

NomCom2 Review Final Report

NomCom Review Implementation Working Group
(NomComRIWG)

30 June 2022

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Executive Summary

This is the fifth and final six-month implementation status report of the NomCom Review Implementation Working Group (NomComRIWG) that is overseeing the implementation of the 27 recommendations of the second Nominating Committee Review (NomCom2). The NomComRIWG met 5 times during this period (31 December 2021 – 30 June 2022).

There are several main areas of activity that we would like to highlight in this Final Report. These are:

1. Confirmed principles to inform the basis of “unaffiliated” director definition (Recommendation 27) based upon the discussion with Legal.
2. Completion of the final draft charter for the NomCom Standing Committee (Recommendation 24).
3. Overall concluding implementation work on all 27 recommendations.

Final Draft NomCom Standing Committee Charter (Recommendation 24)

Recommendation 24 from the NomCom2 Review calls for the formation of a NomCom Standing Committee. Implementing this recommendation is related to benefits anticipated from many of the other NomCom Review recommendations.

The NomComRIWG drafted revisions to the Standing Committee Charter in collaboration with ICANN org. The revisions further describe its purpose, scope, and responsibilities vis-à-vis the NomCom and other ICANN bodies. The revised Charter was shared with the OEC in February 2022. Based on the OEC’s feedback, the NomComRIWG made several changes to the V. Terms section of the Charter in May 2022. It is expected that the [final draft of the NomCom Standing Committee Charter](#) would be included in the related Bylaws Public Comment proceeding. The Charter notes that some implementation steps from recommendations 2-9; 12, 14, 15, 16; 18-23; and 25-27 include some activities not detailed in the Charter but that will be addressed in a subsequent NomCom Standing Committee Work Plan.

Summary of Proposed Bylaws Changes

The NomComRIWG identified four recommendations that require changes to the ICANN Bylaws. For efficiency, the NomComRIWG has grouped these together so that the OEC can follow a single process for the entire set of proposed changes. The proposed changes are limited to Article 7: Board of Directors and Article 8: Nominating Committee of the ICANN Bylaws, along with a transition article (Article 27). The proposed changes to the ICANN Bylaws are related to the following recommendations:

- Two-year terms (recommendation 7)
- All voting members (recommendation 9)
- Standing Committee (recommendation 24)
- Unaffiliated Board Directors (recommendation 27)

Conclusion of Implementation Work

During this reporting period, the NomComRIWG concluded its role in implementation efforts on all 27 recommendations, as noted in the detailed portion of this report. A summary of the completed implementation can be found in **Table 1** below. In some cases, remaining implementation steps are indicated for ICANN org, ICANN Board, and/or the NomCom Standing Committee—once that is set up and assuming it has broad community and Board support for the proposal.

The OEC confirmed at their meeting on 20 July 2021 that the Board will consider all proposed Bylaws changes related to NomCom2 Review recommendations as a complete package. Recognizing that implementation work was completed on two recommendations related to Bylaws change proposals (Recommendations 24 and 27), the NomComRIWG anticipates submitting its package of proposed Bylaws changes to the OEC by July 2022. This should provide the Board enough time for publishing those proposals for Public Comment, for the NomComRIWG to consider Public Comments received, and to report on all NomComRIWG aspects of implementation being complete, as reflected in this Final Report, by the end of calendar Q3 2022.

Table 1. Summary | Implementation of NomCom2 Review Recommendations

Recommendation #	Status of Implementation
<p>Recommendation 1: Member Job Description—Formalize a job description for NomCom members that emphasizes diversity and independence, and provide that description to the SOs/ACs.</p>	<p>Implementation complete. For more details click here.</p>
<p>Recommendation 2: Member Training—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.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 3: Leadership Training—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.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 4: Evaluation Training—Formalize training for NomCom members in the candidate evaluation process.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>

<p>Recommendation 5: Recruiting Consultant—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.</p>	<p>NomComRIWG role complete; ICANN org and SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 6: Evaluation Consultant—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.</p>	<p>Implementation complete. SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 7: Two-Year Terms—NomCom members, except for leadership positions, should serve two-year terms, and be limited to a maximum of two terms.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 8: Maintain Current Size—Maintain the current size of NomCom.</p>	<p>Implementation Complete. For more details, click here.</p>
<p>Recommendation 9: Voting Members—All NomCom members should be fully participating and voting members, except for NomCom leadership.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 10: Rebalancing—Representation on the NomCom should be re-balanced immediately and then be reviewed every five years.</p>	<p>Implementation concluded. For more details, click here.</p>
<p>Recommendation 11: Staff Reporting—The senior staff member supporting NomCom should be accountable to and report to the office of the CEO.</p>	<p>Implementation Complete. For more details, click here.</p>
<p>Recommendation 12: Budget & Staffing Resources—NomCom leadership should have input on the NomCom budget and staffing resources.</p>	<p>Implementation Complete. SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 13: Process Diagram—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.</p>	<p>NomComRIWG role complete; ICANN org and SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 14: Communications To Receiving Bodies—Formalize communication between the NomCom and the Board, SOs/ACs, and the PTI Board in order to understand needed competencies and experience.</p>	<p>Implementation Complete. SC role(s) remaining. For more details, click here.</p>

<p>Recommendation 15: Candidate Job Descriptions—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.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 16: Feedback On Nomcom Appointees—Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for reappointment by the NomCom.</p>	<p>NomComRIWG role complete; SC and community role(s) remaining. For more details, click here.</p>
<p>Recommendation 17: Maintain Current Diversity—Maintain current diversity requirements for NomCom appointees.</p>	<p>Implementation Complete. For more details, click here.</p>
<p>Recommendation 18: Candidate Communications Schedule—Publish a candidate communication schedule and codify a communication process with candidates.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 19: Nomcom Marketing Plan—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.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 20: Blinded Candidate Assessment—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.</p>	<p>Implementation Complete. SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 21: Standardized Evaluation Tool—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.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 22: Interview Question Library—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.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>

<p>Recommendation 23: Candidate Pool Data—The NomCom should publish additional data on the candidate pool and the recruiting source of candidates.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 24: NomCom Standing Committee—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.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 25: Improve Nomcom Selections—Inform assessments of the NomCom by assessing the performance of the Board.</p>	<p>NomComRIWG role complete; SC role(s) remaining. For more details, click here.</p>
<p>Recommendation 26: Leadership Development—ICANN should investigate advancing its nominations process into a Leadership Development function.</p>	<p>NomComRIWG role complete; ICANN org role(s) remaining. For more details, click here.</p>
<p>Recommendation 27: ICANN Unaffiliated Directors—Provide clarity on desire for independent directors and designate three specific seats for “Independent Directors.”</p>	<p>NomComRIWG role complete; ICANN org and community role(s) remaining. For more details, click here.</p>

Introduction

The NomComRIWG met five (5) times between 31 December 2021 – 30 June 2022 to conclude its implementation work on 27 recommendations issued in the [Final Report](#) by the Independent Examiner during the second NomCom Review (June 2018).

According to the working group's [Implementation Status spreadsheet](#), the NomComRIWG role in implementation is complete in all 27 recommendations. In some cases, detailed implementation steps refer to roles for ICANN org or the Board in relation to community Public Comment proceedings on proposed Bylaws changes.

In other cases, the NomComRIWG indicated that some implementation steps were best placed with the NomCom Standing Committee, once that body is formed—dependent upon community feedback on proposed Bylaws changes pertaining to the NomCom Standing Committee and subsequent Board action.

For this Final Report to the Organizational Effectiveness Committee (OEC), the NomComRIWG has indicated for each of the 27 recommendations:

1. The status of implementation work and which entities are responsible;
2. Whether there is an anticipated role for the NomCom Standing Committee in future implementation of the recommendation(s);
3. A link to the [Implementation Status spreadsheet](#) for detailed information regarding the implementation steps and responsible parties for any steps that were considered outside of the NomComRIWG role.

The implementation work as well as remaining roles and responsibilities for each of the 27 recommendations are summarized in the next section.

Recommendations

Recommendation #1—Member Job Description

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

Related finding: The NomCom is generally seen as performing its role effectively, but there is room to improve the functioning of the NomCom. The extent to which NomCom members are independent and prioritize the interests of the global Internet community in their decision-making is an area of concern within ICANN. The NomCom itself is not seen as sufficiently diverse, particularly with respect to gender.

Status of Implementation: Implementation Steps Complete

Role for SC: No.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #2—Member Training

Description: 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.

Related finding: NomCom members have significant technical and policy-related experience in their fields but do not always fully understand the role of Board members and the skills and attributes needed to be a successful Board member at ICANN.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#4) Determine what metrics should be applied to determine success of the training program.

(#5.a) Work with ICANN org to identify suitable vendors.

(#5.b) Work with current/former NomCom members and ICANN org to agree on final course logistics and course content.

(#5.c) Work with ICANN org to determine what budgetary requirements for the course are necessary, and, if required, initiate budget requests for future budget cycles.

(#6) Make budget requests as part of ICANN's budget cycle.

(#7) Once the budget is secured, work with ICANN org to contract vendor, and determine when training for future NomComs can start/take place.

(#8) NomCom Standing Committee to periodically, when it's appropriate, refresh the NomCom training (in progress).

Role for SC: Yes

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #3—Leadership Training

Description: 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.

Related finding: The leadership structure of the NomCom generally works well, although the effectiveness of the NomCom depends heavily on the effectiveness of the Chair.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining

Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#3) Determine what metrics should be applied to determine success of training program.(#4.a) Work with ICANN org to identify suitable vendors.

(#4.b) Work with current/former NomCom members and ICANN org to agree on final course logistics and course content.

(#4.c) Work with ICANN org to determine what budgetary requirements for the course are necessary, and, if required, initiate a budget request.

(#5) Once the budget is secured, work with ICANN org to contract vendor, and determine when training for future NomCom's leadership can start/take place.

Role for SC: Yes

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #4—Evaluation Training

Description: Formalize training for NomCom members in the candidate evaluation process.

Related finding: NomCom members have exerted, and continue to exert, tremendous effort and time to the activities of the committee. On average, NomCom members lack substantive recruiting and selection experience for an organization the size and complexity of ICANN.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining

- Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

- (#4.a) Work with ICANN org to identify suitable vendors.
- (#4.b) Work with current/former NomCom members and ICANN org to agree on final course logistics and course content.
- (#5) Work with ICANN org to determine what budgetary requirements for the course are necessary, and, if required, initiate a budget request. Once the budget is secured, work with ICANN org to contract vendor, and determine when training for future NomCom's leadership can start/take place.

Role for SC: Yes

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #5—Recruiting Consultant

Description: 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. **Finding:** "the role and purpose of the recruiting consultant should be codified in the Operating Procedures or Guidelines. There is currently little information regarding the purpose and role of the recruiting consultant in NomCom documentation, or the nature of their activities."

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

Status of Implementation: NomComRIWG role complete; ICANN org and SC role(s) remaining.

- ☑ Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps for ICANN org/Community:

Note: Annual recurring process; evolves every year. NomCom support staff gathers input from NomCom Leadership.

(#2) Revisit the current timeline for Board Governance Committee (BGC) and others to provide the incoming NomCom with job descriptions and other relevant information for the recruitment process.

(#3) Create an overview document that summarizes the consultant(s)' role (paying attention to the need for capacity outreach to under-represented regions with similar proficiency).

(#4) Ensure that there is an ongoing outreach effort to under-represented regions within ICANN. This should be done in coordination with the marketing efforts, detailed in recommendation 13.

(#5) Draft a proposed role description for a professional recruiting consultant(s), based on input received and any additional NomComRIWG input.

(#6) Provide the document to ICANN org and ask for feedback/concerns.

(#7) Finalize proposed role description for a professional consultant(s) based on NomComRIWG consensus.

(#8) Post role description on ICANN.org.

#9) NomComRIWG to establish metrics for the Standing Committee and/or ICANN org to use to assess the consultant's performance.

(#10) NomCom Standing Committee (see Recommendation #24) and/or ICANN org to maintain and, if needed, update the role and responsibilities document of the recruiting company.

Remaining Implementation Steps to Consider for Standing Committee Role:

SC to provide input on continuous improvements, based upon data of how successful the recruiter was on how many applicants they provided that were successful in the application process. NomCom support staff have been collecting data on applicant sources and relative success in the application process. After a couple of years in data collection, it will be possible to determine metrics of success (e.g., whether it is valuable to have an outside recruitment agency vs. other sources for applicants).

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #6—Evaluation Consultant

Description: 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.

Related finding: The role and effectiveness of the professional evaluation firm (previously OB Frankfurt), generates some disagreement within the ICANN community.

Status of Implementation: Implementation Steps complete; SC role(s) remaining

Remaining Implementation Steps to Consider for Standing Committee Role:

Note: SC role dependent upon feedback requiring the effectiveness of NomCom performing the assessment without an external resource. This could be part of the SC's assessment of whether to recommend hiring an external consultant based upon feedback from that year; the SC could also review the approach being used.

(#1) NomComRIWG to decide what the process is of hiring an evaluation consultant and how it fits with the NomCom annual selection cycle:

(#1b) Create an overview document that summarizes the responses.

(#2) Draft a proposed role description and Statement of Work for a professional evaluation consultant, based on input.

(#3) Ensure the written job descriptions described in Recommendation #15 are utilized.

(#4) Finalize proposed role description for a professional evaluation consultant based on NomComRIWG consensus.

(#5) NomCom Standing Committee (Rec #24) to maintain and, if needed, update the role and responsibilities document of the evaluation consultant role—and publish it where appropriate.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #7—Two-Year Terms

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

Related finding: The NomCom term length of one year, even if often renewed for a second year, may not allow for sufficient learning and engagement of members.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

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Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps for ICANN org:

(#4) ICANN Board directs initiation of Bylaws change and oversees the process.
(#5) Bylaws change process takes place.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#6) Subject to the outcome of the Bylaws change, NomComRIWG to inform bodies appointing members to the NomCom about new term conditions going forward.
(#7) Review and update NomCom Operating Procedures.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #8—Maintain Current Size

Description: The current size of the NomCom is appropriate.

Related finding: The current size of the NomCom is appropriate.

Status of Implementation: No implementation steps were needed.

Role for SC: No.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #9—Voting Members

Description: All NomCom members should be fully participating and voting members, except for NomCom leadership.

Related finding: There is concern over the role and participation of non-voting members.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Implementation Steps remaining for the Board/Community/ICANN Org:

(#3) Bylaws change process takes place.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#4) If Bylaws are changed, NomComRIWG [Standing Committee] with support from ICANN org, to review and update the NomCom Operating Procedures.

(#5) Subject to the outcome of the Bylaws change, NomCom RIWG [Standing Committee] to ensure that all appointing organization bodies appointing members to the NomCom are informed of all relevant changes in the Bylaws regarding the NomCom members' participation rights.

Role for SC: Yes

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #10—Rebalancing

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

Related finding: There is concern that the NomCom may not accurately represent constituencies (both across SOs/ACs and within SOs/ACs).

Status of Implementation: NomComRIWG withdrew its proposed Bylaws changes with respect to Recommendation 10. The OEC and community were informed that this recommendation will not be implemented by the NomComRIWG.

Status Notes: NomComRIWG role complete; Board role(s) remaining.

Role for SC: No.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #11—Staff Reporting

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

Related finding: The NomCom is highly dependent on ICANN org (staff) support. There is concern that the NomCom staff is under-resourced, which has affected the functioning of the NomCom.

Status of Implementation: Implementation Steps complete.

Role for SC: No.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #12—Budget & Staffing Resources

Description: NomCom leadership should have input on the NomCom budget and staffing resources.

Related finding: The NomCom is highly dependent on ICANN org (staff) support. There is concern that the NomCom staff is under-resourced, which has affected the functioning of the NomCom.

Status of Implementation: Implementation Steps complete; SC role(s) remaining.

Remaining Implementation Steps to Consider for Standing Committee Role:

- (#4) - NomComRIWG to devise any applicable metrics. (N/A)
- (#5) - Review and Update NomCom Operating Procedures to reflect budget input of NomCom leadership. (Role outlined via Standing Committee Charter)
- (#6) - Identify the role of the Standing Committee to assist with this recommendation, once implemented. Note: the Standing Committee charter outlines a role for the SC to provide input on the planning and budgeting process on behalf of the long-term needs of the NomCom from the SC's perspective (and in addition to the NomCom).

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation

Recommendation #13—Process Diagram

Description: 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.

Related finding: The NomCom has made progress in increasing the extent to which it preserves policies and procedures from year to year, however, it still “reinvents the wheel” on many process issues and exhibits a lack of continuity.

Status of Implementation: NomComRIWG role complete; ICANN org and SC role(s) remaining.

Remaining Implementation Steps for ICANN org:

ICANN org NomCom support staff in coordination with ICANN Communications function.

Remaining Implementation Steps to Consider for Standing Committee Role:

Update ongoing role; deviations to the process map, determine if they are material changes.

Role for SC: Yes

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #14—Communications to Receiving Bodies

Description: Formalize communication between the NomCom and the Board, SOs/ACs, and the PTI Board in order to understand needed competencies and experience.

Related finding: There is a lack of communication between the NomCom and Board/SOs/ACs regarding the desired skills and competencies of potential candidates. In addition, the Board and SOs/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.

Status of Implementation: Implementation Steps Complete; SC role(s) remaining.

Remaining Implementation Steps to Consider for Standing Committee Role (recurring process yearly):

Note: SC role dependent upon feedback requiring the effectiveness of communication between NomCom and the receiving bodies.

(#4) - NomComRIWG, in coordination with the ICANN Board and impacted portions of the ICANN community, to draft a communication process and timeline, including desired information to be shared, that the NomCom and the bodies that receive NomCom appointees should follow each year, including what information should be shared with the recruitment agency(ies).

(#5) - If applicable, updates should be made to the NomCom’s operating procedures.

Role for SC: Yes; recurring annual role, with Continuous Improvement.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #15—Candidate Job Descriptions

Description: 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.

Related finding: There is a lack of communication between the NomCom and Board/SOs/ACs regarding the desired skills and competencies of potential candidates. In addition, the Board and SOs/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.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

- Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

- (#4) - Assure that the NomCom Standing Committee (Rec #24) performs annual outreach to Board, SO/AC, and PTI Board to receive feedback on specific needed competencies

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #16—Feedback on NomCom Appointees

Description: Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for reappointment by the NomCom.

Related finding: There is a lack of communication between the NomCom and Board/SOs/ACs regarding the desired skills and competencies of potential candidates. In addition, the Board and SOs/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.

Status of Implementation: NomComRIWG role complete; SC and Community role(s) remaining.

- Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps for ICANN Community:

Receiving bodies need to determine if they want to implement peer reviews to provide to the NomCom as an assessment tool.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#3) - NomComRIWG, in coordination with the current/former NomCom members, ICANN org and the bodies that receive NomCom appointees, including the ICANN Board, to identify whether improvements should be made to the timing of this exchange of information.

(#4) - Assure that the NomCom Standing Committee (Rec #24) performs annual outreach to Board, SO/AC, and PTI Board to receive feedback on specific needed competencies

(#5) - If applicable, updates should be made to the NomCom's operating procedures.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #17—Maintain Current Diversity

Description: Maintain current diversity requirements for NomCom appointees.

Related finding: There is some disagreement over whether the NomCom should incorporate additional diversity requirements for its appointees.

Status of Implementation: Implementation Steps Complete.

Role for SC: No.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #18—Candidate Communications Schedule

Description: Publish a candidate communication schedule and codify a communication process with candidates.

Related finding: NomCom's interactions with candidates has improved significantly over the past five years and is generally viewed positively. However, several candidates expressed negative experiences regarding their interactions.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

- ☑ Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

- (#2) - Talk to previous NomCom appointees to understand how they perceived the communication process.
- (#3) - Propose a communication schedule including timing of communications with both successful and unsuccessful candidates.
- (#4) - Discuss with current/former NomCom members, NomCom staff, and previous NomCom appointees whether proposed communication schedule meets requirements and what further improvements could be made.
- (#5) - Finalize communication process; this should include annual surveys of all NomCom applicants.
- (#6) - Update NomCom's workflow (recommendation 13).
- (#7) - Publish communication schedule and timelines for candidate communications.
- (#8) - Ensure the Standing Committee reviews the annual applicant survey results and makes any changes as needed for the following year.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #19—NomCom Marketing Plan

Description: 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.

Related finding: NomCom recruiting processes are generally effective, especially in recent years, but there is room for improvement. The NomCom should continue to increase the diversity of the candidate pool.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#2) - Identify possible improvements to the marketing plan and decide, in cooperation with the current NomCom, ICANN org, and the Standing Committee (if already in place), what additional efforts should be undertaken to target candidates for future NomCom recruitment cycles.

(#3) - This marketing effort should also help educate potential outside candidates about ICANN.

(#4) - NomCom to conduct annual measurements related to the quality of the applicant pool.

(#5) - Standing Committee (or NomComRIWG as long as the Standing Committee is not yet in place) to assess effectiveness of outreach/marketing efforts on an annual basis and work with the NomCom, ICANN org and the recruitment consultant(s) to make improvements for the following year as required.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #20—Blinded Candidate Assessment

Description: 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.

Related finding: The NomCom does not always evaluate candidates in a consistent manner.

Status of Implementation: Implementation Steps Complete; SC role(s) remaining.

Status Notes: NomCom staff can speak to standardized tools used for evaluation. No additional implementation steps for NomComRIWG. SC has a role to evaluate annually and recommend changes.

Role for SC: Yes; to evaluate annually and recommend changes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #21—Standardized Evaluation Tool

Description: 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.

Related finding: The NomCom does not always evaluate candidates in a consistent manner.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

- Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Status Notes: NomCom support staff can speak to standardized tools used for evaluation. No additional implementation steps for NomComRIWG. SC has a role to evaluate annually and recommend changes.

Remaining Implementation Steps to Consider for Standing Committee Role:

- (#2) - Decide which additional tools should be part of the tool kit.
- (#3) - Outreach to current and former NomCom members to solicit input on what the toolkit should contain.
- (#4) - Draft the tool kit components based on feedback and NomComRIWG input.
- (#5) - Ensure that the evaluation toolkit information is shared in a timely manner with the incoming NomCom and overall community.
- (#6) - Incoming NomCom should amend the standardized toolkit based on the updated/latest job descriptions for positions to be filled.
- (#7) - Ensure the Standing Committee is aware of the necessity to maintain and update the evaluation toolkit on an annual basis according to input from the outgoing NomCom, as well as each year's specific job description.

Role for SC: Yes; SC has a role to evaluate annually and recommend changes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #22—Interview Question Library

Description: 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.

Related finding: The NomCom does not always evaluate candidates in a consistent manner.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#2) - Establish which questions and tools should be included in the “interview question library” used by every NomCom, (with the library included in the toolkit) by consulting:

(#2d) - External firm(s).

(#3) - Once finalized, integrate these questions into an interviewer evaluation form and incorporate into the evaluation toolkit (see Recommendation #21).

(#4) - Deep-dive team assignments should consider additional factors beyond simply time zone availability, such as, e.g., potential conflicts and different cultures.

(#5) - Each new NomCom can generate its own questions as well as pull from the “library” to conduct a “semi-structured” interview.

(#6) - Instruct NomCom Standing Committee to capture the actual questions asked, scrubbing them of all identifying personal data, used at all stages, as well as seek feedback from each NomCom to assess usefulness of questions and update evaluation tool kit if and when needed.

Role for SC: Yes; SC has a role to evaluate annually and recommend changes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #23—Candidate Pool Data

Description: The NomCom should publish additional data on the candidate pool and the recruiting source of candidates.

Related 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.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining.

Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

- (#3) - Consult with the wider ICANN community what additional non-confidential, non-identifiable data points should be collected and published.
- (#4) - Reach consensus within NomComRIWG on what additional data, if any, should be published going forward and capture this consensus in the toolkit.
- (#5) - Coordinate with ICANN org to ensure the additional data is captured and published.
- (#6) - Instruct Standing Committee to oversee the continuous publication of data, as defined, and to ensure analytics/trend analysis is conducted to decide if adjustments should be made (and if so what kind) for future NomComs.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #24—NomCom Standing Committee

Description: 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.

Related finding: This body would suggest and assist in implementing changes to NomCom processes, since the NomCom itself operates on a tight timeline and needs to focus on its recruiting and evaluation activities. This body should include the current NomCom Chair, and the prior two former NomCom Chairs. This body should be empowered to suggest recommendations, while noting that any suggestions should be provided to the ICANN community for Public Comment.

Status of Implementation: NomComRIWG role complete; SC role(s) remaining. NomComRIWG completed changes to the Charter that were collectively reviewed by the NomComRIWG and ICANN Legal, and the OEC. The [final draft NomCom Standing Committee Charter](#) will be included in the related Public Comment proceeding. The Charter notes that some implementation steps from recommendations 2-9; 12, 14, 15, 16; 18-23; and 25-27 include some activities not detailed in the Charter but that will be addressed in a subsequent NomCom Standing Committee Work Plan.

- Work completed; implementation of SC remaining.

Remaining Implementation Steps to Consider for Standing Committee Role:

- (#6) - Board/OEC to submit for Public Comment NomCom Standing Committee Charter, including proposal on the governance structure of the Standing Committee, including

protecting the NomCom from undue influence from the Standing Committee, clarification on how the Standing Committee interplays with regular Organizational Review cycles, and ensure that the definition of the Standing Committee does not negatively impact other improvements identified through the NomCom Review process.

(#7) - Following based on Public Comments, and based on feedback, ICANN Board, or its delegate, NomComRIWG to finalize the governance structure.

(#8) - ICANN org, in cooperation with Interim Standing Committee NomComRIWG and ICANN community, to discuss what level of staff support and/or other support may be necessary to help the body perform its duties.

(#9) - ICANN Board, or its delegate, to work with NomComRIWG to put the new body into place, i.e. Bylaw change and approval of the Standing Committee Charter, including Public Comment.

(#10) - NomComRIWG to work with ICANN Board and ICANN org to initiate any budgetary requests needed for the operating of the body.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #25—Improve NomCom Selections

Description: Inform assessments of the NomCom by assessing the performance of the Board.

Related finding: Results from this assessment will aid the NomCom in better understanding potential competency gaps in the current makeup of the Board. Analyzing BSA results longitudinally will then inform future efforts to improve NomCom processes (as well as those of the Board).

Status of Implementation: NomComRIWG role complete; SC role(s) remaining

Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#2) - Propose additional/improved performance and needs assessment of receiving bodies, if needed, as it relates to identification of needs from NomCom appointees.

(#3) - Propose how the NomCom can use the information from the receiving bodies (step 1) to assess the needs of these bodies to improve NomCom selection decisions during its annual selection cycle.

- (#4) - Agree with the receiving bodies how assessment and improved selection will be incorporated into the annual selection process, if appropriate/necessary.
- (#5) - Incorporate this assessment into the relevant job descriptions developed annually by the NomCom.
- (#6) - Determine how to facilitate the receiving bodies performing the assessments.
- (#7) - Ensure that interdependence with other, relevant recommendations is taken into account.
- (#8) - Standing Committee analyze the performance assessment of the receiving bodies on an annual basis and make adjustments (if/when needed) for the subsequent NomCom.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #26—Leadership Development

Description: ICANN should investigate advancing its nominations process into a Leadership Development function.

Related finding: This is an emerging practice in the nonprofit community and encourages early careerists and new participants to understand leadership opportunities in an organization and develop requisite skills in order to personally and professionally advance. For ICANN, this transformation could involve the current Fellows program in a more robust manner, aiding individuals and ICANN in identifying, cultivating, and recruiting emerging leaders for the future. A key element of a leadership development function is the publishing of pathways for being considered as a future leader.

Status of Implementation: NomComRIWG role complete; ICANN org role(s) remaining.

- Work completed, though implementation slightly differed from detailed steps due to shift in circumstances or subsequent discussions between the NomComRIWG, ICANN org, and in consideration of forming a new NomCom Standing Committee.

Remaining Implementation Steps for ICANN org:

Note: NomCom support staff working with ICANN org to find or identify leadership skills, improvement, or advancement resources that can be offered to all applicants.

(#7) - In addition, the NomComRIWG to ensure that the communication with unsuccessful candidates explains other volunteer opportunities within ICANN – such communication should be codified within the NomCom Operating Procedures.

Remaining Implementation Steps to Consider for Standing Committee Role:

Note: once implemented, this would become a recurring item for SC consideration.

(#3) - Discuss with current/former NomCom members and ICANN org how to identify unsuccessful applicants that would benefit from leadership development. [perhaps for SC in conjunction with NomCom and ICANN org.

(#5) - Investigate and report back to NomComRIWG about the feasibility of such a leadership development function, which costs would be involved and what potential metrics for success could be applied (for ICANN org staff following step #2; to be reported back to the SC given timing constraints of RIWG)

(#6) - Launch development function if deemed feasible and potential for harnessing new volunteer talent is sufficiently high (for ICANN org in conjunction with SC staff support).

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.

Recommendation #27—ICANN Unaffiliated Directors

Description: Provide clarity on desire for independent directors and designate three specific seats for “Independent Directors.”

Related finding: NomCom appointees are expected to act in the public interest of the global Internet community and not on behalf of a narrower set of interests. The majority of survey respondents either “agree” or “strongly agree” that the NomCom should prioritize appointees that act independently. Some people expressed in the interviews that the NomCom’s primary role is to appoint individuals who are not affiliated with ICANN at all (i.e., not “ICANN insiders”) and can therefore bring new ideas to ICANN.

Status of Implementation: NomComRIWG role complete; ICANN Board, org and SC role(s) remaining. After consultations with ICANN org Legal for guidance, the NomComRIWG completed work on developing principles to inform the basis of “Unaffiliated” Director definition, designated three specific seats on the Board for “Unaffiliated” Directors, and developed a transition article for current Board Directors.

These proposed changes affect Article 7: Board of Directors and Article 8: Nominating Committee of the ICANN Bylaws, along with the transition article (Article 27). The proposed changes will be included in a package of Bylaws change amendments in the Public Comment proceeding.

Work completed; implementation steps remaining.

Remaining Implementation Steps for ICANN org/Board/Community:

(#3) - Submit the Updated Bylaws to the OEC for review (pending Legal review and feedback).

(#5) - ICANN Board directs the initiation of Bylaws change to Articles 7 and 8, including transition article (Article 27), and oversees the process.

(#6) - Bylaws change process takes place.

Remaining Implementation Steps to Consider for Standing Committee Role:

(#7) - If Bylaws are changed, the Standing Committee with support from ICANN org, to review and update the NomCom Operating Procedures with definition and requirement.

Role for SC: Yes.

[Link to Status Spreadsheet](#) for more detailed notes on implementation.