

ICANN Principles of Continuous Improvement for NomCom

Historically, ICANN [Organizational Reviews](#) have asked whether the Nominating Committee (NomCom) has a continuing purpose within the ICANN community. Rather than articulating this as a single principle, ICANN org proposes it as an overarching consideration that is addressed through five separate principles that would guide the successful execution of the Continuous Improvement Program (CIP).

Principle 1: The NomCom is fulfilling its purpose.

Principle 2: The structure of the NomCom is effective.

Principle 3: The operations of the NomCom are efficient.

Principle 4: The NomCom is accountable to the wider ICANN community.

Principle 5: The NomCom collaborates with the SOs and ACs to further the mission of ICANN and the effectiveness of the ICANN multistakeholder model.

Principle 1: The NomCom is fulfilling its purpose

Criterion 1:

The NomCom delegates Nominate ICANN and PTI leaders independently, not as a representative of, nor lobby or advance the interest of any particular organization, group, or committee.

Indicator 1: As per Article 8, section 8.2 of the ICANN bylaw, the NomCom is composed of 18 voting delegates appointed by SOs and ACs plus a non-voting leadership composed of a Chair & a Chair elect appointed by the Board, and an associated Chair selected by the Chair.

Indicator 2: Each year, the NomCom selects the best candidates for the pre-defined open positions for Board, PTI, AC and SOs, and concludes such selection timely

Indicator 3: The NomCom always makes its selections on schedule and without controversy.

Indicator 4: The 2024 NomCom Timeline is outlined here <https://www.icann.org/nomcom2024/#timeline>

Criterion 2:

To properly make its nominations, the NomCom:

- Engages in Outreach & information gathering to recruit outstanding candidates
- Works diligently among NomCom colleagues toward an overall consensus on the best possible group of candidates to be selected
- Evaluates candidates in a fair and consistent manner

Indicator 1: During the application period, the NomCom holds ad hoc meetings with SOs & ACs to urge them to encourage good candidates to apply for the open positions.

Indicator 2: Besides reaching out to people they know during their daily life, NomCom delegates, and especially the Outreach Sub-Committee members post on LinkedIn and social media the call for candidates with full details.

Criterion 3:

In performing its work, the NomCom

- keeps Confidential:
 - All information (in physical or electronic form) related to candidates that can be used to identify them by name or can be used in context with other information to lead to identifying them
 - Discussions, deliberations, internal communications, record, and notes about the candidates
- discloses all other information such as the NomCom Operating Procedures and any other non-confidential information.

Indicator 1: The nature of the NomCom functions and activities requires confidentiality for some information (such as deliberations and candidates' information) and openness for other information (such as the NomCom Operating Procedures).

The confidentiality policy is detailed in the NomCom Operating Procedures

<https://www.icann.org/resources/pages/nomcom2021-operating-procedures-2021-02-02-en#handling>

Indicator 2: NomCom work is basically done directly in a confidential Platform, to reduce to a minimum documentation storage in members' computers.

Indicator 3: At the end of each NOMCOM, all members are required to eliminate all eventual documentation related to that NOMCOM, storage in their equipment or papers

Indicator 4: For fairness, candidates are identified by numbers

Indicator 5: The NomCom publishes its Operating Procedures, Code of Conduct, and other relevant documents on its webpage on the ICANN website. It establishes and publicizes milestones, deadlines, and updates, including the public call for suggestions for candidates.

Indicator 6: The confidentiality policy is detailed in the NomCom Operating Procedures

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Criterion 4:

The NomCom Chair Notifies

- the Empowered Community Administration and the ICANN Secretary of the Directors' nominations, and
- the ICANN Secretary only of the PTI Director nomination.

Indicator: Notifications are done according to the Article 8, section 8.1 of the ICANN Bylaw

Principle 2: The structure of the NomCom is effective

Criterion 1:

The NomCom has five sub-committees to address its goals and priorities each year, in line with its purpose.

- Application Sub-Committee
- Outreach Sub-Committee
- Assessment & Interview Sub-Committee
- Conflicts & Confidentiality Sub-Committee
- Recommendations Sub-Committee

Indicator 1: The NomCom subcommittees are non-chartered groups

Indicator 2: Each subcommittee is composed of NomCom delegates on a voluntary basis.

Indicator 3: Each and every delegate serves on at least one sub-committee to assure a diversity of views and effectiveness

Indicator 4: Each subcommittee meets as much as necessary to fulfill its task

Indicator 5: Independent of subcommittee membership, all delegates shall contribute reviewing the outcome of each subcommittee.

Indicator 6: Each subcommittee has an open mailing list.

Criterion 2:

The NomCom Processes are well detailed in the NomCom Operating Procedures that are accessible and displayed on the NomCom Website.

Indicator: The NomCom Operating Procedures details the obligations of delegates, how to handle sensitive information, internal & external communications, criteria & eligibility factors for candidates' selection, as well as the review and evaluation processes of candidates.

<https://www.icann.org/resources/pages/nomcom2021-operating-procedures-2021-02-02-en#handling>

Criterion 3:

The Recommendation sub-committee gives proposals to address the issues met during the year (including those expressed by applicants) to be considered by the upcoming NomCom in terms of application questions, Interview questions and matrix, final selection questions, NomCom working methods and procedures.

Indicator: Proposals - crafted in the end of year report - cover all aspects including communications, application & evaluation documents, candidates' feedback, meetings' logistical issues, performance of external firms for outreach and recruitment, etc

Criterion 4:

The NomCom delegates receive several types of training prior to the candidates' assessment to prepare them for their tasks and to put them all on the same level since they come from very diverse environments

Indicator: Delegates receive up to 5 types of training such as "Leadership", "Governance", "Evaluation", "Unconscious bias", etc.

Criterion 5:

All NomCom delegates participate actively in the outreach, recruitment, evaluation and selection activities of the NomCom

Indicator 1: Delegates reach out to those they believe are the best candidates for the available positions to be filled in and encourage them to apply.

Indicator 2: As per the last review adopted by the Board, starting 2025, All delegates vote on each and every candidate for their evaluation and selection. Before that, the SSAC and RSSAC delegates didn't vote, but they participated in all other NomCom activities.

Criterion 6:

Nominations are communicated to the Empowered Community Administration and the ICANN Secretary for implementation in a timely fashion.

Indicator 1: As soon as the final selection is completed, and in any case at least 2 months before the commencement of the ICANN Annual General Meeting, the NomCom Chair sends a written notice to the Empowered Community Administration with a copy to the ICANN Secretary to inform them of the new directors selected by the NomCom to serve on the ICANN board.

Indicator 2: As soon as the final selection is completed, the NomCom Chair sends a written notice to the ICANN Secretary to inform him/her of the new director selected by the NomCom to serve on the PTI board.

Principle 3: The operations of the NomCom are efficient

Criterion 1:

At the beginning of its annual activities, the NomCom establish a working plan including:

- The creation of the necessary subcommittees
- a training plan for the delegates,
- a call for applications to fill the available leadership positions,
- an evaluation process for candidates (soft dive, deep dive and final selection), etc.

Indicator: The evaluation process includes:

- Soft dive where delegates review all candidates' applications, and then each delegate focuses on assigned candidates (internet searches on the candidate, review social media profiles, etc)
- 1st assessment where all delegates discuss the result of the review of assigned candidates and vote on each of them to form the 1st shortlist (candidates who passed the 1st assessment)
- Deep dive done by groups of delegates; a number of candidates are assigned to each group that they interview
- 2nd assessment where all delegates discuss the result of the interview of assigned candidates and vote on each of them to form the 2nd shortlist (candidates who passed the 2nd assessment)
- Due diligence of candidates on the 2nd shortlist by an external vendor. The due diligence continues till after the final selection
- Final selection that includes review of each candidate referees' responses, review of video/written responses to 3 substantive questions of non-board shortlisted candidates, interview of ICANN & PTI Boards' candidates, and vote on each candidate which results in a final appointees list plus an alternate for each position

Criterion 2:

The Outreach effort undertaken by the NomCom delegates permits to encourage good candidates to apply for the available positions

Indicator: The objective is to find applicants with high profiles satisfying the selection criteria set forth in the ICANN bylaws and the needs of the relevant entity in terms of skill set and diversity

Criterion 3:

The NomCom Consults on a regular basis with the SO/AC leaders about their need in terms of skill set and Diversity to be considered in the selection of their leaders

Indicator: Prior to the beginning of the evaluation of the received applications, the NomCom meets with leaders of the ICANN Board, PTI Board, GNSO, ccNSO & ALAC who want

to provide their needs (technical / financial / legal profile, from certain regions for regional balance, etc.) to the NomCom to be considered in the selection process. These needs are sometimes given in a written form.

Criterion 4:

Candidates under consideration are evaluated with total respect & consideration

Indicator: During online and/or in person interviews, NomCom delegates try to put applicants in a comfortable ambiance, asking questions without complication and commenting their answers without irony or such unrespectful manner.

Criterion 5:

Successful nominees are selected in a fair and consistent manner and in total confidentiality

Indicator: Delegates select nominees in an objective way, avoiding conscious and/or unconscious biases. They only consider the interest of ICANN and its community, but not their own interest or the interests of the entity that appointed them to the NomCom.

Indicator 2: Candidates' privacy is fully respected throughout the entire process of selection.

Criterion 6:

Notification of the final nominations is done in written in a timely fashion as follows:

- Nominations of the ICANN Board directors are given to the Empowered Community Administration and ICANN Secretary.
- Nominations of all other positions are given to the ICANN Secretary only.

Indicator: When the final selection is done, and as soon as the necessary due diligence is completed, the NomCom Chair makes the due Notifications in written and without delay.

Principle 4: The NomCom is accountable to the wider ICANN Community

Criterion 1:

The NomCom is composed of 18 voting delegates from all ICANN Stakeholder groups and the 5 ICANN Regions. It's absolutely diverse, gathering participants reflecting the functional, geographic and cultural diversity. It doesn't have internal stakeholders or substructures.

Indicator: Diversity:

- Functional
 - All the GNSO, ccNSO, ASO, GAC, ALAC, SSAC, RSSAC and IETF are represented in the 18 NomCom delegates.
- Geographic & cultural
 - The 5 NomCom ALAC delegates come from the 5 ICANN regions (AF, AP, EU, LAC and NA)

Criterion 2:

The NomCom is accountable to the wider ICANN community. In fact, the NomCom:

- Maintains a standing communication with the SO/AC leaders about their need in terms of skill set and diversity to be considered in the selection of their leaders.
- Provides periodic and timely updates to the ICANN Community about the NomCom activities.
- Issues an end of year Report that includes the whole NomCom activities of the year (Processes, criteria, selection methods, etc.)

The continuously reviewed processes including the communication one contribute significantly to the accountability of the NomCom vis a vis the wide community.

Indicator 1: Prior to the beginning of the evaluation of the received applications, the NomCom meets with leaders of the ICANN Board, PTI Board, GNSO, ccNSO & ALAC who want to provide their needs (technical / financial / legal profile, from certain regions for regional balance, etc.) to the NomCom to be considered in the selection process. These needs are sometimes given in a written form.

Indicator 2: The NomCom periodically updates the ICANN Community as follows:

- After closing the application period, it announces the number of received applications and regional and gender breakdown.
- During the evaluation and selection periods, it also gives all information that don't breach the confidential nature of its work

Indicator 3: After finishing its work, the NomCom drafts and publishes an exhaustive report including every aspect of its work for that year.

Criterion 3:

While selecting leaders for ICANN and PTI, the NomCom doesn't receive orders from the ICANN Board or the ICANN Org and doesn't obey to them or to any other party inside or outside ICANN.

Indicator: Only criteria set forth in the ICANN Bylaws and expressed needs of the receiving entities in terms of skill set and diversity are considered by the NomCom delegates for the selection of the NomCom appointees.

Criterion 4:

The NomCom maintains sufficient levels of transparency of information through Periodic and timely updates to the ICANN Community about the NomCom activities.

Indicator: Never sensitive information are disclosed; they are considered confidential. Any other information is accessible to the whole ICANN community

Principle 5: The NomCom collaborates with SOs and ACs to further the mission of ICANN and the effectiveness of its bottom-up multistakeholder model

Criterion 1:

The NomCom coordinates with ICANN SOs & ACs within the ICANN global multistakeholder community and has a process in place for communicating and coordinating within them.

- Each year, and prior to starting its work, the NomCom undertakes direct communications with the ICANN constituencies for which it nominates leaders about their need in terms of skill set and Diversity to be considered in the selection of their leaders. This coordination permits the NomCom to appoint the appropriate profiles for the positions to be filled in.
- It informs the wider ICANN community about its working procedures, the available leadership positions to be filled in, the received applications, the stage in which the selection process is and the final list of new selected leaders. This update is done in a periodic & timely manner, providing accurate information
- Besides, the end of the year Report includes the whole things related to the NomCom activities of the year (Processes, criteria, selection methods, etc.)
- While providing regular updates about its activities, the NomCom keeps in mind to avoid disclosing sensitive/confidential information related to its internal deliberations and the candidates' data.

Indicator 1: Prior to the beginning of the evaluation of the received applications, the NomCom meets with leaders of the ICANN Board, PTI Board, GNSO, ccNSO & ALAC who want to provide their needs (technical / financial / legal profile, from certain regions for regional balance, etc.) to the NomCom to be considered in the selection process. These needs are sometimes given in a written form.

Indicator 2: The NomCom working procedures are detailed in the NomCom Operating Procedures <https://www.icann.org/resources/pages/nomcom2021-operating-procedures-2021-02-02-en>

Indicator 3: Prior to the call for applications, the list of the available leadership positions to be filled in by the NomCom is published on the ICANN Website.

Indicator 4: After the closure of the Application period, the NomCom publishes the number of received applications and its breakdown giving the number per ICANN region.

Indicator 5: After finalizing the selection of the appointees and the completion of the due diligence, the NomCom publishes the final list of the selected new leaders

Criterion 2:

3 of the 5 subcommittees the NomCom forms each year are for continuous improvement of its activities and processes.

- The Recommendation sub-committee reviews all the NomCom activities and processes of the considered year and issues a report in which it outlines the issues met during the NomCom activities and proposes solutions to avoid problems or/and to improve the NomCom performance for the upcoming years, which report is reviewed, modified if necessary and approved by the whole NomCom.
- The application sub-committee reviews each year, prior to the application period, the application questions for all considered positions according to the recommendations of the previous year and update them as necessary.
- The assessment & Interviews Sub-Committee reviews each year the interview questions and matrix as well as the selection meeting questions for all considered positions according to the recommendations of the previous year and update them as necessary.

Criterion 3:

Recommendations of a prior review have been adopted by the ICANN Board of Directors. They are likely to be implemented late 2024. One of these recommendations consists in the creation of the NomCom Standing committee.