedback Report) and the Report will not be provided to the NomCom.
- b. **Debriefing.** The chair of the ccNSO (or her or his designated replacement) and the Councillor subject to a 360 feedback process will meet to introduce the feedback report and provide an opportunity to discuss the strengths of the Councillor and areas which may be improved. A third person may be invited to attend by either the Chair or the Councillor, but only if attendance of a third person is acceptable and both agree on the person.

11. Miscellaneous

- a. **Unreasonable impact.** If these terms do not provide guidance and/or the impact is unreasonable to conduct the feedback process the chair of the Council or his or her designee will decide and inform the full Council afterwards.
- b. **Review.** These terms need to be reviewed every 3 years or earlier when deemed necessary by the ccNSO Council.
- c. **Change of Terms of Reference.** Changes to the terms only become effective after they have been adopted by the full Council and the amended Terms of Reference are published.
- d. **Closure of 360 feedback process.** At the suggestion of the chair of the ccNSO Council and/or 3 Councillors jointly, the ccNSO Council may decide to end the ccNSO Council 360 feedback process. This decision becomes effective after the ccNSO Council has notified the NomCom and the decision is published. The decision must include the manner in which the results of the feedback process until that time shall be archived and confidentiality is ensured.

Annex A

ccNSO Council 360-degree Survey

Below please find some sample survey questions. These questions should be suited to obtain information for feedback purposes to individual Council members to help improve and enhance his or her service on the Council.

The survey will have the following rating scale:

1. Strongly Disagree – this requires attention immediately.
2. Disagree – this needs improvement.
3. Neutral – the Board does a fair job with this.
4. Agree – the Board does a good job with this.
5. Strongly Agree – the Board does this extremely well; this is a clear strength of the Board.
6. N/A - I don't know.

Questions

1. Demonstrates integrity and conducts self consistently with high ethical standards.

1 2 3 4 5 N/A

2. Demonstrates good judgement.

1 2 3 4 5 N/A

3. Effectively uses influence in an appropriate manner.

1 2 3 4 5 N/A

4. Works with others to reach consensus.

1 2 3 4 5 N/A

5. Is a good listener.

1 2 3 4 5 N/A

6. Participates in Council discussions in an open and honest manner.

1 2 3 4 5 N/A

7. Participates and contributes to Council discussions in an effective manner.

1 2 3 4 5 N/A

8. Treats community members, staff members and other Council members with respect.

1 2 3 4 5 N/A

9. Acts or presents self in a manner that engenders trust and respect from community members.

1 2 3 4 5 N/A

10. Is prepared for Council meetings (i.e., read necessary materials, done sufficient analysis to understand issues under consideration).

1 2 3 4 5 N/A

11. Demonstrates the background, experience, education or other tools to effectively serve on the Council.

1 2 3 4 5 N/A

12. Takes responsibility and is accountable as appropriate (i.e., can express rationale for decision making).

1 2 3 4 5 N/A

13. Exhibits an appropriate working knowledge of ICANN's bylaws, ccNSO policies and procedures to execute as a member of the Council.

1 2 3 4 5 N/A

14. Networks effectively to build relationships with other Council members, community members, and staff.

1 2 3 4 5 N/A

15. Demonstrates strategic thinking and planning ability when dealing with Board issues.

1 2 3 4 5 N/A