

ATRT2 Recommendation 2 Implementation

Board Performance and Work Practices

Recommendation fully implemented as of 3 February 2016

Implementation 2 Timeline



February
2016

Recommendation 2 Implementation Description

Recommendation 2 states: The Board should develop metrics to measure the effectiveness of the Board's functioning and improvement efforts, and publish the materials used for training to gauge levels of improvement.

The Board Governance Committee (BGC) worked with staff to develop a comprehensive onboarding training program aimed at ensuring new Board members will be able to carry out their roles and responsibilities effectively. To this end, 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 (<https://www.icann.org/resources/pages/training-materials-2015-06-09-en>) The new Board members (AGM 2015) completed a full day of on-boarding training on Oct. 15th, 2015 during the AGM at which they took their seats.

Staff has put in place an ongoing training and development program for Board members, aimed at building new skills and knowledge and to enhance the performance of Board members in specific areas of expertise. Assessment of the training provided is being conducted to measure the effectiveness of the program and improvement efforts, and to determine what additional steps can be taken to further improve the quality of the training programs.

An initial set of KPIs including training efficiency and Board performance was approved by the Board on 3 February 2016. These meet the requirements in ATRT2.

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		✓
Initial set of KPIs including training efficiency and Board Performance documented and vetted with the BGC and the Board in preparation for operationalization	Staff	✓	
Development of a list of preferred development/ongoing training providers, with geographical representation	Staff	✓	



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



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Recent Update:

Staff has put in place a Development Training Program for the Board that starts with the submission, to the Board Governance Committee (BGC) Chair and Board Chair, of individual, detailed training plans for each Board member. Upon approval of the individual training plans, Staff provides tailor-made recommendations and guidance to Board members as to how to reach their respective development goals (for example, staff to assist with the search of dedicated programs and resources matching the training needs of each Board member, assistance with registration for training plans, negotiation with providers, monitoring of each Board member's training budget).

A list of preferred training providers with geographical representation was established based on past assessments and will be regularly assessed and refined by staff.

A second set of more substantial KPIs on Board Performance as well as the process by which the Board will conduct ongoing measurement, tracking and evaluation based on the agreed upon KPIs is currently being drafted for assessment by BGC in the second semester 2016.

Project Status

This project had both short term and long term components. ICANN staff mapped out specific tasks, milestones, deliverables and dependencies to implement all aspects of the ATRT2 Recommendation 2. 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 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. Materials will be posted online to the extent ICANN has the right to do so.

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- 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 is posted on <https://www.icann.org/resources/pages/training-materials-2015-06-09-en>
- In parallel, we are in the process of assessing 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.
- In February 2016, the Board approved the initial set of KPIs and agreed to continue to develop of more comprehensive, richer set of KPIs and other relevant metrics with which the Board can measure its effectiveness and improvement over time – see [Board resolution](#) for more details.
- The tracking and analysis of these metrics over time will help ICANN 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 and have 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 as 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 staff to track training courses completed by Board members and the regular monitoring (every two months) of the KPIs by BGC and the Project leaders enable early identification of indicators not moving in the expected directions to inform changes in approach.