

Organizational Effectiveness Committee Activities Report

January 19, 2018

Section I: Completed Activities – Q3 through Q4 2017

Note: Reviews and related projects consist of several major phases (planning, conducting review and implementing improvements), and each phase may last 6 months and longer. While completed activities are reflective of these phases in Section I of this report, Section II includes milestones that have been completed within the phases that are still work in progress.

Item	Description	Completion Date	Status
Specific Reviews under new Bylaws	Under the new Bylaws, SO/AC Chairs play an augmented role. The OEC identified a number of issues that would benefit from discussions among the Chairs and the OEC, including: <ul style="list-style-type: none"> • Selection of review teams • Scope setting • Multiple simultaneous reviews • Unclear expectations of the review teams 	September 2017	<ul style="list-style-type: none"> - OEC facilitated a productive exchange of views among the SO/AC chairs. - SO/AC Chairs determined that they needed a forum to exchange views and discuss topics related to specific reviews; a meeting during ICANN60 was scheduled. - Potentially a first stepping stone to a more permanent and more efficient exchange of views among the SO/AC Chairs.
Review Operating Standards	The Bylaws call for the development of Operating Standards for specific reviews. As part of the OEC's oversight function with regard to specific reviews, OEC members are concerned that the Operating Standards are being developed in an effective way and that community input is adequately taken into consideration.	ICANN60	<ul style="list-style-type: none"> - The OEC supported a high-interest session during ICANN60. - OEC Chair chaired the session and helped coordinate community input and feedback. - OEC provided helpful input into the draft document and continues to be briefed on all pertinent developments.
RSSAC2 Review (Planning Phase)	Launch of Review scheduled for 2017. A Working Party was established in January 2017 and preparatory meetings with the Working Party leadership team were held to discuss scope of work, the projected timeline, criteria for the selection of the independent examiner, and self-assessment of the first RSSAC Review.	September 2017	<ul style="list-style-type: none"> - RSSAC Review Working Party formed in early January 2017. - Independent examiner RFP launched in June 2017, after the Working Party reviewed and contributed to the criteria in the RFP. OEC approved selection of Interisle as independent examiner and contracting concluded in September 2017.
At-Large2 Review (Conduct Review Phase)	ICANN's Bylaws require that its structures, including the At-Large Advisory Committee, be reviewed on a five-year cycle. This review is part of ICANN's commitment to continuous improvement, accountability and transparency.	December 2017	<ul style="list-style-type: none"> - ITEMS International submitted its Final Report on 3 May 2017. - At-Large Review Working Party submitted its Feasibility Assessment to the OEC in September 2017.

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			<ul style="list-style-type: none"> - The OEC detected a number of variances between the Final Report and the Feasibility Assessment and asked ICANN org to document these variance in a mapping document. - Upon reception of the mapping document, the OEC asked the At-Large RWP to update its Feasibility Assessment and to provide the OEC with an appropriate timeline by when the RWP will update the document and/or address questions raised within the mapping document.

Section II: In-Progress Activities

Item	Description	Target Completion Date	Status
ASO Review (post-review process)	Discuss and place on the record OEC view regarding whether the process followed by the NRO to select an independent examiner fulfills established requirements.	May 2018	<ul style="list-style-type: none"> - Once the current review process is completed, the OEC will assess, as part of its 'lessons learned' initiative, to what extent the selection process and all other aspects of the second ASO review were in line with the Bylaws, the MoU, and ICANN's transparency and accountability expectations.
NomCom2 Review (Conduct Review)	<p>Review launched in June 2017 with selection of Analysis Group as Independent Examiner.</p> <p>Proposed Review Schedule (updated January 2018):</p>	June 2018	<ul style="list-style-type: none"> - Analysis Group attended ICANN59 and ICANN60 and conducted face-to-face interviews with current and former NomCom members and applicants, Board members, and Staff. - A new step in the organizational review process is to include an assessment report for discussion between the Working Party and the Independent Examiner. No recommendations will be included in the report. The

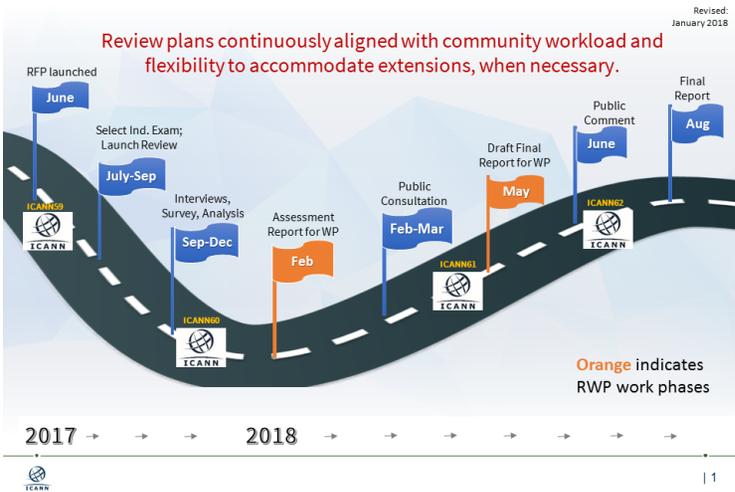
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	<p>NomCom2 Review: Projected Roadmap</p> <p>Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary.</p>		<p>assessment report is currently being reviewed by the RWP; a public webinar will be held on 18 January to present the report to the wider ICANN community.</p> <ul style="list-style-type: none"> - With input from the Working Party, Analysis Group published a survey to collect input from those who have interacted with NomCom or have ideas on ways to improve it. The survey closed in November. - Final Report for review by the Working Party will be delivered in about March 2018 with the Final Report scheduled to be published in June 2018.
<p>RSSAC2 Review (Conduct Review)</p>	<p>Review launched in September 2017 with the selection of Interisle Consulting Group as independent examiner.</p> <p>Proposed Review Schedule (updated January 2018):</p>	<p>August 2018</p>	<ul style="list-style-type: none"> - Interisle Consulting Group selected as independent examiner in September 2017. - Interisle attended ICANN60, conducting face-to-face interviews. - Interisle launched a survey to collect community feedback from those who have interacted with RSSAC or have ways to improve it. The survey closed on 20 December. - Interisle is currently drafting the assessment report that will be shared with the RWP in early February 2018.

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Item	Description	Target Completion Date	Status
	<p>RSSAC2 Review: Proposed Roadmap</p>  <p>Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary.</p> <p>Revised: January 2018</p> <p>Orange indicates RWP work phases</p> <p>2017 → → → 2018 → → → → → → → →</p>		
SSAC2 Review (Planning Phase)	<p>The review was originally scheduled to launch in 2017. However, as a result of additional due diligence steps undertaken by the OEC, assuring adequate competence for the potential independent examiner, the launch date has now moved to 2018.</p>	February 2018	<ul style="list-style-type: none"> - OEC to confirm ICANN org selection of independent examiner or direct a different course of action.
ccNSO Review (Planning Phase)	<p>Launch of Review was scheduled for September 2017, however due to community workload the OEC offered the ccNSO the opportunity to delay the review by 12 months. A public comment was posted on 6 April 2017 and the proposal for the delay, including community feedback, was presented to the Board for its consideration. The Board approved the delay until August 2018.</p>	August 2018	<ul style="list-style-type: none"> - Independent examiner RFP was scheduled to launch in July 2017. - ICANN Board approved the delay of the launch date to August 2018. - ccNSO RWP to be formed in January 2018. The RWP will begin its self-assessment in about February 2018.

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	<p>Until the start of the review, a ccNSO Review Working Party will conduct a self-assessment and also prepare for the review, providing input, inter alia, to the scope of the review.</p> <p>The Request for Proposals to solicit applications for the independent examiner of the ccNSO is scheduled to launch in late March 2018, to assure the selection process and contracting is completed by August 2018.</p>		
At-Large Review (OEC to assess Final Report and RWP Feasibility Assessment)	Once the At-Large Review Working Party has completed the update to the Feasibility Assessment, based on the mapping document, the OEC will consider both the Final Report and the Feasibility Assessment to make recommendation to the ICANN Board on next steps.	March – April 2018 (to be confirmed by RWP)	- The OEC has forwarded the document to the RWP and requested an update to its Feasibility Assessment and for the RWP to provide a feasible timeline by which such an update can be completed.
GNSO2 Review (Plan approval & Implementation)	<p>The Implementation Working Group formed in September 2016, and developed an Implementation Plan that was adopted by the GNSO Council in December 2016. The Implementation plan was presented to the OEC for consideration in February 2017.</p> <p>In adopting the Implementation Plan, the Board asked the Implementation Working Group to provide semi-annual updates to the OEC on the status of its progress in implementing the recommendations and provide further details on the upcoming implementations to help flag areas of concern in terms of cost, resources, and success of implementation.</p> <p>Implementation efforts started in March 2017 and is expected to be completed by December 2018.</p>	January 2018	<ul style="list-style-type: none"> - The Implementation Working Group submitted their first semi-annual update to the OEC in December 2017. - The OEC is currently reviewing the submitted report and expects to provide feedback before end of January 2018.

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Competition, Consumer Trust and Consumer Choice (CCT) Review	The CCT Review focuses on the impact of new gTLDs in the areas of competition, consumer trust and consumer choice. The Review Team began its work in January 2016 and published their draft recommendations for public comment in March .	Comments on draft recs: January 2018 Decision on Final Report: September 2018	<ul style="list-style-type: none"> - The Review Team started a second public comment, on 27 November 2017, for two new sections of the Draft Report that include the impact of safeguards introduced as part of the Program to mitigate DNS abuse and the costs to trademark holders. The Review Team will consider community input as it refines its draft recommendations and prepares to publish its Final Report by the end of March 2018. - The Board is working to provide input to the Review Team on their draft recommendations by the end of January 2018.
Second Security, Stability, and Resiliency (SSR2) Review	The SSR2 review focuses on ICANN's execution of its commitment to enhance the operational stability, reliability, resiliency, security, and global interoperability of the systems and processes, both internal and external, that directly affect and/or are affected by the Internet's system of unique identifiers that ICANN coordinates. The Review Team began its work in March 2017 and delivered their Terms of Reference to the Board in May 2017.	TBD	<ul style="list-style-type: none"> - Following concerns expressed by the community and the Board, the SSR2 Review was paused in October 2017. - Currently, the SO/AC chairs are working with the Review Team to address concerns expressed and issues raised to help restart the review. - OEC held a call on 8 January 2018 to receive an update from the SO/AC chairs on their progress and to offer support from ICANN org and the Board.
Registration Directory Service (RDS) Review	The RDS review looks to assess the effectiveness of the then current gTLD registry directory service and whether its implementation meets the legitimate needs of law enforcement, promoting consumer trust and safeguarding registrant data. The Review Team was formed in June 2017 and after a productive face-to-face meeting in Brussels, in October 2017, confirmed its leadership and made significant progress on its scope and work plan.	February 2018	<ul style="list-style-type: none"> - The Review Team reached consensus on their Terms of Reference (ToR) and work plan documents and have engaged the RDS Board Caucus Group for informal feedback on their adopted ToR and work plan. - Currently, the Review Team is targeting end of January/early February to officially submit their ToR and work plan to the Board.

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Item	Description	Target Completion Date	Status
<p>Review Streamlining & Recalibration/ Review Framework/ Process of Conducting Effective Reviews</p>	<p>The new Bylaws call for development of Operating Standards to conduct reviews efficiently and effectively (Section 4.6), developed through community consultation, including public comment opportunities. The Operating Standards must be aligned with the Bylaws and provide a roadmap for conducting reviews where the Bylaws do not provide sufficient operational details.</p> <p>As part of the OEC’s oversight function for specific review, the OEC has also been engaged with the development of the Operating Standards. The OEC receives continuous briefings from ICANN org and is following community outreach, including public sessions during ICANN meetings and public comment forum.</p> <p>The OEC also will assess the final version of the Operating Standards before it is submitted to the Board for consideration; this is expected to take place in late 2018.</p> <p>As each review progresses, and some conclude, the OEC receives updates and briefing from ICANN org, highlighting lessons learned and ways to improve the conduct of reviews.</p> <p>Following the current round of organizational reviews – foreseen to end with the conclusion of the ccNSO review in 2019 – the OEC believes it necessary to conduct an impact assessment of organizational reviews. This exercise will follow on from lessons learned and will focus on what past organizational reviews have achieved and how they can be</p>	<p>ongoing</p>	<ul style="list-style-type: none"> - ICANN posted a public comment on 27 October 2017 on Operating Standards for ICANN’s Specific Reviews. The public comment will close on 2 February 2018. - Focused on outcomes and impact – this includes review scorecards and the performance measures to be able to articulate the outcomes of various review recommendations that have been implemented and the impact of this work towards making improvements around ICANN. For example, please see CCT Fact Sheet.

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	<p>recalibrated, both in terms of scope and timing, to become more efficient and effective in the future.</p>		
<p>Holistic Assessment of ICANN Structures</p>	<p>The OEC initiated its discussion on the effectiveness of ICANN’s review processes and explored whether there was a need to conduct holistic reviews of ICANN from time to time, in addition to the narrower reviews of specific structures.</p> <p>The OEC to discuss further the possibility of the review of the CWG and CCWG mechanisms, in conjunction with an MSSI Org-proposed timeline for this review.</p>	<p>TBD</p>	<p>Committee to defer this discussion until the currently planned reviews have had an opportunity to operationalize improvements already identified.</p>

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Appendix I: Resolutions Recommended by the OEC to the Board

Date	Resolution Title	Category	Status	Resolution Number	Topic	Summary
23 Sep 2017	Deferral of the Second Review of the Country Code Name Supporting Organization (ccNSO)	ccTLDs	Incomplete	2017.09.23.05 – 2017.09.23.06	Review of the Country Code Names Supporting Organization (ccNSO) shall be deferred	The second Review of the Country Code Names Supporting Organization (ccNSO) shall be deferred until August 2018

OEC Related Resolutions:

Date	Resolution Title	Category	Status	Resolution Number	Topic	Summary
2 November 2017	Revisions to Board Committee Charters as Part of Process to Standardize Committee Charters	Board	Complete	2017.11.02.14 – 2017.11.02.20	Revisions to Board Committee Charters	The Board approves revisions to various sections of the charters of the Audit Committee, the Compensation Committee, the Executive Committee, the Finance Committee, the Governance Committee, the Organizational Effectiveness Committee and Risk Committee