The following table outlines existing or in-development staff-accountability mechanisms and how they relate to the issues identified by the subgroup.

Mechanism	Purpose / Scope	Issues identified that these mechanisms are designed to address	Thoughts and ideas on adjustments these mechanisms might make to further address identified issues.
Ombudsman	The ICANN Ombudsman is independent, impartial and neutral. The Ombudsman's function is to act as an informal dispute resolution office for the ICANN community, who may wish to lodge a complaint about ICANN staff, board or problems in supporting organizations. The purpose of the office is to ensure that the members of the ICANN community have been treated fairly. The Ombudsman is impartial and will attempt to resolve complaints about unfair treatment, using techniques like mediation, shuttle diplomacy and if needed, formal investigation. The Ombudsman is not an advocate for you, but will investigate without taking sides in a dispute. The process is informal, and flexible. Information on how to contact the Ombudsman is on icann.org.	1, 2, 3	
Complaints Office	The Complaints Office handles complaints regarding the ICANN Organization that don't fall into an existing complaints mechanism. This may include complaints about how a request has been handled, a process that appears to be broken, insufficient handling of an issue, or something that may be an indication of a systemic issue, among other things.	1, 2, 3, 5, 6, 8	

	Information on how to contact the Ombudsman is on icann.org.		
ICANN Expected Standards of Behavior	To provide a common framework of understanding regarding expected behavior for those who take part in ICANN's multistakeholder process, including Board, staff, and all those involved in Supporting Organization and Advisory Committee councils. Also provides a basis for articulating areas of concern between individuals when expectations are not being met. ICANN's expected standards of behavior are available on icann.org.	1,	
The individual who is the topic of the complaint or concern	Every individual in the ICANN community, and everyone within ICANN organization, is empowered to engage, in a respectful manner, persons who they feel may have interacted with them in a way counter to expected standards of behavior to address the concern directly.	1,	
Manager of the staff person or department associated with the complaint or concern	Every individual in the ICANN community, is empowered to engage, in a respectful manner, the manager of the person or department they feel may have interacted with them in a way counter to expected standards of behavior to address the concern. Staff are also free to raise concerns to their manager. A management organization chart is available on icann.org for identification of managers and departments.	1, 2, 5, 6, 9	
Executive team member responsible for the department associated with the complaint or concern	Every individual in the ICANN community, is empowered to engage, in a respectful manner, the manager of the person or department they feel may have interacted with them in a way counter to expected standards of behavior to address the concern. Staff are also free to raise concerns to their manager.	1, 2, 5, 6, 9	

	ICANN Organization's management, led by the CEO, is responsible for managing all staff members' adherence to policies. The policies themselves set out reporting chains, and investigatory processes that are each followed. There are multiple ways to ensure adherence and it is through the management chain, and well-established Human Resource practices, that potential violations from the policies are reported and investigated. A management organization chart is available on icann.org for identification of managers and departments.		
ICANN CEO	The ICANN CEO is responsible at the overall level for the ICANN organization staff member's accountability.	1, 2, 3,	
Performance Management process	ICANN organization has a formal performance management system for evaluating staff. Staff are evaluated twice a year in the May and November timeframes.	4, 7,	• We might recommend language be included in performance manager guidelines encouraging managers of staff who regularly engage with community members solicit input from appropriate community members as part of the manager's evaluation process. • We might recommend that a regular communication, timed with the bi-annual review timeframes, go out to the community through an appropriate vehicle to remind community members that they are free to provide input on ICANN organization staff performance. • We might recommend ICANN organization submit a survey asking for input on organization performance at the functional level, to provide additional input for consideration in department leadership-level staff evaluations

			• We might recommend ICANN organization publish materials describing the performance management system used to ensure staff accountability and performance.
Active policies related to ICANN organization staff behavior and accountability	ICANN has several policies regarding staff performance and accountability, including: • Anonymous Hotline • Confidentiality • Conflict of Interest • Employee Conduct & Work Rules • Equal Employment • Fraud • Open Door • Outside Business Interests • Prohibition of Workplace Harassment • Staff Remuneration The organization has also determined that this content should be broadly available, in the spirit of transparency, and will be posted on www.icann.org		
Currently Under Development: Process Mapping and corresponding Process Manuals; Operating Standards Efforts to map out and document at an operational level the	The purpose of these efforts include: • Clearly articulate processes as defined by the Bylaws, or other officially adopted documents, or common/historical practice. • Improve understanding and alignment regarding role-clarity and procedure throughout the process. • Enable the community to identify, as necessary, areas of ambiguity or confusion, and determine what if any efforts the community should take to address potential risk areas. • Improve adoption of known community best practices • Improve accessibility and engagement by new members to the ICANN community	1, 2, 5	

processes that involve community and the organization, including Reviews, PDPs, Advice and Board Correspondence, and Empowered Community Powers.			