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NomCom2 Implementation Planning Team - Presentation to the Nominating Committee

Tom Barrett, IPT Co-Chair
Cheryl Langdon-Orr, IPT Co-Chair

Multistakeholder Strategy and Strategic Initiatives

22 October 2018 @ 2:30pm CEST, UTC+2

NomCom2 Implementation Planning Team (IPT) Remit – High-Level

The work of the implementation planning team is to ***assess the feasibility*** of implementing the recommendations made by the independent examiner in its final report, and to ***submit its assessment*** – the Feasibility Assessment and Initial Implementation Plan (FAIIP) document – to the Organizational Effectiveness Committee (OEC) of the ICANN Board.

NomCom2 Implementation Planning Team (IPT) Remit - Detail

- Completion of "Feasibility Assessment and Initial Implementation Plan" (FAIIP) for submission to ICANN Board's OEC*
  - Assessing the feasibility of implementing the independent examiner (IE)'s 27 recommendations published in NomCom2 organizational review final report
  - Providing consensus-based comments / additions to recommendations where appropriate
  - Submitting its completed FAIIP to the ICANN Board OEC

**Following the IPT's delivery of its completed FAIIP to the OEC, it is the ICANN Board that determines, via a resolution, whether the IE's final report recommendations will be accepted for implementation. Materials submitted for consideration are: IPT FAIIP, IE final report, staff report of public comments. See MSSI Organizational Reviews Handbook for more details:* https://go.icann.org/2pX9ks5

NomCom2 IPT Scorecard - Progress to Date

NomCom Review Implementation Planning Team

Progress Report as of: 11-Oct-2018

Overview:
The NomCom Review Implementation Planning Team (IPT) is responsible for assessing the feasibility of the independent examiner's recommendations, and for developing an initial implementation plan.

In all, twenty-seven (27) recommendations were made by the independent examiner in its final report. It was agreed by the NomCom Review IPT that all recommendations made in the report be included for implementation consideration.

Wiki Page: NomCom Implementation Planning Phase
NomCom IPT Co-Chairs: Tom Barrett, Cheryl Langdon-Orr

Section I: Participation

IPT members: 14

Volunteer participation rate:

49%

Plenary meetings:	10
Volunteer meeting time (hrs):	90.75

Section II: IPT Progress (total)

75%
Towards full consensus on 27 recommendations

Section III: IPT Progress (breakdown by category)

NomCom Skills & Training

15% of total effort

1 Formalize a job description for NomCom members that emphasizes diversity and independence, and provide that description to SOs/ACs.
2 Implement and formalize training to further NomCom members' understanding of the roles and responsibilities of Board directors and the practices of high-performing Boards at other nonprofit organizations.
3 Implement and formalize training for NomCom leadership to further their understanding to further their understanding of their roles, authority, and responsibilities, and confirm or appoint the next Chair earlier in the cycle.
4 Formalize training for NomCom members in the candidate evaluation process.

Recruitment of NomCom Nominees

18.5% of total effort

5 A professional recruiting consultant should continue to be involved in the role of identifying potential Board candidates. The role of the recruiting consultant should be clarified and published.
18 Publish a candidate communication schedule and codify a communication process with candidates.
19 ICANN staff and the recruiting consultant, along with NomCom members, should leverage the detailed job description and desired competencies and experience to develop a marketing plan to better target prospective candidates.
23 The NomCom should publish additional data on the candidate pool and the recruiting source of candidates.
26 ICANN should investigate advancing its nominations process into a Leadership Development function.

Evaluation

18.5% of total effort

6 A professional evaluation consultant should continue to be involved in the evaluation process for Board candidates. The role of the evaluation consultant should be clarified and published.
13 Publish a "Process Diagram" and codify key elements of the NomCom process. Each year, the NomCom should be required to highlight and explain process changes to the ICANN community in an open session.
20 The evaluation consultant should undertake a preliminary screen of all Board candidates and provide blinded assessments to the NomCom to assist the NomCom with reducing the pool of candidates to the deep-dive shortlist.
21 The NomCom should use a standardized tool to evaluate and prioritize candidates, based on desired competencies and experience as determined annually. This tool will not replace qualitative assessments of candidates.
22 The NomCom should provide consistent interview questions and an interviewer evaluation form for the candidates interviewed during the deepdive phase and the final face-to-face interviews.

Charter

22% of total effort

7 NomCom members, except for leadership positions, should serve two-year terms, and be limited to a maximum of two terms.
8 Maintain the current size of NomCom.
9 All NomCom members should be fully participating and voting members, except for NomCom leadership.
10 Representation on the NomCom should be re-balanced immediately and then be reviewed every five years.
11 The senior staff member supporting NomCom should be accountable to and report to the office of the CEO.
17 Maintain current diversity requirements for NomCom appointees.

Communications Between NomCom and Community/Board

26% of total effort

12 NomCom leadership should have input on the NomCom budget and staffing resources.
14 Formalize communication between the NomCom and the Board, SOs/ACs, and the PTI Board in order to understand needed competencies and experience.
15 The NomCom should publish detailed job descriptions for Board, SO/AC, and PTI Board positions. The job descriptions, in combination with specific needed competencies identified each year by the NomCom, should form the basis for recruiting and evaluation efforts.
16 Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for reappointment by the NomCom.
24 An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomComs, and in particular,to suggest and assist in implementing changes to NomCom processes.
25 Inform assessments of the NomCom by assessing the performance of the Board.
27 Provide clarity on desire for independent directors and designate three specific seats for "Independent Directors."

NomCom2 Next Steps

- IPT reaches consensus on responses to independent examiner's 27 recommendations in final report
- IPT submits completed FAIIP to OEC (late 2018 / early 2019 timeframe)
- OEC reviews submissions for consideration
  - FAIIP from IPT
  - Final report from independent examiner
  - Staff report of public comments
- OEC makes recommendation to ICANN Board about next steps, including approval of IE final report, NomCom IPT FAIIP.
- ICANN Board passes resolution
- Subject to Board resolution, NomCom review implementation team is formed; begins drafting detailed implementation plan and starts implementation.

See MSSI Organizational Reviews Handbook for implementation timeline details:
https://go.icann.org/2pX9ks5

NomCom2 Review – Implementation Planning

Summary list of recommendations discussed in detail by the IPT

- **RECOMMENDATION #16:** *"Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for reappointment by the NomCom."*

- **RECOMMENDATION #21:** *"The NomCom should use a standardized tool to evaluate and prioritize candidates, based on desired competencies and experience as determined annually. This tool will not replace qualitative assessments of candidates."*

- **RECOMMENDATION #20:** *"The evaluation consultant should undertake a preliminary screen of all Board candidates and provide blinded assessments to the NomCom to assist the NomCom with reducing the pool of candidates to the deep-dive shortlist."*

- **RECOMMENDATION #23:** *"The NomCom should publish additional data on the candidate pool and the recruiting source of candidates."*

- **RECOMMENDATION #27:** *"Provide clarity on desire for independent directors and designate three specific seats for 'Independent Directors.'"*

NomCom2 Review – Implementation Planning

Summary list of recommendations with lengthy IPT implementation notes

- **Recommendation #5:** *"A professional recruiting consultant should continue to be involved in the role of identifying potential Board candidates. The role of the recruiting consultant should be clarified and published."*

- **Recommendation #14:** *"Formalize communication between the NomCom and the Board, SOs/ACs, and the PTI Board in order to understand needed competencies and experience."*

- **Recommendation #16:** *"Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for reappointment by the NomCom."*

- **Recommendation #21:** *"The NomCom should use a standardized tool to evaluate and prioritize candidates, based on desired competencies and experience as determined annually. This tool will not replace qualitative assessments of candidates."*

- **Recommendation #24:** *"An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomComs, and in particular, to suggest and assist in implementing changes to NomCom processes."*

NomCom2 Review – Implementation Planning

Recommendations edited by the IPT

RECOMMENDATION #15: *"The NomCom should publish detailed job descriptions for Board, SO/AC, and PTI Board positions. The job descriptions, in combination with specific needed competencies identified each year by the NomCom, should form ~~the~~ a basis for recruiting and evaluation efforts."*

RECOMMENDATION #24: *"An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomComs, and in particular, to ~~suggest~~ recommend and assist in implementing ~~changes~~ improvements to NomCom processes."*

RECOMMENDATION #25: *"~~Inform assessments of the~~ Improve NomCom selection decisions by assessing the performance and needs of ~~the Board~~ all bodies receiving NomCom appointees."*

RECOMMENDATION #27: *Provide clarity on desire for and definition of "independent directors." ~~and designate three specific seats for "Independent Directors."~~ Upon clarification of desire and definition, determine the number of specific seats for "independent directors."*

NomCom2 Review – Implementation Planning

Remaining Recommendations

RECOMMENDATION #1: Formalize a job description for NomCom members that emphasizes diversity and independence, and provide that description to the SOs/ACs.

RECOMMENDATION #2: Implement and formalize training to further NomCom members' understanding of the roles and responsibilities of Board directors and the practices of high-performing Boards at other nonprofit organizations.

RECOMMENDATION #3: Implement and formalize training for NomCom leadership to further their understanding of their roles, authority, and responsibilities, and confirm or appoint the next Chair earlier in the cycle.

RECOMMENDATION #4: Formalize training for NomCom members in the candidate evaluation process.

NomCom2 Review – Implementation Planning

Remaining Recommendations

RECOMMENDATION #6: A professional evaluation consultant should continue to be involved in the evaluation process for Board candidates. The role of the evaluation consultant should be clarified and published.

RECOMMENDATION #7: NomCom members, except for leadership positions, should serve two-year terms, and be limited to a maximum of two terms.

RECOMMENDATION #8: Maintain the current size of NomCom.

RECOMMENDATION #9: All NomCom members should be fully participating and voting members, except for NomCom leadership.

RECOMMENDATION #10: Representation on the NomCom should be re-balanced immediately and then be reviewed every five years.

NomCom2 Review – Implementation Planning

Remaining Recommendations

RECOMMENDATION #11: The senior staff member supporting NomCom should be accountable to and report to the office of the CEO.

RECOMMENDATION #12: NomCom leadership should have input on the NomCom budget and staffing resources.

RECOMMENDATION #13: Publish a "Process Diagram" and codify key elements of the NomCom process. Each year, the NomCom should be required to highlight and explain process changes to the ICANN community in an open session.

RECOMMENDATION #17: Maintain current diversity requirements for NomCom appointees.

NomCom2 Review – Implementation Planning

Remaining Recommendations

RECOMMENDATION #18: Publish a candidate communication schedule and codify a communication process with candidates.

RECOMMENDATION #19: ICANN staff and the recruiting consultant, along with NomCom members, should leverage the detailed job description and desired competencies and experience to develop a marketing plan to better target prospective candidates.

RECOMMENDATION #22: The NomCom should provide consistent interview questions and an interviewer evaluation form for the candidates interviewed during the deep-dive phase and the final face-to-face interviews.

RECOMMENDATION #26: ICANN should investigate advancing its nominations process into a Leadership Development function.

Thank you!

Questions?

Tom Barrett, NomCom2 Review IPT Co-Chair
Cheryl Langdon-Orr, NomCom2 Review IPT Co-Chair

ANNEX

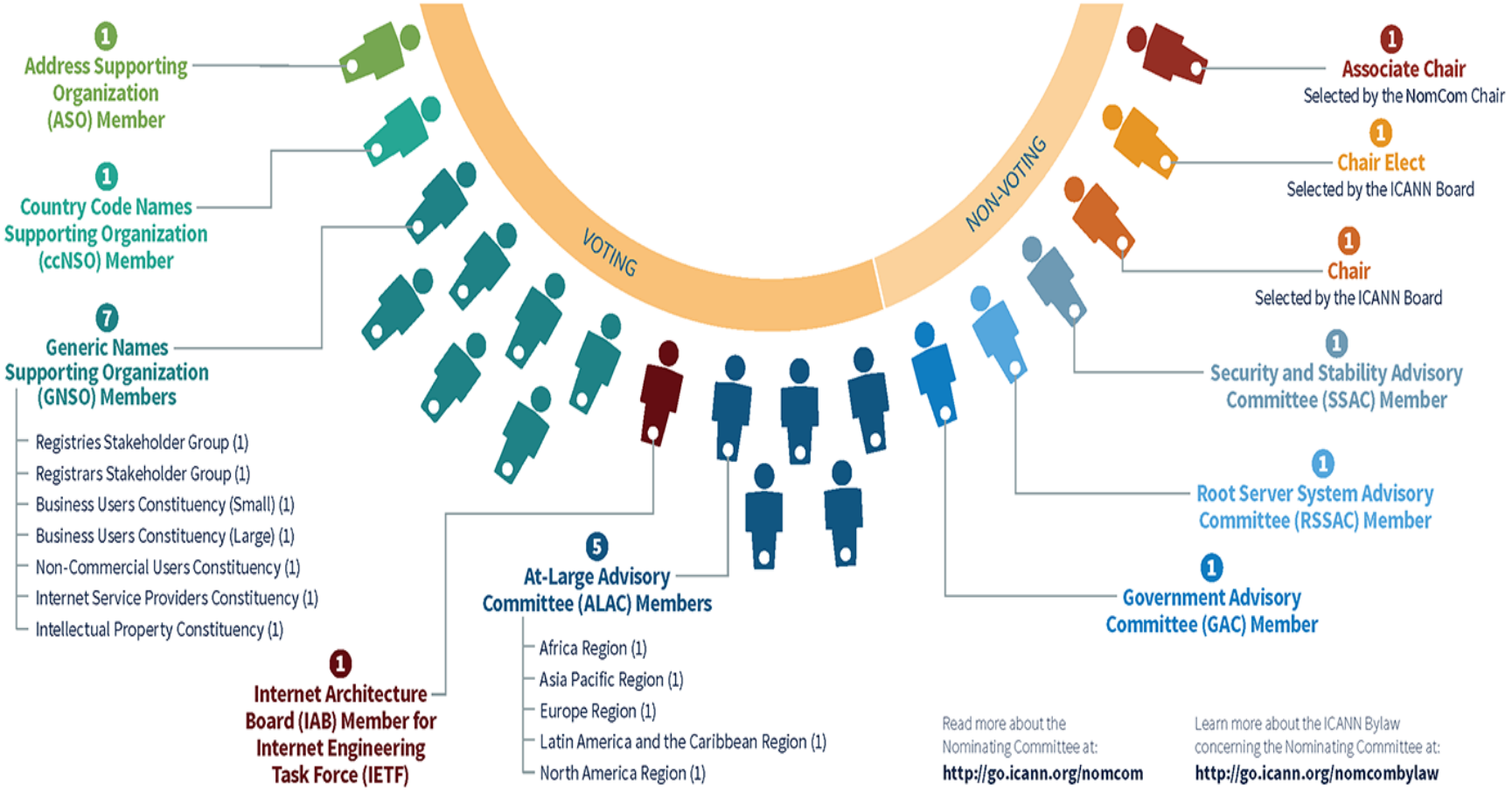
The following slides provide additional information about the NomCom2 Review Implementation Planning Team and its work.

NomCom2 Review IPT – Membership and Representation

Brenden Kuerbis	GNSO/NCUC
Bruce Tonkin	GNSO/RrSG
Cheryl Langdon-Orr (co-chair)	ALAC
Jon Nevett	GNSO/RySG
Jonathan Cohen	GNSO/IPC
Ken Stubbs	GNSO/RySG
Leah Symekher	ALAC/NARALO
Manmeet Singh	GNSO/BC
Mark Seiden	SSAC
Nadira Al Araj	ALAC/APRALO
Satish Babu	APRALO
Tom Barrett (co-chair)	GNSO/RrSG
Vanda Scartezini	ALAC/LACRALO
Yrjö Länsipuro	ALAC

Many IPT members have also served as members of the NomCom.

NomCom – Current (Oct 2018) Membership and Representation



NomCom2 Review
Independent Examiner's Final Report

- Presented 19 findings and 27 recommendations
- Recommendations focused on:
  - increasing transparency, accountability
  - consistency of processes
  - continuity across NomComs; introduction of strategic outlook
  - maximizing efficiency, maximizing resources
  - improvements to NomCom performance, communications, results
  - representativeness of the NomCom

Link to independent examiner's final report: https://community.icann.org/x/jS_8B

Roles & Responsibilities Post Submission of Final Report

Implementation Planning Team

- Establish RWP's level of agreement with Final Report (FR)
- Assess feasibility of recommendations
- Provide proposed alternatives if there is a disagreement with the feasibility of the IE's recommendations
- Provide detailed rationale for each rejected assessment or recommendations Based on above work, compile Feasibility Assessment and Initial Implementation Plan (FA)* – ICANN org provides template
- Present FA to OEC

*contains provisional budget implication, anticipated resources, and timeline.

Implementation Team*

- Draft detailed implementation plan, based on direction provided by ICANN Board
- Conduct implementation of recommendations that require community action
- Support / monitor implementation of recommendations that require ICANN organization action
- Provide OEC with semi-annual updates
- Provide OEC with final implementation report once efforts are completed

*formed after Board action

OEC & ICANN Board

- OEC receives FR and FA
- IE and RWP present FR and FA to OEC
- OEC assesses FR, FA, all other relevant documentation, makes recommendation to Board on next steps
- Board accepts FR* and FA, takes decision on next steps
- OEC oversees implementation, receives semi-annual updates and final implementation report

*resets the five-year clock until next review

ICANN org

- Provide template for Feasibility Assessment and Initial Implementation Plan (FA)
- Support work of RWP
- Facilitate IE and RWP presentations to OEC
- Support work of implementation team
- Implement recommendations that require ICANN org action.
- Support drafting of semi-annual implementation reports and final implementation report

See the MSSI Organizational Reviews Handbook for more details: https://go.icann.org/2pX9ks5

NomCom2 Review – Implementation Planning

Recommendations discussed in detail by the IPT

INDEPENDENT EXAMINER FINDING: There is a lack of communication between the NomCom and Board/SO/ACs regarding the desired skills and competencies of potential candidates. In addition, the Board and SO/ACs sometimes struggle to reach consensus on what they need and do not have an effective way to communicate to the NomCom if current appointees should be re-appointed.

RECOMMENDATION #16: *"Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for reappointment by the NomCom."*

DISCUSSION CONTENT: feedback structure, reliability, sources; privacy concerns; potential mechanisms for feedback

NomCom2 Review – Implementation Planning

Recommendations discussed in detail by the IPT

INDEPENDENT EXAMINER FINDING: The NomCom does not always evaluate candidates in a consistent manner.

RECOMMENDATION #20: *"The evaluation consultant should undertake a preliminary screen of all Board candidates and provide blinded assessments to the NomCom to assist the NomCom with reducing the pool of candidates to the deep-dive shortlist."*

DISCUSSION CONTENT: consultant remit – limitations, annual adjustments; context of consultant assessments in NomCom selection processes; NomCom oversight across years

NomCom2 Review – Implementation Planning

Recommendations discussed in detail by the IPT

INDEPENDENT EXAMINER FINDING: The NomCom does not always evaluate candidates in a consistent manner.

RECOMMENDATION #21: *"The NomCom should use a standardized tool to evaluate and prioritize candidates, based on desired competencies and experience as determined annually. This tool will not replace qualitative assessments of candidates."*

DISCUSSION CONTENT: ways to optimize implementation, ensure balance of structure and flexibility; consultation for NomCom evaluation skills improvement

NomCom2 Review – Implementation Planning

Recommendations discussed in detail by the IPT

INDEPENDENT EXAMINER FINDING: *The NomCom has made significant progress in becoming more transparent, but transparency of its processes is still a concern within parts of the ICANN community.*

RECOMMENDATION #23: *"The NomCom should publish additional data on the candidate pool and the recruiting source of candidates."*

DISCUSSION CONTENT: balance transparency and confidentiality; examples of acceptable data for publication; potential for reference to ATRT2; need for community and Board input; benefits of implementation

NomCom2 Review – Implementation Planning

Recommendations discussed in detail by the IPT

INDEPENDENT EXAMINER FINDING: *The extent to which NomCom appointees are independent and prioritize the interests of the global Internet community in their decision-making is an area of concern within ICANN.*

RECOMMENDATION #27: *"Provide clarity on desire for independent directors and designate three specific seats for 'Independent Directors.'"*

DISCUSSION CONTENT: Bylaws changes; consultation and research needed; definition of "independent"; evaluate number of seats; benefit of independent directors

NomCom2 Review – Implementation Planning

Recommendations with lengthy IPT implementation notes

INDEPENDENT EXAMINER FINDING: There is a lack of understanding around the role of, and consensus regarding, the effectiveness of the professional recruitment firm OB Brussels.

RECOMMENDATION #5: *"A professional recruiting consultant should continue to be involved in the role of identifying potential Board candidates. The role of the recruiting consultant should be clarified and published."*

IMPLEMENTATION NOTES – HIGHLIGHTS: measure consultant cost/benefit; consider year-round recruiting; evaluate consultant performance against defined role; consider contracting more than one consultant; post-implementation NomCom oversight

NomCom2 Review – Implementation Planning

Recommendations with lengthy IPT implementation notes

INDEPENDENT EXAMINER FINDING: There is a lack of communication between the NomCom and Board/SO/ACs regarding the desired skills and competencies of potential candidates. In addition, the Board and SO/ACs sometimes struggle to reach consensus on what they need and do not have an effective way to communicate to the NomCom if current appointees should be re-appointed.

RECOMMENDATION #14: *"Formalize communication between the NomCom and the Board, SOs/ACs, and the PTI Board in order to understand needed competencies and experience."*

IMPLEMENTATION NOTES – HIGHLIGHTS: guidelines, methodology, elements, process, timing, NomCom accountability; designation of NomCom party to implement, maintain

NomCom2 Review – Implementation Planning

Recommendations with lengthy IPT implementation notes

INDEPENDENT EXAMINER FINDING: There is a lack of communication between the NomCom and Board/SO/ACs regarding the desired skills and competencies of potential candidates. In addition, the Board and SO/ACs sometimes struggle to reach consensus on what they need and do not have an effective way to communicate to the NomCom if current appointees should be re-appointed.

RECOMMENDATION #16: *"Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for reappointment by the NomCom."*

IMPLEMENTATION NOTES – HIGHLIGHTS: guidelines, structure, reliability, context, weighting of feedback; best practices, consultation with receiving bodies

NomCom2 Review – Implementation Planning

Recommendations with lengthy IPT implementation notes

INDEPENDENT EXAMINER FINDING: The NomCom does not always evaluate candidates in a consistent manner.

RECOMMENDATION #21: *"The NomCom should use a standardized tool to evaluate and prioritize candidates, based on desired competencies and experience as determined annually. This tool will not replace qualitative assessments of candidates."*

IMPLEMENTATION NOTES – HIGHLIGHTS: balance of structure and flexibility; best practices consultation for implementation; NomCom party ownership for tool implementation, reviews, improvements

NomCom2 Review – Implementation Planning

Recommendations with lengthy IPT implementation notes

INDEPENDENT EXAMINER FINDING: N/A

RECOMMENDATION #24: *"An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomComs, and in particular, to suggest and assist in implementing changes to NomCom processes."*

IMPLEMENTATION NOTES – HIGHLIGHTS: scope of responsibilities, authority, limitations, guidelines for operating; size and composition; community consultation for implementation; benefit

NomCom2 Review

Organizational Reviews – Process Overview

- Seven phases:
  - Pre-Planning
  - Planning
  - Selection of the Independent Examiner
  - Conducting the Review
  - Feasibility Assessment
  - Board Consideration
  - Implementation

See the MSSI Organizational Reviews Handbook for process details:
https://go.icann.org/2pX9ks5

NomCom2 Review

Reference Links

- **NomCom2 Review:**
  https://community.icann.org/x/2wBpBQ
  https://www.icann.org/resources/reviews/org/nomcom

- **NomCom2 Review Implementation Planning Phase**:
  https://community.icann.org/x/3wBpBQ

- **Independent examiner's final report:**
  https://community.icann.org/x/jS_8B

- **List of IE final report recommendations:**
  https://community.icann.org/x/GgFdBQ

- **Public comments to draft final report:**
  https://mm.icann.org/pipermail/comments-nomcom2-review-27mar18/2018q2/thread.html

- **Staff report of public comments to draft final report:**
  https://www.icann.org/en/system/files/files/report-comments-nomcom2-review-15may18-en.pdf

- **NomCom2 IPT Work Progress and Scorecard:**
  https://community.icann.org/x/jgJpBQ

- **NomCom2 Implementation - Announcements & Blogs**
  https://community.icann.org/x/OAerBQ

- **MSSI Organizational Reviews Handbook:**
  https://go.icann.org/2pX9ks5