

# Call for Volunteers for the Pilot Holistic Review Team



## Application form

This call seeks individuals interested in serving as a volunteer review team member on the Pilot Holistic Review (PHR). The composition of the Review Team ideally will be balanced for diversity and skill. Candidates are asked to submit their application forms by **19 June 2024, 23:59 UTC**.

The contents of this application, excluding contact information, will be published and publically available on the [PHR wiki page](#). If including a Curriculum Vitae / Resume, remove any personal information submitted or please inform us if some of this information should be redacted from the public posting.

### **How to complete your application:**

1. This application is divided in 4 main sections:

- Acknowledgements
- Applicant information
- Skills, expertise, and desired attributes
- Motivation for serving on the review team

2. All sections need to be completed prior to submission of this application. If the given section does not apply to you, answer N/A.

3. In addition to completing this application, you may also submit a Curriculum Vitae / Resume via email to [reviews@icann.org](mailto:reviews@icann.org). *This step is optional and not required for the application process.*

4. Your application must be received by **19 June 2024, 23:59 UTC**.

I accept ICANN's electronic Terms of Service (<https://www.icann.org/privacy/tos>) and acknowledge that my personal data will be processed in accordance with the ICANN Privacy Policy (<https://www.icann.org/privacy/policy>). \*

Yes

No

I acknowledge that if I am selected to the Pilot Holistic Review Team, I will be expected to maintain an up-to-date statement of interest form and such statements of interest will be evaluated to confirm I do not have any conflicts of interest in participation. \*

I acknowledge.

#### Acknowledgement of time commitment

I acknowledge that the PHR is expected to last 14-months, I may be asked to attend calls every other week, lasting 60-90 minutes, and that independent work between calls is required.

#### Applicant Information

**Last Name:** \*

Hackshaw

**First Name:** \*

Tracy

**Email Address:** \*

[REDACTED]

Gender (optional)

Female

Male

Transgender

Non-binary

**Country:** \*

Trinidad & Tobago

Geographic region associated with the domicile of the volunteer \*

- Africa
- Asia/Australia/Pacific Islands
- Europe
- Latin America/Caribbean Islands
- North America

Please confirm the Advisory Committee/Supporting Organization with which you seek a nomination from to serve on the Pilot Holistic Review Team. \*

- ALAC
- GAC
- RSSAC
- SSAC
- ASO
- ccNSO
- GNSO

**1. Current vocation, employer and position: \***

Chef d'Entreprise, .POST Business Management Unit, Postal Technology Cente, Universal Postal Union (UPU)

**2. Work performed in (1.) above and declaration of relationships with entities holding a financial (or declarable) interest in ICANN: \***

At the UPU, I currently manage the .POST sponsored TLD Registry.

**3. Please identify any Working Groups or other chartered teams in which you are participating (include acronyms, if applicable): \***

I am currently an Alternate representing the GAC on the Customer Standing Committee (CSC), the GAC representative on the Continuous Improvement Program Community Coordination Group (CIP-CCG), a GAC representative on the New gTLD Subsequent Procedures Implementation Review Team (IRT), co-Chair of the GAC Underserved Regions Working Group (USRWG), and member of the GAC Public Safety Working Group (PSWG)

### 3. How many years of ICANN experience do you have? \*

Less than 3 years

More than 3 years

### 4. Education \*

Masters in Small and Medium Enterprise Management, Post Graduate Diploma in International Management,

### 5. Professional Certifications \*

Professional Certificate, Chief Information Officer (CIO) Training Programme on Strategic Management of Information Technology, IDB10-1x: Data for Effective Policy Making, IDB6.1x: Project Management Techniques for Development Professionals (PM4R), AMA Certificate: Project Stakeholder Management, DiploFoundation Advanced Certificate in Internet Governance. See more at <https://www.linkedin.com/in/tracyhackshaw/details/certifications/>

### 6. English Knowledge \*

Native Speaker

Fluent

Conversant

Basic Knowledge

### 7. Skills, expertise, and desired attributes

Please assess and explain how your knowledge, experience, and expertise address the criteria listed below. Leave the box blank if \* not applicable to you.

- Performance assessment and audits of organizational effectiveness and governance
- Development of methodologies and guidelines for process improvement and measurement
- Data analysis informing fact-based findings and recommendations
- Familiarity with ICANN Reviews, and ICANN structures
- Knowledge of recognized frameworks for organizational excellence
- Principles of accountability applicable to organizations broadly similar to ICANN

I have significant professional experience in the designing and executing performance assessments, monitoring and evaluation frameworks and corporate governance approaches as they relate to organizations, organizational effectiveness and development funding. In addition, I possess well over 10 years' experience in change management, transformation and process improvement in both the public and private sectors. I have both undergraduate and postgraduate training as well as hands-on experience in executing research and data analysis within public and private sector contexts. With respect to ICANN, I am highly experienced with the ecosystem and community, as well as its systems and structures, having participated in multiple Working Groups and Committees across the Community since my first meeting in 2009. Since that time I have served the Community in several roles, including as a member of the GAC and NomCom Leadership teams. I have also participated within the At Large, CCNSO, NCUC and NPOC discussions at various time spans over the last 15 years. Currently, I am participating as an Observer within the GAC and as a member of the RySG within the GNSO. Notably, I actively participated in the IANA Functions Stewardship Transition activity from 2014-2016 as well as the CCWG on Enhancing ICANN Accountability from 2014-2018.

Please assess and explain how your knowledge, experience, and expertise address the criteria listed below. Leave the box blank if \* not applicable to you.

- Commitment and time to participate actively for the duration of the PHR
- Understanding of the ICANN multistakeholder model
- Analytical skills
- Team spirit, adaptability, consensus-seeking attitude - willingness to learn and contribute, capacity to reason objectively, putting aside personal opinions or preconceptions
- Good communication skills using multiple methods and tools

My past experience and record as both an ICANN Community member as well as a respected industry professional clearly demonstrates my strong understanding and support of the ICANN Multistakeholder model, and also demonstrates my ability to function within a team, whether as a leader or participant, operating impartially, with outstanding communication, engagement and analytical skills, while focused specifically on achieving consensus. I also will have the time and commitment to participate effectively and actively for the duration of the PHR.

Please assess and explain how your knowledge, experience & personality meet the desired attributes listed below. Leave the box blank if not applicable to you. \*

- Commitment and time to participate actively for the duration of the PHR
- Understanding of the Multistakeholder community
- Team spirit, adaptability, consensus-seeking attitude
- Willingness to learn
- Readiness to contribute
- Capacity to reason objectively, putting aside personal opinions or preconceptions
- Analytical skills
- Good communication skills using multiple methods and tools

As indicated in previous responses, my past record, experience and training fits the desired attributes. I can readily attest to meeting these desired attributes. In addition to that mentioned before, I am also a long standing member and contributor to the United Nations Internet Governance Forum, as an individual participant, as well as a Board Member and past Chair of the Trinidad and Tobago Multistakeholder Advisory Group (TTMAG), convenor of the Trinidad and Tobago Internet Governance Forum (TTIGF), past Chair of the Internet Society Trinidad and Tobago Chapter, and co-Coordinator of the UN-IGf Dynamic Coalition on Small Island Developing States in the Digital Economy (DC-SIDS). Additionally, I have served on several Boards, receiving both training and hands-on experience in varied approaches to corporate governance, including those within the public and private sectors.

## 9. Motivation for Serving on Review Team

*Please provide your interest in serving on the Review Team and what you will bring to the team if selected. \**

I hereby indicate my interest in serving on the PHR team. As an international professional emanating from a Small Island Developing State (SIDS) I believe that I bring a unique and, perhaps most importantly, diverse, combination of skills and experiences including strong expertise in organizational effectiveness, governance and development, with comprehensive and intimate knowledge of the ICANN ecosystem. Taken together, I believe these make me an ideal candidate for this critical initiative.

I have a proven track record in the required skillsets, including, but not limited to, organizational effectiveness and governance, performance review and assessment, monitoring and evaluation, and process improvement. My ability to understand and dissect complex systems, pinpoint areas for enhancement, and devise actionable strategies will be indispensable to the PHR's Team's objectives, while my familiarity with leading organisational development frameworks will contribute to ensuring that the Holistic Review adopts a rigorous, systematic, and comprehensive approach.

I possess a strong analytical aptitude and am proficient in leveraging data to derive evidence-based findings and recommendations. My proven ability to review and distill vast amounts of information and extract meaningful conclusions will be pivotal in evaluating the effectiveness of ICANN's community structures.

As an active participant in the ICANN community for 15 years, I have gained a deep understanding of its context, history, structure, organizational dynamics, review processes and the interplay between its various stakeholders within the Community. My firsthand knowledge of the strengths and weaknesses of the existing system will inform my contributions to the PHR Team. Additionally, I have a clear understanding of the principles of accountability and transparency that apply to ICANN and organizations similar to ICANN. My extensive experience in promoting transparency and accountability in various contexts will be invaluable in designing a review process that upholds these fundamental principles.

In summary, I am highly motivated to participate in the PHR process. As a longstanding Community member, both as a participant, and as a leader, I am deeply passionate about ICANN's stated mission to ensure the stable and secure operation of the Internet's unique identifier systems. I firmly believe that the PHR is a pivotal undertaking in bolstering ICANN's accountability, transparency, and overall effectiveness, and is a key element of ICANN's strategy to ensure its continuing relevance in the Digital Economy and by extension, in a rapidly changing world with continuously evolving geopolitics. I am eager to contribute my skills and experience to this endeavour, and I am confident that I can make a substantial and lasting contribution to the team's success.

Thank you very much for your time and for considering my application. I look forward to the opportunity to contribute to this important work.