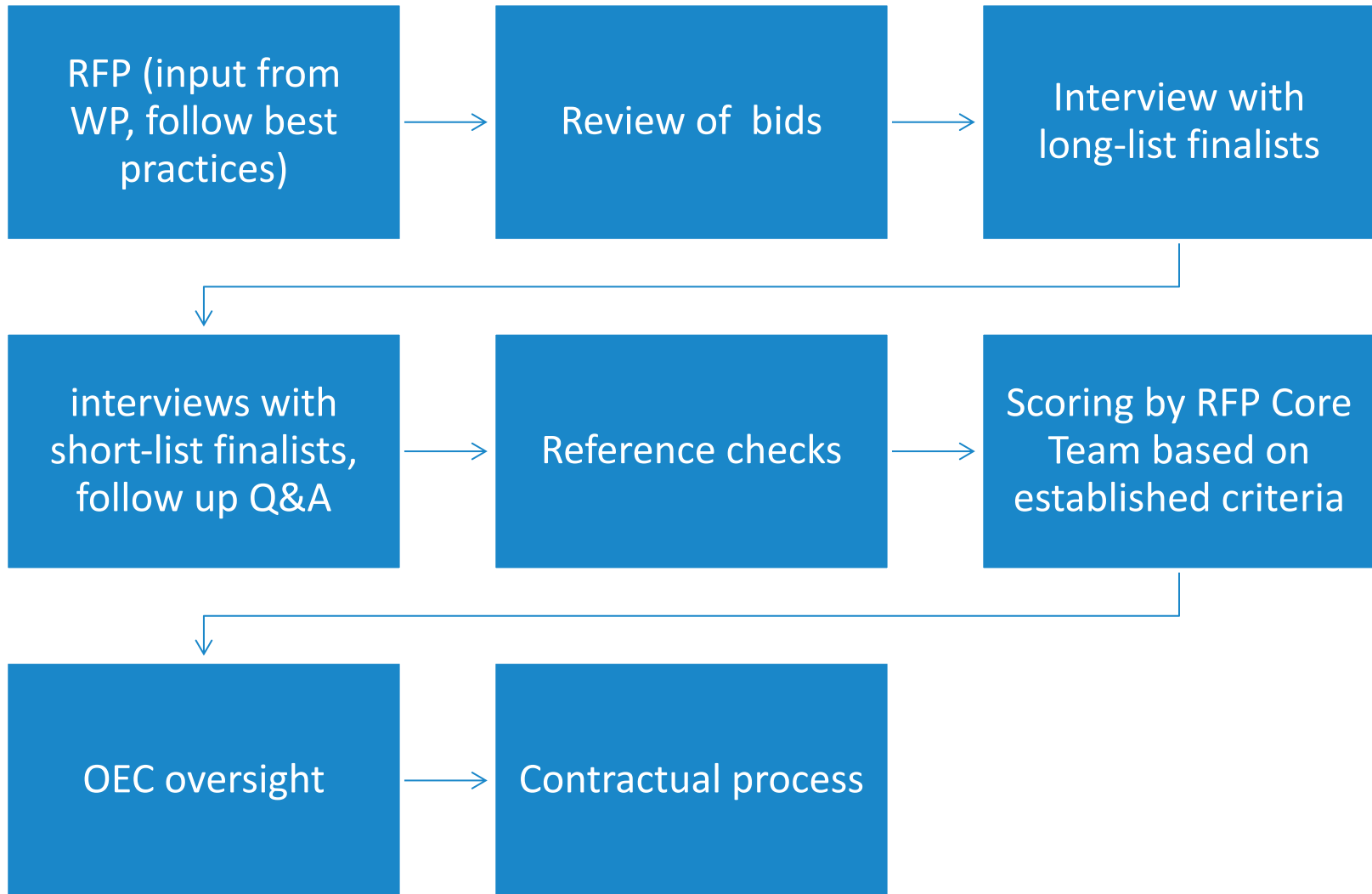# 2017 NomCom Organizational Review – Overview

Multistakeholder Strategy and Strategic Initiatives
7 June 2017

ICANN

Procurement Process

RFP Process - Overview

RFP (input from WP, follow best practices)	Review of bids	Interview with long-list finalists
interviews with short-list finalists, follow up Q&A	Reference checks	Scoring by RFP Core Team based on established criteria
OEC oversight	Contractual process	

Overview of Key Selection Criteria

- **Governance** – Experience in organizational governance

- **Talent Acquisition** – Understanding of recruitment, talent acquisition and fostering

- **Board experience** – Knowledge of board development and management

- **Volunteerism** – Understanding of volunteerism and the experience working with volunteers -- to enable Independent Examiner to further assess the experience of voluntary 'workforces', and to inform their work flow and useful recommendations with the consideration of volunteer time.

- **Understanding of ICANN and ability to consider different potentially conflicting views in a productive manner.**

RFP Review Scope (copied from RFP)

1. An assessment of whether the NomCom has a continuing purpose within the ICANN structure;
2. An assessment of how effectively the NomCom fulfills its purpose and whether any change in structure or operations is needed to improve effectiveness, in accordance with the ICANN-provided objective and quantifiable criteria;

   An assessment of NomCom nominating cycles from 2011 onwards with regard to the effectiveness of the appointments by the NomCom selection process, without conducting performance assessments of individual NomCom appointees;

   An assessment of the composition and size of NomCom;
3. An assessment of the extent to which the NomCom as a whole is accountable to the wider ICANN community, its organizations, committees, constituencies, and stakeholder groups to make effective selections.
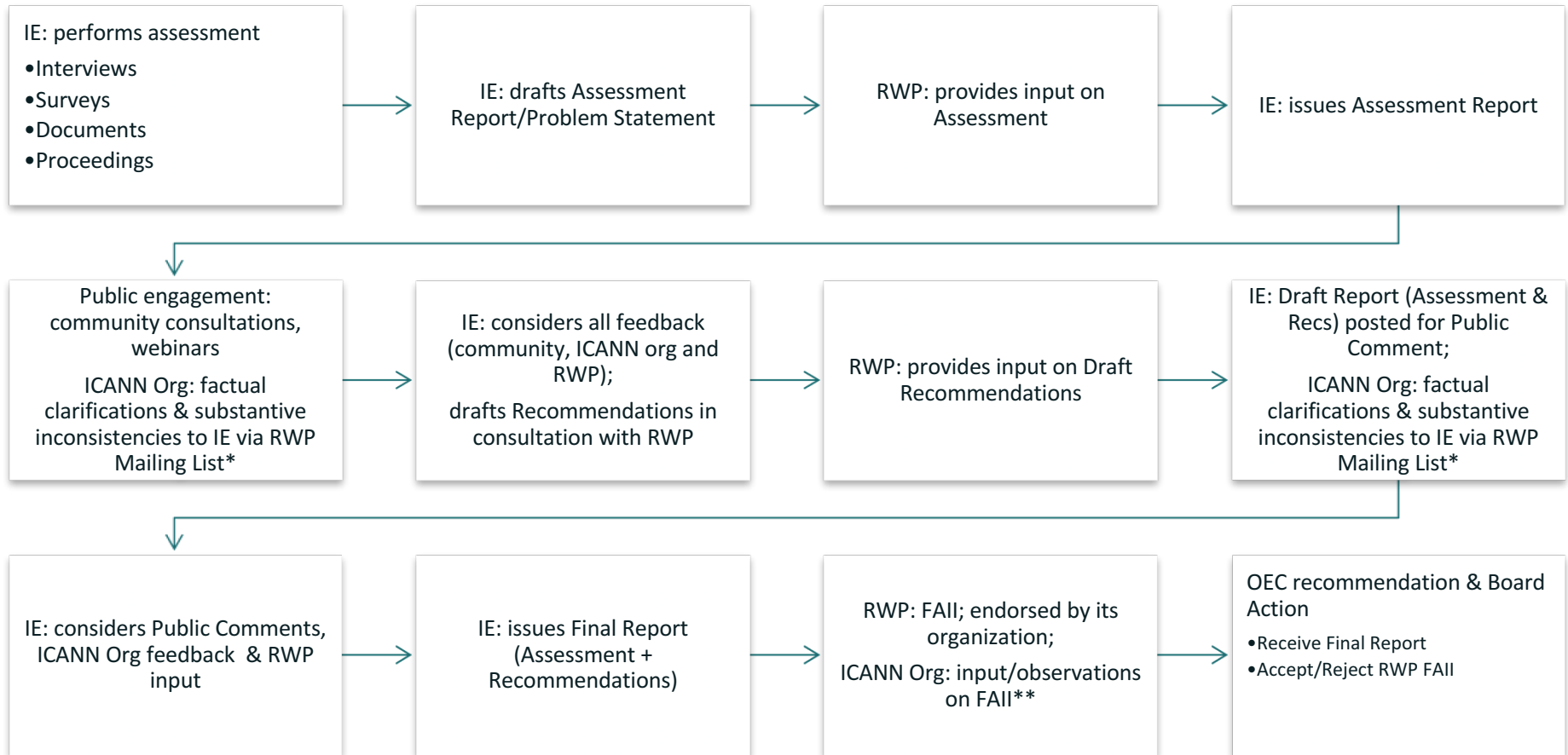
As the NomCom is reconstituted on an annual basis, the scope of the review should include nominating cycles from 2011 to the present.

Two-Phased Review Process

Organizational Reviews: 2-phase approach

Independent Examiner = IE   Review Working Party = RWP   Organizational Effectiveness Committee = OEC

Feasibility Assessment & Initial Implementation Plan =FAII

IE: performs assessment •Interviews •Surveys •Documents •Proceedings	IE: drafts Assessment Report/Problem Statement	RWP: provides input on Assessment	IE: issues Assessment Report
Public engagement: community consultations, webinars ICANN Org: factual clarifications & substantive inconsistencies to IE via RWP Mailing List*	IE: considers all feedback (community, ICANN org and RWP); drafts Recommendations in consultation with RWP	RWP: provides input on Draft Recommendations	IE: Draft Report (Assessment & Recs) posted for Public Comment; ICANN Org: factual clarifications & substantive inconsistencies to IE via RWP Mailing List*
IE: considers Public Comments, ICANN Org feedback & RWP input	IE: issues Final Report (Assessment + Recommendations)	RWP: FAII; endorsed by its organization; ICANN Org: input/observations on FAII**	OEC recommendation & Board Action •Receive Final Report •Accept/Reject RWP FAII

*The RWP list is a publicly archived email list, to which the IE team, the RWP members, and ICANN Org support staff are subscribed. The feedback will also be posted, as a redline document, on the community wiki page for that review.
** Documented via Board Paper.

Deliverables and Estimated Due Dates

Deliverables - 2017

Deliverable Description	Estimated Date
Start review	5 June 2017
Work plan and timeline to be shared with Review Working Party (RWP)	12 June 2017
Interview Plan for ICANN59 and beyond – questions to be discussed with RWP	12 June 2017
Survey questions to be shared with RWP for feedback aligned with review criteria, quantitative and qualitative elements.	31 July 2017
Survey to go online	4 September 2017
Draft Assessment Report for discussion with Review Working Party (RWP)	13 November 2017

Deliverables - 2018

Deliverable Description	Estimated Date
Draft recommendations to address issues identified in Assessment Report for discussion with RWP	26 February 2018
Draft Final Report containing assessment and recommendations published for public comment	19 March 2018
Submission of Final Report including any updates following public comments to be submitted to ICANN	1 June 2018

ICANN NomCom Review

Prepared for: ICANN NomCom Review Working Party

June 7, 2017

Overview

- The Analysis Group team is led by Dr. Greg Rafert and their experts, Dr. William Brown and Dr. Mark Engle.

- The team has deep practical and research experience in analyzing non-profit (including volunteer-based organization) governance structures and in determining how organizations can develop more effective boards of directors.

- Relevant experience includes work on behalf of non-profit boards, work with ICANN, and knowledge of, and contributions to, the non-profit management literature.

Key Team Members

- **William A. Brown**

  – Professor in the Bush School of Government and Public Service at Texas A&M University.

  – Serves as the program director for the Certificate in Nonprofit Management.

  – Dr. Brown's research focuses on nonprofit governance, strategy, and organization effectiveness and he has authored numerous research articles, technical reports, and several practice-oriented publications.

Key Team Members

■ **Mark Engle**

　－　Principal with Association Management Center in Chicago, IL.

　－　Develops and shares new research that leads to advancing the association management profession.

　－　Frequent author and speaker on governance and high performing organizations.

Key Team Members

- **Greg Rafert**
  - Vice President at Analysis Group.
  - Has led several past independent reviews that were commissioned by ICANN.
  - Specializes in the application of economic and organizational theory to business strategy, policy, and litigation matters.
  - Has been engaged on numerous business strategy and policy projects involving technology companies and non-profit organizations.

Key Team Members

- **Andrew Ungerer**

  - Associate at Analysis Group.

  - MBA from University of Chicago Booth School of Business; concentrations in Economics and Managerial & Organizational Behavior.

  - Has been involved in a number of litigation matters involving corporate governance and the fiduciary duties of board members.

Overview of Our Project Design

Process

- Interviews
- Survey Instrument
- Draft Assessment Report
- Consult with ICANN Community
- Draft Final Report that Includes Recommendations

Informed By

- Practical Experience
- Research Experience
- Knowledge of ICANN

Initial Next Steps

- Prepare work plan and timeline for ICANN staff to review (June 12)

- Identify potential interviewees and develop interview plan in consultation with ICANN staff (June 12)

- Draft interview questions (in progress) and discuss with RWP (June 12)

Questions?

Looking Ahead

ICANN59

Schedule: 26– 29 June

Interviews – suggested target groups:

- Current NomCom members (if available)
- Former NomCom members
- Current NomCom appointees
- Former NomCom appointees
- Principal SO/AC and ICANN Board representatives
- Members of ICANN Organization
- Others ?

Useful Tips for Review Working Party

Some things that the Review Working Party may want to do during the Review:

- ➢ Schedule regular calls

- ➢ Think about what questions should be asked by the Independent Examiner during their scheduled interviews

- ➢ Consider names of people to share with the Independent Examiner, for the Independent Examiner to interview

- ➢ Consider survey questions, for the Independent Examiner's NomCom survey to be posted publicly

- ➢ Provide thoughtful feedback to the Independent Examiner's draft reports

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