

ICANN - BOARD APPRAISAL REPORT

Question set	#	Question Name	Rating							Total	Board average	
			DK or N/A	1	2	3	4	5	6			7
Role	1	Understanding of role		1		2	3	9	3	1	19	4.7
	2	Acting in best interests				1		2	8	8	19	6.2
	3	Board and management distinction		1	2	4	2	5	4	1	19	4.3
	4	Legal duties and liabilities		1	1	2	4	3	6	2	19	4.7
	5	Specific legal requirements		1	1	2	2	6	7		19	4.7
	6	Standard of integrity		1	1		1	4	10	2	19	5.3
	7	Delegation to management		1		3	2	8	5		19	4.6
	8	Management use of delegations		1	2	4	1	5	4	2	19	4.4
	9	Board committee structure			2	1	3	6	6	1	19	4.8
	10	Committee terms of reference	1		1	3		3	6	5	19	5.4
	11	Committee contribution to governance			2	2	2	2	8	3	19	5.1
	12	Ad hoc and standing committees		2	1	2	2	7	4	1	19	4.4
Question set	#	Question Name	Rating							Total	Board average	
			DK or N/A	1	2	3	4	5	6	7	Total	Board average
Meetings	14	Board meeting plan		1	3	5		5	4	1	19	4.1
	15	Meeting procedures		2	2	2	1	7	3	2	19	4.4
	16	Balance of agenda issues			6	3	2	6	2		19	3.7
	17	Influence over agendas		2	1	2	4	3	6	1	19	4.4
	18	Meeting papers		4	3	3	1	5	3		19	3.5
	19	Discussion time		3	2	2	4	6	2		19	3.7
	20	Requests for information	1	1	2	2	2	4	6	1	19	4.6
	21	Updates between meetings			3	3	2	7	2	2	19	4.4
	22	Information on performance			3		1	7	6	2	19	5.0
	23	Information on policy compliance	1		3	3	1	3	8		19	4.6
	24	External information			2		5	2	5	5	19	5.2
	25	Information supporting decisions		2	1	7	2	2	5		19	3.8
	26	Independent advice	2	2	2	2	1	2	5	3	19	4.5
	27	Debate and challenge		1	2	2	1	3	7	3	19	4.9
Question set	#	Question Name	Rating							Total	Board average	
			DK or N/A	1	2	3	4	5	6	7	Total	Board average
Purpose	29	Role in strategy formulation		2	3	2	3	3	5	1	19	4.1
	30	Unified vision	1	3	4	2	2	6	1		19	3.4
	31	Strategic plan requirements		1	3	4	3	4	3	1	19	4.0
	32	Long term funding		1		3		5	8	2	19	5.1
	33	Strategic plan and available resources	2	1	1	1	3	6	4	1	19	4.6
	34	Strategy debate before approval	1		5	2	1	4	5	1	19	4.3
	35	Key performance indicators for strategy	1	1	4	3	3	3	4		19	3.8
	36	Time spent on strategic issues	1	5	5	2	1	3	2		19	2.9
	37	Alignment of decisions with strategy	1	3	5	2	1	6	1		19	3.3
	38	Major initiatives		2	2	1	3	6	5		19	4.3
Question set	#	Question Name	Rating							Total	Board average	
			DK or N/A	1	2	3	4	5	6	7	Total	Board average
Stakeholders	40	Board contact and influence	1		1	2	2	4	6	3	19	5.2
	41	Awareness of stakeholders			1	4	1	5	5	3	19	4.9
	42	Effectiveness of stakeholder communication			1	3	4	6	2	3	19	4.7
	43	Media communications	1	1	1	5	4	2	4	1	19	4.2
	44	Directors as ambassadors		2	2	4	1	6	2	2	19	4.1

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			DK or N/A	1	2	3	4	5	6	7			
Conformance	46	Risk management system			2	2	3	7	4	1	19	4.6	
	47	Risk appetite	2		2	7	3	3	2		19	3.8	
	48	Risk culture	2		4	3	2	7	1		19	3.9	
	49	Risk management information	1		3	3	4	7	1		19	4.0	
	50	Crisis response	5	2	4	2	2	2	2		19	3.3	
	51	Financial reporting and controls				1		2	9	7	19	6.1	
	52	Internal control	2				2	3	7	5	19	5.9	
	53	Independent assurance of financial integrity	1				1	1	10	6	19	6.2	
	54	Separate time with auditors	6	1	2	4	2		3	1	19	3.8	
	55	Action on audit findings	5				4	2	5	3	19	5.5	
56	Legal compliance, disputes and actions	1		1	1	2	4	7	3	19	5.3		
Question set	#	Question Name	Rating							Total	Board average		
			DK or N/A	1	2	3	4	5	6	7			
performance	58	Organisational performance				2	3	5	9		19	5.1	
	59	Objectives and performance measures			1		3	5	7	3	19	5.4	
	60	Setting remuneration		1		1	3	3	6	5	19	5.4	
	61	Link between remuneration and strategy		1	2		4	7	2	3	19	4.7	
	62	Financial performance and position					2	4	8	5	19	5.8	
	63	Review of management performance	2			2	3	4	2	6	19	5.4	
	64	Action on performance shortfalls	2		2	4	3	5	2	1	19	4.2	
Question set	#	Question Name	Rating							Total	Board average		
			DK or N/A	1	2	3	4	5	6	7			
Management and board	66	Confidence in CEO	1		1		3		7	7	19	5.8	
	67	Chair and CEO relationship	2	1			1	3	3	9	19	5.9	
	68	Challenge and support		1	1	4	2	4	4	3	19	4.6	
	69	Management seeking board input		1	1	3	3	5	2	4	19	4.7	
	70	Management openness				2	1	3	6	7	19	5.8	
	71	"No surprises" policy		2		4	6		4	3	19	4.4	
	72	Management exposure			1	2	3	2	8	3	19	5.2	
	73	Procedures for communication with management	1	1	5	2	3	4	3		19	3.7	
	74	Leadership and organisational culture	3			1	1	3	9	2	19	5.6	
	75	Management development and succession planning	2	1	3	3	4	4	2		19	3.8	
Question set	#	Question Name	Rating							Total	Board average		
			DK or N/A	1	2	3	4	5	6	7			
Culture	77	Encouraging contribution			1			4	7	7	19	5.9	
	78	Challenging views and assumptions				1	3	4	5	6	19	5.6	
	79	Airing unpopular views		2			1	1	9	6	19	5.6	
	80	Independence of mind	2			1	2	5	4	5	19	5.1	
	81	Listening and accommodating			2	1	2	4	4	6	19	5.3	
	82	Meeting consensus and decisions		1		2	2	4	6	4	19	5.2	
	83	Collective decision making		1	1	3	4	2	5	3	19	4.7	
Question set	#	Question Name	Rating							Total	Board average		
			DK or N/A	1	2	3	4	5	6	7			
Capability	85	Board size and balance				3	2	3	2	6	3	19	4.8
	86	Skills and qualities				1	1	4	7	4	2	19	4.9
	87	Board Skills Gaps	3	2	2	3	3	2	3	1	19	3.9	
	88	Committee skills and qualities				2	2	5	7	3	19	5.4	
	89	Board succession planning	2	3	5	2	2	3	1	1	19	3.2	
	90	Board Involvement in Director Recruitment	1	3	6	3		5	1		19	3.1	
	91	Director Recruitment Sources	4		3	2	2	3	2	3	19	4.5	
	92	Providing expertise to the organisation	2		2	2	4	4	3	2	19	4.6	
	93	Induction process	1	2	2	3	1	6	4		19	4.1	
	94	Keeping up to date	1		1	2	3	3	5	4	19	5.2	
	95	Continuous learning and development				1		1	3	10	4	19	5.7
	96	Board performance evaluation	4	2	3	3	5	2			19	3.1	
	97	Board performance shortfalls	3	1	7	2	6				19	2.8	