**Lessons Learned – second draft**

**PROCESS**

* The process has to start far earlier – a possible timetable might be the following:
  + First ICANN meeting of the previous year: the Chairs of the BCEC and BMSPC are appointed, so that they can familiarize themselves with the procedures and tools used in previous iterations, consult with relevant people including inter alia the previous Chairs, the NomCom Chair, the ICANN General Counsel, the Board Governance Committee Chair;
  + Second quarter of the previous year: the membership of the BCEC and BMSPC is defined;
  + Second ICANN meeting of the previous year: the process is finalized and the timetable is published – this might require the BMSPC members to meet in person;
  + Second ICANN meeting of the previous year: Expressions of Interest (EoI) are solicited with a deadline one month before the last ICANN meeting of the previous year;
  + One month before the last ICANN meeting of the previous year: EoIs are received, and references are solicited – BCEC members start reviewing the EoIs
  + Last ICANN meeting of the previous year: the BCEC members meet in person for the initial screening and decide which further actions are needed in order to finalize the shortlist
  + Last quarter of the previous year: the BCEC members finalize the shortlist, conducting also telephone interviews if deemed necessary
* Decide the confidentiality constraints well before the process is started: what information will be collected, and who will have access to it, what confidentiality agreement has to be signed, and so on
* A process has to be defined to replace a member of the BCEC that is not participating
* It should be made clear to candidates that their EoI will be sent to the referees, and explicit authorization asked before the process is started
* An important piece of information is the 360° evaluation (for lack of a better official term for it) of the incumbent sitting on seat #15 – if the Board is unable to provide this information in a timely manner, the evaluation of the previous year has to be provided instead
* It should be clear from the beginning who will have access to what (EoIs, reference letters, 360° survey, etc.) and non-disclosure agreements have to be signed
* An early start will allow also additional information, like the reference letters, to be available in a timely manner, taking into account that reminders might be necessary to get all the reference letters
* Allow referees to provide references to only one candidate, and avoid that referees play other roles in the process, like for instance participate to the 360° evaluation
* Avoid to have critical actions to be done in holiday periods – take into account holiday periods worldwide, not just the western world (i.e.: February is a holiday month in the Southern Hemisphere)

**TECHNOLOGY**

* Submission of candidatures via the web site does not provide the ability to save and continue in a new session
* Submission of candidatures via the web site does not provide confirmation of success of the operation
* Submission of reference letters does not work properly, according to some referees
* Procedure for voting has to be improved

The criteria page for Director selection has to be available to general public