



I C A N N
ANNUAL GENERAL

63

BARCELONA

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NomCom2 Implementation Planning Team - Presentation to *[SO/AC Name]*

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

Multistakeholder Strategy and Strategic Initiatives

DD October 2018 @ HH:mm 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 Organizational Effectiveness Committee (OEC)
 - Assessment of independent examiner’s 27 findings and recommendations published in organizational review final report
 - Providing consensus-based comments / additions to recommendation where appropriate
 - Submit completed FAIIP to ICANN Board OEC

NomCom2 IPT Scorecard - Progress to Date

NomCom Review Implementation Planning Team

Progress Report as of: 11-Oct-2018

Overview:

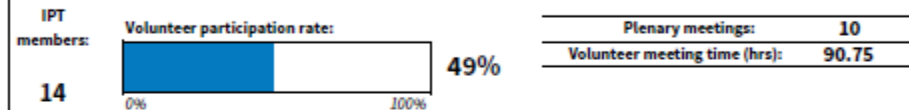
The NomCom Review Implementation Planning Team (IPT) is responsible for assessing the feasibility of the Independent examiner's recommendations, and for developing an initial implementation plan.

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.

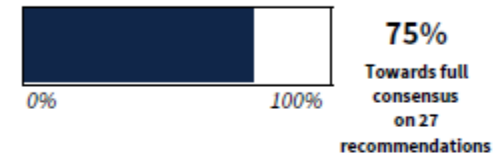
Wiki Page: [NomCom Implementation Planning Phase](#)

NomCom IPT Co-Chairs: Tom Barrett, Cheryl Langdon-Orr

Section I: Participation



Section II: IPT Progress (total)



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 deep-dive 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 FAIP to OEC (late 2018 / early 2019 timeframe)
- ⊙ OEC reviews submissions for consideration
 - FAIP from IPT
 - Final report from independent examiner
 - Staff report of public comments
- ⊙ OEC makes recommendation to ICANN Board about next steps, including approval of final report / FAIP.
- ⊙ ICANN Board passes resolution
- ⊙ Subject to Board resolution, NomCom review implementation team is formed; begins drafting detailed implementation plan and starts implementation.

Thank you!

Questions?



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

ANNEX

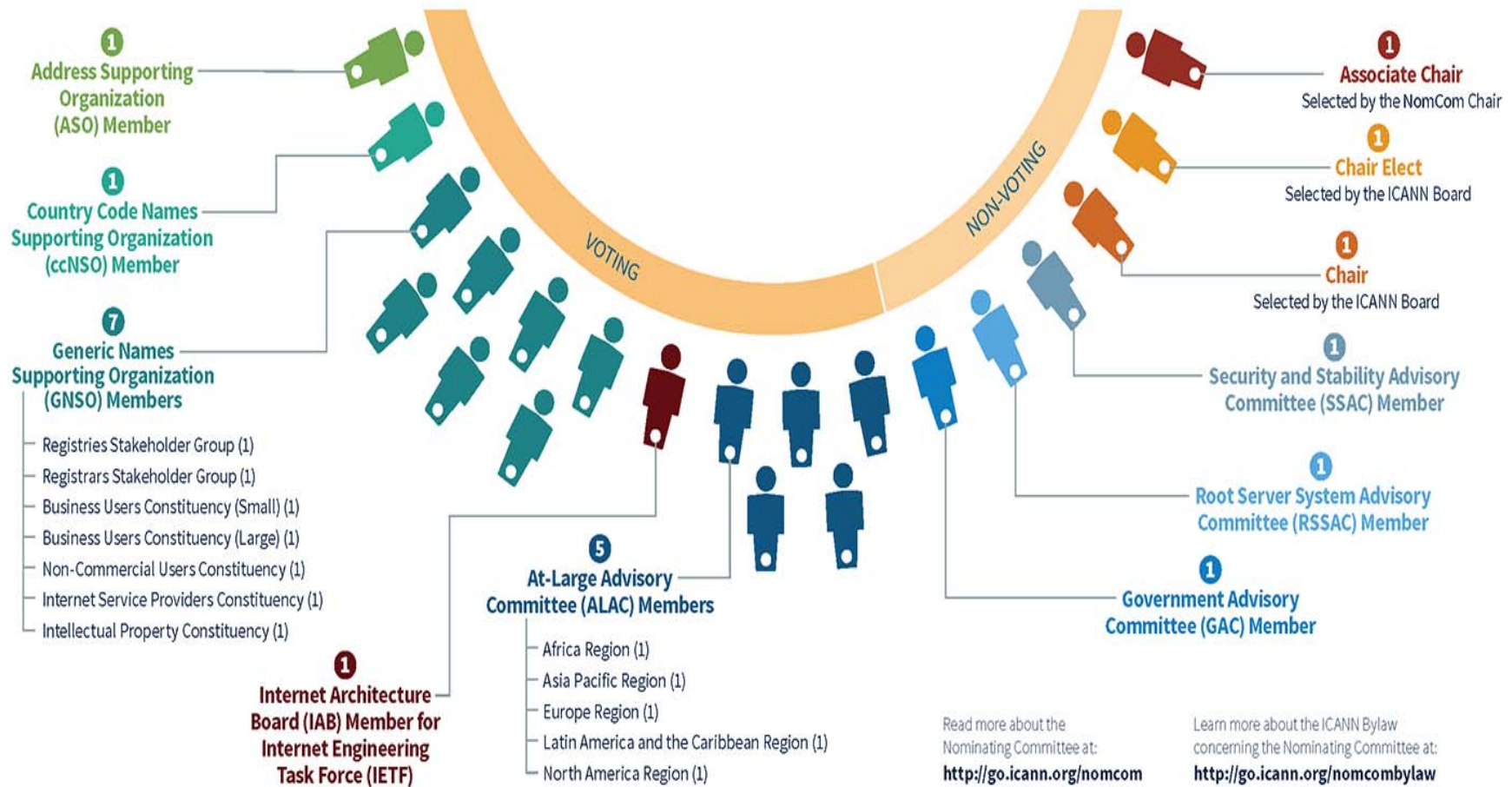
The following slides provide additional information about the NomCom2 Review Implementation Planning Team and its work.

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 (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

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 – 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.

NomCom2 Review – Implementation Planning

Remaining Recommendations

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

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.

NomCom2 Review – Implementation Planning

Remaining Recommendations

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 basis for recruiting and evaluation efforts.

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

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.

NomCom2 Review – Implementation Planning

Remaining Recommendations

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 #25: Inform assessments of the NomCom by assessing the performance of the Board.

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

NomCom2 Review

Organizational Reviews – Process Overview

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

NomCom2 Review

Reference Links

- ⦿ **NomCom2 Review:**
<https://community.icann.org/x/2wBpBQ>
<https://www.icann.org/resources/reviews/org/nomcom>
- ⦿ **Independent examiner's final report:**
https://community.icann.org/x/jS_8B
- ⦿ **List of 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>
- ⦿ **Organizational Reviews Handbook:**
<https://go.icann.org/2pX9ks5>

NomCom2 Review – Implementation Planning

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.”*
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- ⊙ **RECOMMENDATION #27:** *“Provide clarity on desire for independent directors and designate three specific seats for ‘Independent Directors.’”*

NomCom2 Review – Implementation Planning

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.”*
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