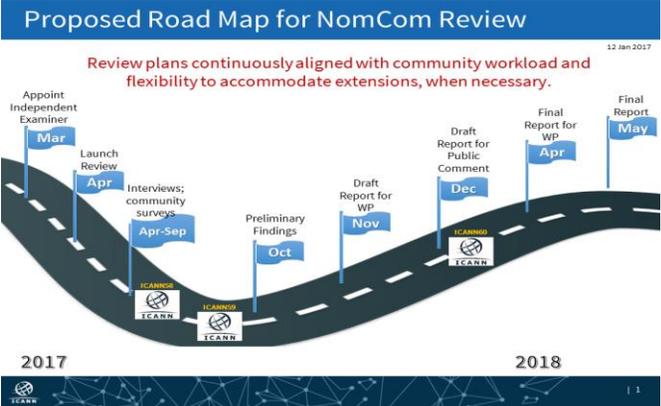


Organizational Effectiveness Committee Activities Report

June 25, 2017

Section I: Completed Activities – Q1 through Q2 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	OEC Completion Date	Accomplishments/Outcome
<p>NomCom Review (Planning Phase)</p>	<p>Launch of Review scheduled for April 2017. A Working Party was established in October 2016 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 NomCom Review.</p> <p>Proposed Review Schedule (updated January 2017):</p>  <p>The diagram, titled "Proposed Road Map for NomCom Review", shows a winding road from March 2017 to May 2018. Key milestones include: <ul style="list-style-type: none"> Mar 2017: Appoint Independent Examiner Apr 2017: Launch Review Apr-Sep 2017: Interviews; community surveys Oct 2017: Preliminary Findings Nov 2017: Draft Report for WP Dec 2017: Draft Report for Public Comment Apr 2018: Final Report for WP May 2018: Final Report The road is flanked by ICANN and ICANN56 logos, and a note states: "Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary." </p>	<p>June 2017</p>	<ul style="list-style-type: none"> - Independent examiner RFP published on 18 January 2017, after the Working Party reviews and contributes to the criteria in the RFP. Selection of independent examiner and contracting concluded in June 2017. - OEC confirmed scope of work, selection criteria and other key terms included in the RFP. - OEC Chair and MSSI Staff met with the NomCom leadership during ICANN56 in Helsinki to initiate planning for the review. - Stephane Van Gelder designated as interim Chair of the NomCom2 Review Working Party; Working Party established in October 2016.
<p>Oversight of Specific Reviews</p>	<p>In November 2016, the OEC discussed whether, in the post-transition environment, the OEC might be a good place for the coordination of oversight of the "Specific Reviews", reviews that were formerly incorporated in the Affirmation of</p>	<p>March 2017</p>	<ul style="list-style-type: none"> - The Board approved the proposed revisions to the charter of the OEC to expand its oversight to include Specific Reviews in Copenhagen. - Review OEC Charter.

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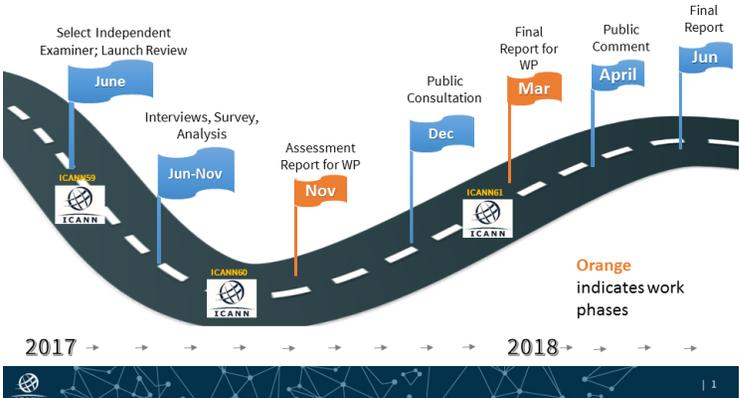
Item	Description	OEC Completion Date	Accomplishments/Outcome
	Commitments. The OEC agreed that it was willing to take on this role if the remainder of the Board agreed.		<ul style="list-style-type: none"> - Determine potential inclusion of OEC oversight of Specific Reviews. - Propose amendments to the OEC charter to the BGC and the Board

Section II: In-Progress Activities

Item	Description	Target Completion Date	Status
ASO Review (Conduct Review)	Discuss and place on the record OEC view regarding whether the process followed by the NRO to select an independent examiner fulfills established requirements.	January 2017	<ul style="list-style-type: none"> - An ad-hoc process was put in place based on an agreement between the NRO and the OEC: The NRO will provide the OEC with all applications received to assure that the OEC can adequately monitor the selection process of the independent examiner. - The NRO announced a Request for Proposals in November 2016 to identify an independent examiner to conduct the second review of the ASO. Four applications were received. ITEMS International selected as Independent Examiner. - The final report of the first ASO Review was published in December 2011. In response to one public comment submitted on the final report, the NRO suggested, "The NRO will mutually agree with ICANN on revised ASO Review procedure that provides a <u>joint selection</u> of an independent entity to perform the future ASO Reviews."

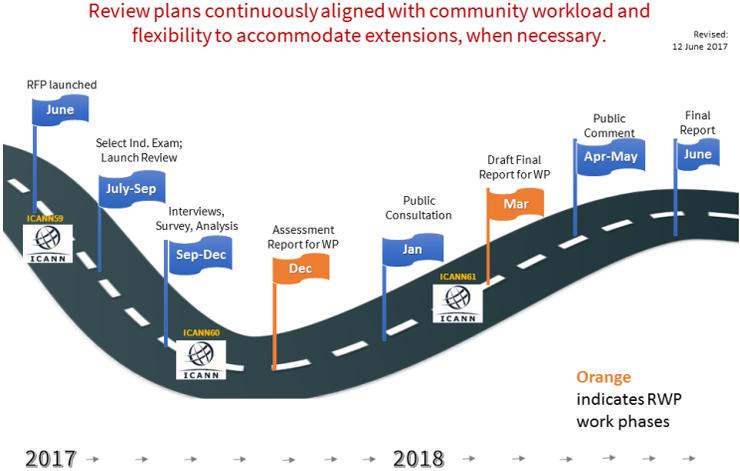
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Item	Description	Target Completion Date	Status
<p>NomCom2 Review (Conduct Review)</p>	<p>Review launched in June 2017 with selection of Analysis Group as Independent Examiner.</p> <p>Proposed Review Schedule (updated June 2017)</p> <p style="background-color: #0056b3; color: white; padding: 5px; text-align: center;">Possible Road Map for NomCom Review</p> <p style="text-align: right; font-size: small;">12 June 2017</p> <p style="color: red; text-align: center;">Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary.</p> 		<ul style="list-style-type: none"> - Analysis Group to attend ICANN59 and conduct 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 this report. - 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 (Planning Phase)</p>	<p>Launch of Review scheduled for July/August 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.</p>	<p>July/August 2017</p>	<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. Selection of independent examiner and contracting anticipated to conclude in July/August 2017.

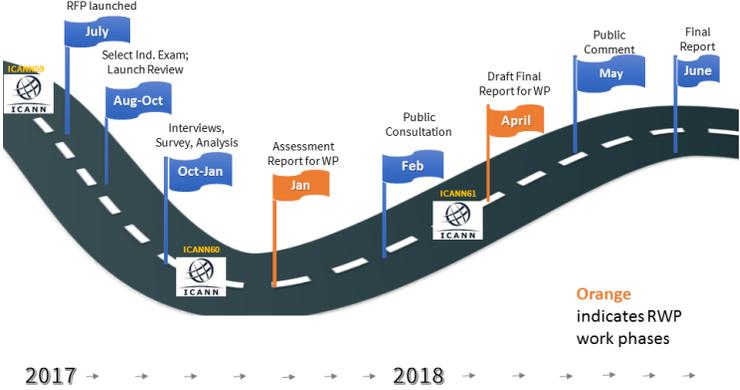
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Item	Description	Target Completion Date	Status
	<p>Proposed Review Schedule (updated June 2017):</p> <p>Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary.</p>  <p>2017 → → → → → → → 2018 → → → → → → →</p> <p>Orange indicates RWP work phases</p>		
SSAC2 Review (Planning Phase)	<p>Launch of Review scheduled for August 2017. A Working Party was established in April 2017. Preparatory meetings with the SSAC Policy Support Staff were held to discuss the projected timeline, and roles and responsibilities.</p> <p>Proposed Review Schedule (updated June 2017):</p>	August 2017	<ul style="list-style-type: none"> - Independent examiner RFP launched in June 2017, after the Working Party reviewed and contributed to the criteria in the RFP. Selection of independent examiner and contracting anticipated to conclude in August 2017. - Face-to-face meeting with MSSI and SSAC in Copenhagen planned to inform about process, roles and responsibilities, and timeline of review

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Item	Description	Target Completion Date	Status
	<p style="text-align: center; color: red;">Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary.</p> <p style="text-align: right; font-size: small;">Revised: 12 June 2017</p> 		
<p>ccNSO Review (Planning Phase)</p>	<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, will be presented to the Board for its consideration.</p>	<p>September 2017</p>	<ul style="list-style-type: none"> - Independent examiner RFP was scheduled to launch in July 2017. - The ccNSO leadership met with OEC leadership in Copenhagen to start initial discussion on scope of review. - ICANN Board to review the public comment proceeding along with community feedback and make a determination of the launch date of the ccNSO2 Review.
<p>At-Large2 Review (Conduct Review Phase)</p>	<p>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. The At-Large Review is conducted under a new, improved approach leveraging the learning from the GNSO Review. Initial</p>	<p>November 2017</p>	<ul style="list-style-type: none"> - The Working Party is reviewing the recommendations and is preparing the feasibility assessment and implementation plan for OEC and Board approval. - Draft Report was posted for public comment on 31 January; Final Report issued on 2 May 2017.

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Item	Description	Target Completion Date	Status
	<p>planning work addressed topics that required fine-tuning and adjustment of the standard review approach to tailor it for At-Large (i.e. survey design, structure, timeline, interviews and assessment of prior review recommendations). This helped to quantify/define phases of work that represent the most significant drivers of review time and cost for the At-Large Review Working Party and independent examiner. Per ITEMS, 96 in-person interviews were conducted, 176 responses to the survey were recorded, and ITEMS consultants attended 3 ICANN meetings, as well as regional I* meetings in Costa Rica, India, Brussels, and Botswana.</p> <p>ITEMS International published their Final Report on 2 May 2017.</p>		<ul style="list-style-type: none"> - Draft Report was sent to the Working Party (WP) in December 2016 for their review; upon request by the WP, ITEMS received feedback from its members until early January. - ITEMS launched an online survey for the At-Large community in English, French and Spanish. - Independent Examiners met the Working Party, participated in At-Large activities at ICANN56 and conducted one-on-one interviews with community at the ICANN meeting and several regional events. - Interviews and observations of proceedings will inform online survey targeted to a broad and diverse group of people. - A kickoff call with ITEMS International and the At-Large Review Working Party was held in May 2016.
GNSO2 Review (Plan approval & Implementation)	<p>In June 2016, the ICANN Board accepted the Final Report of the independent examiner, adopted the GNSO Review Recommendations as adopted by the GNSO Council, and directed the GNSO Council to draft an implementation plan for the adopted recommendations with a realistic timeline that takes into account the continuously high community workload and consideration of the prioritization proposed by the WP; publish the plan no later than six (6) months after the Board's adoption of the GNSO Review recommendations; ensure that the implementation plan includes definitions of desired outcomes and a way to measure current state as well as progress toward the desired outcome, and report back regularly to the Board on its implementation progress.</p>	<p>Plan approval: January 2017; Implementation completion: Q4 2018</p>	<p>The GNSO Review Working Group developed an Implementation Plan that was adopted by the GNSO Council on 15 December 2016 and will be presented to the OEC for consideration in January 2017.</p> <ul style="list-style-type: none"> - The Working Group implementation plan was approved by Council (see 20161215-3) in December 2016. - Implementation Working Group formed in September 2016.

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Item	Description	Target Completion Date	Status
	The Implementation Working Group can begin implementing the 34 recommendations; implementation scheduled to be completed by December 2018.		
Review Streamlining & Recalibration/ Review Framework/ Process of Conducting Effective Reviews	<p>To develop an integrated approach to reviews. Moss Adams, an independent expert in conducting performance and financial audits, was contracted to develop a Review Inventory and Mapping. Process maps were developed for both structural and AoC reviews. Findings and recommendations were developed based on an in-depth analysis of reviews. Process improvement work has been underway, also incorporating lessons learned from recent reviews.</p> <p>In November 2016, OEC continued discussion about the importance of reviews, post-transition. As an initial step, the OEC agreed that it should initiate engagement with the SO/AC leaders to obtain their input and feedback on how to recalibrate and streamline reviews in the future. In this regard, it is essential for the OEC to have clarity on what the challenges are, so that there is a shared understanding to facilitate their discussion with the SO/ACs.</p> <p>The new Bylaws call for the 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 bylaws do not provide sufficient operational details. A range of issues has</p>	TBD	<ul style="list-style-type: none"> - "Review of ICANN Process Documentation Initiative" will be held on 29 June during ICANN59. - During ICANN57 MSSI held public session on Operating Standards, presented an overview document. Community feedback indicated that MSSI should continue its efforts to put together the document based on existing practices. - Webinars and face-to-face meetings have been scheduled with the community in the development of the Operating Standards for Reviews. - MSSI Staff is assembling documentation of Review processes formulated into Draft Review Policies, Procedures and Guidelines, to align with Operating Standards incorporated in the new Bylaws. - Created a "Review Enthusiasts" program to help diversify the group of people that participate in reviews so that, ultimately, it would bring in additional expertise and knowledge; - Developed tailored and user-friendly information – this includes a number of activities e.g. newcomer presentations, conversations with the community to assess whether there are gaps in understanding and information to

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Item	Description	Target Completion Date	Status
	<p>emerged requiring community agreement and it is important that the community reach agreement on how these new processes should work. Primary challenge to be addressed: There is no clarity around how community will reach agreement – some are interested to see ICANN organization take more of a leading role, while others believe that the Operating Standards must be developed from the bottom-up.</p>		<p>narrow the gaps; as well as providing interactive guides and process maps that are user-friendly</p> <ul style="list-style-type: none"> - Focused on outcomes and impact – this includes review scorecards and the performance measures to be able to articulate how 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. - First draft has been reviewed by ICANN Organization (MSSI, Legal) and the document has been shared with Community Review Experts and SO/AC Chairs in November 2016. - ICANN Organization has started first Community consultations in Helsinki in June 2016 on the drafting processes. Chair and MSSI Staff provided a briefing to a community representative from the CCWG-Accountability team on approach and progress of developing Operating Standards – June 2016.
<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 Staff-proposed timeline for this review.</p>	<p>TBD</p>	<p>Committee to defer this discussion until after transition has been completed and the currently planned reviews have had an opportunity to operationalize improvements already identified.</p>