

# ATRT2 Recommendation 1 Implementation

Board Performance and Work Practices

30 September 2015

## Implementation 1 Timeline



December  
2015

## Recommendation 1 Implementation Description

ATRT2 Recommendation 1 states: The Board should develop objective measures for determining the quality of ICANN Board members and the success of Board improvement efforts, and analyze those findings over time.

The Board Governance Committee (BGC) has overseen staff's development of a comprehensive onboarding training program aiming at ensuring that new Board members will be able to carry out their roles and responsibilities effectively. In this respect, an "onboarding" training session was provided to the full Board on 24 April 2015 to ensure that the current Board has equal understanding and knowledge of their fiduciary responsibilities. The training material has been published online to the extent ICANN had the rights to do so. The new Board members (AGM 2015) have completed a full day onboarding training on Oct. 15<sup>th</sup>, 2015.

Staff is also working on putting in place a development/ongoing training program aimed at building new skills and knowledge among the Board to enhance performance of Board members in specific areas of expertise. Assessment of the trainings provided is being conducted to measure the effectiveness of the program and improvement efforts, and to determine what further steps can be taken to further improve the quality of the training programs.

## Status of Deliverables

	Responsible	Re-Plan Date	Original Due Date
Develop Board Member Skills Assessment	Staff		✓
Ensure Board members complete Board Member Skills Assessment	Staff		✓
Develop "Onboarding" Training Program	Staff		✓
Develop Training Platform to host onboarding but also "development/ongoing" training resources	Staff		✓
Develop Post-training assessment	Staff		✓
Publication of Training Material	Staff		✓
Measurement of training efficiency along with other relevant means (set of KPIs) to be an ongoing effort once the project is operationalized in July 2015	Staff	Dec. 2015	June 2015
Development of a list of preferred development/ongoing training providers, with geographical representation	Staff	Dec 2015	June 2015

- Complete
- Planned/In Process
- Behind schedule, expected to recover within original plan
- Behind schedule, original plan to be adjusted

## Project Status

This project has both short term and long term components. ICANN staff mapped out specific tasks, milestones, deliverables and dependencies to implement all aspects of the ATRT2 Rec 1. The following short term improvements have been realized:

- A comprehensive onboarding training program focusing on the full Board's role in Board Governance, Finance, Audit and best practices, has been developed. The first session of the newly developed program was held with the Board on 24 April 2015 in order to help ensure a common set of skills and understanding across the Board. The material used for this training has been published online at: <https://www.icann.org/resources/pages/training-materials-2015-06-09-en>.
- Following the assessment of this training session, the material has been further developed and new Board members (AGM October 2015) have completed a full day on-boarding training during ICANN54. The updated material is posted online: <https://www.icann.org/resources/pages/training-materials-2015-06-09-en>.
- Several additional training modules are being developed to ensure that Board Members gain knowledge in technical and non-technical areas. Material will be posted online to the extent ICANN has the right to do so.
- Additionally, a Board Training Platform has been assembled in partnership with ICANN-learn (<http://learn.icann.org>), in order to make accessible to Board members a wide range of resources available across the Community. Specific training modules, such as training on Board tools in order to optimize the use of advanced tools across the Board or Policy webinars to keep the Board abreast of PDPs, are also being developed. A summary of the trainings available will be posted on <https://www.icann.org/resources/pages/training-materials-2015-06-09-en> by 15 December 2015.
- In parallel, we will continue to assess Board member skill sets through individual training questionnaires that have been completed and will help identify and propose tailor-made training programs for individual Board members, as well as inform any general training for the full Board that might be beneficial.
- A first set of KPIs to evaluate the effectiveness of the Board's improvement efforts has been developed and will be finalized and adopted by the BGC in preparation for operationalization. The work, closely tied to the implementation of Recommendation 2, is now focused on updating and tracking the KPIs and ascertaining ways to document the improvements.
- The tracking and analysis of these metrics over time will help staff to measure progress and identify areas needing adjustment. This will be part of the ongoing effort overseen by the BGC.

## Implementation Notes

Board Governance Committee members, assisted by the relevant staff members, continue to ensure that the Board is comfortable with the process of assessing their skill sets, and following relevant trainings. They participated in the organization of the 24 April 2015 training session and of the 15 October 2015 on-boarding training, which will now be made part of standard operating procedures. There is a significant challenge in developing objective metrics to measure an individual's skill set, as well as how to objectively measure improvements over time. To mitigate, staff has spent sufficient time with necessary experts (such as third party trainers and Board assessment experts) during the development process to help the BGC determine a first set of KPIs based on best practices in non-profit public benefit corporations. Staff is assessing, through surveys and post-training assessments, the quality of each training provided to the Board in order to implement improvements on an ongoing basis. Staff continues to populate the Board Training Platform with relevant resources and training materials. The Board Training Platform allows tracking of training courses completed by Board members and the regular monitoring (every two months) of the KPIs by BGC and the Project leaders, enabling early identification of indicators not moving in the expected directions to inform changes in approach.