

# Organizational Effectiveness Committee Activities Report

June 30, 2018

## Section I: Completed Activities – Q1 through Q2 2018

*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
<p>NomCom2 Review (Conduct Review)</p> <p>*See Section II below for activities related to next review phase</p>	<p>Review launched in June 2017 with selection of Analysis Group as Independent Examiner.</p> <p>Proposed Review Schedule (updated January 2018):</p> <p>NomCom2 Review: Projected Roadmap</p>	<p>June 2018</p>	<ul style="list-style-type: none"> <li>- Analysis Group attended ICANN59, ICANN60 and ICANN61 and conducted face-to-face interviews with current and former NomCom members and applicants, Board members, and Staff.</li> <li>- 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 were included in the report. The assessment report was reviewed by the RWP; a public webinar was held on 18 January to present the report to the wider ICANN community.</li> <li>- With input from the Review Working Party (RWP), 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.</li> <li>- Analysis Group concluded its review work by submitting the <a href="#">final report</a> on 5 June 2018.</li> <li>- Next step is for the RWP to complete the Feasibility Assessment and Initial Implementation Plan.</li> </ul>
<p>SSAC2 Review (Planning Phase)</p> <p>*See Section II below for activities related</p>	<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 was moved to 2018.</p>	<p>February 2018</p>	<ul style="list-style-type: none"> <li>- OEC confirmed the Analysis Group as independent examiner for the SSAC2 Review.</li> </ul>

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to next review phase			
<p>At-Large Review (OEC’s recommendation to the Board)</p> <p>*See Section II below for activities related to next review phase</p>	<p>In response to the mapping document, the At-Large Review Working Party submitted the <a href="#">At-Large Review Implementation Overview Proposal</a>. Upon consideration of all relevant documents and public comments, the OEC recommended to the Board to accept the At-Large Review Implementation Overview Proposal as the guideline for the review implementation process.</p>	<p>June 2018</p>	<ul style="list-style-type: none"> <li>- OEC has made its recommendation to the Board</li> <li>- The Board rendered its decision on next steps during its meeting at ICANN62 and instructed the ALAC to form an implementation team, using the <a href="#">At-Large Review Implementation Overview Proposal</a> as the guideline for the implementation process.</li> </ul>
<p>Second Security, Stability, and Resiliency (SSR2) Review</p> <p>*See Section II below for activities related to next review phase</p>	<p>In response to the SO/AC chairs' <a href="#">15 February letter</a> and <a href="#">13 March request</a> to the Organizational Effectiveness Committee of the ICANN Board (OEC), the ICANN organization was tasked with engaging an external professional to facilitate the transition process and help the review team in restarting and moving forward with its work.</p>	<p>June 2018</p>	<ul style="list-style-type: none"> <li>- In coordination with the OEC, ICANN organization engaged Phil Khoury, <a href="#">Cameron. Ralph. Khoury Consulting Services</a>, as the facilitator, who has immediately begun the outreach to the review team and the development of a suitable agenda for their first face-to-face meeting after the restart, anticipated in August 2018.</li> <li>- The SSR2 Review was officially restarted following the appointment of new members and the selection of external facilitator (see <a href="#">announcement</a>).</li> </ul>
<p>Streamlining of Reviews</p> <p>*See Section II below for additional activities related to this subject</p>	<p>The timing of Bylaws-mandated Specific and Organizational Reviews resulted in multiple reviews occurring at the same time – currently eleven reviews are in various stages of work. The situation has strained volunteer and ICANN resources and resulted in Board and community discussions, including at ICANN61, to look for possible solutions to lessen the strain on volunteer community and resources, while maintaining accountability.</p>	<p>June 2018</p>	<ul style="list-style-type: none"> <li>- Following discussions within the Board and based on community feedback, ICANN organization proposed options for immediate and long-term approaches to address these issues.</li> <li>- Short-term and long-term proposals are out for public comment and the ICANN community is encouraged to provide additional thoughts and ideas on making the review schedule more manageable and sustainable and on ways to improve efficiency and effectiveness of reviews in the future.</li> </ul>

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			<ul style="list-style-type: none"> <li>- The OEC discussed both proposals, made some observations and suggestions, and requested the ICANN organization to conduct a modeling simulation exercise of the various periods within a review. The OEC plans to discuss short-term options in September and long-term options in October 2018.</li> </ul>
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## Section II: In-Progress Activities

Item	Description	Target Completion Date	Status
ATRT3 (Planning Phase)	Launch of review to be discussed pending close of public comment on <a href="#">short-term options</a> .	August 2018	<ul style="list-style-type: none"> <li>- Call for Volunteers <a href="#">posted</a> January 2017.</li> <li>- Outreach <a href="#">session</a> held in Copenhagen at ICANN58 for CCWG and community to express point of view on scope of ATRT3 and opportunity to propose issues and topics for community discussion.</li> <li>- <a href="#">Process</a> underway to select review team members from <a href="#">list</a> of nominated applicants. Five of seven SO/ACs have nominated candidates. SO/AC Chairs contacted to confirm that candidates nominated are still available on ATRT3 should the review start in 2018.</li> <li>- <a href="#">Public comment</a> on short-term options to adjust the timeline for specific reviews closes on 31 July.</li> </ul>
ccNSO2 Review (Planning Phase)	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 <a href="#">approved</a> the delay until August 2018.	July 2018	<ul style="list-style-type: none"> <li>- In September 2017, ICANN Board <a href="#">approved</a> the delay of the launch date to August 2018.</li> <li>- A Call for Volunteers for the ccNSO Review Working Party was posted in February 2018 and the Board initiated the review in March 2018.</li> <li>- An <a href="#">RFP</a> for an independent examiner was <a href="#">posted</a> in April 2018 and closed on 4 June.</li> </ul>

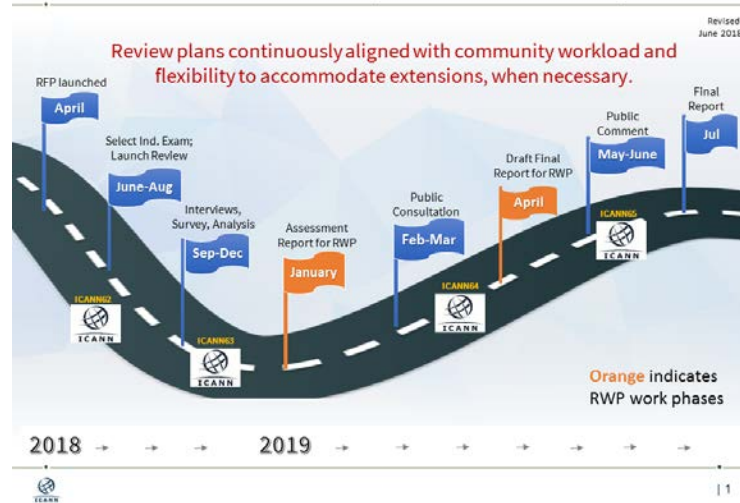
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Until the start of the review, a ccNSO2 Review Working Party will conduct a self-assessment and also prepare for the review, providing input, inter alia, to the scope of the review.

The Request for Proposals to solicit applications for the independent examiner of the ccNSO2 launched in April 2018.

## ccNSO2 Review: Proposed Roadmap



- The OEC will confirm the selection of the independent examiner in July 2018.
- The review is expected to start in August 2018.

RSSAC2 Review (Conduct Review)

Review launched in September 2017 with the selection of Interisle Consulting Group as independent examiner.

Proposed Review Schedule (updated June 2018):

July 2018

- Interisle Consulting Group selected as independent examiner in September 2017.
- Interisle attended ICANN60 and ICANN61, 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.

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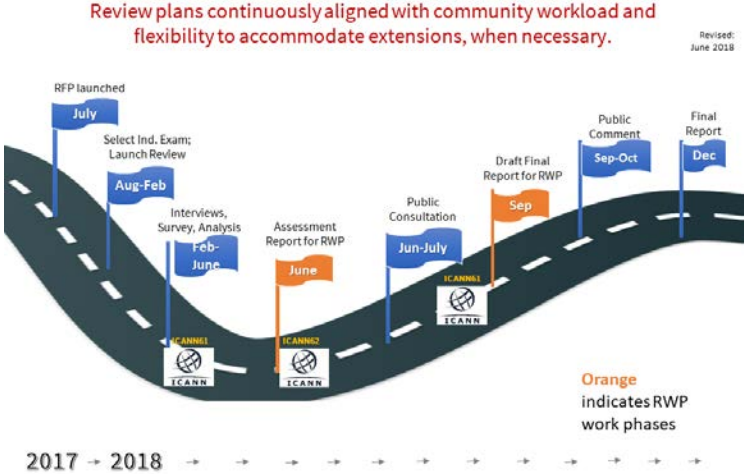
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	<p>RSSAC2 Review: Proposed Roadmap</p> <p>Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary.</p> <p>Revised: June 2018</p> <p>ICANN62 ICANN63 ICANN64 ICANN65 ICANN66 ICANN67 ICANN68 ICANN69 ICANN70 ICANN71 ICANN72 ICANN73 ICANN74 ICANN75 ICANN76 ICANN77 ICANN78 ICANN79 ICANN80 ICANN81 ICANN82 ICANN83 ICANN84 ICANN85 ICANN86 ICANN87 ICANN88 ICANN89 ICANN90 ICANN91 ICANN92 ICANN93 ICANN94 ICANN95 ICANN96 ICANN97 ICANN98 ICANN99 ICANN100</p> <p>Orange indicates RWP work phases</p> <p>2017 → → → 2018 → → → → → → → → → →</p> <p>ICANN</p>	<ul style="list-style-type: none"> <li>- Interisle published its <a href="#">assessment report</a> on 27 February 2018.</li> <li>- A webinar was held in May to discuss the <a href="#">draft final report</a> that was posted for <a href="#">public comment</a>. The public comment closed on 10 June; the <a href="#">Staff Report</a> was posted on 22 June 2018.</li> <li>- Interisle provided a presentation of its draft final report during ICANN62.</li> <li>- The Final Report is expected to be published in early July 2018.</li> </ul>
<p>Competition, Consumer Trust and Consumer Choice (CCT) Review<sup>1</sup></p>	<p>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.</p>	<p>Submit final report to the Board on: August 2018</p> <p>Decision on Final Report: January 2019</p> <ul style="list-style-type: none"> <li>- The CCT Review Team is in the process of finalizing their report. Given the community feedback and the Board input on draft recommendations, the Review Team is holding a face-to-face meeting in July to better manage the remaining workload and to finalize their report. The CCT Review Team intends to submit their final report to the Board in August 2018.</li> <li>- Next steps would involve posting the Final Report for Public Comments, while ICANN organization completes a Feasibility Assessment and Initial Implementation Plan to inform Board action. Board action is due within 6 months of submission of the Final Report by the Review Team to the Board.</li> </ul>

<sup>1</sup> The OEC oversees the development and maintenance of Review Framework that encapsulates the policies, processes and procedures applicable to the conduct of Reviews and ensures adherence to Operating Standards, Bylaws, and best practices.

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<p>SSAC2 Review (Conduct Review)</p>	<p>Review launched in February 2018 with the selection of Analysis Group as independent examiner.</p> <p>Proposed Review Schedule (June 2018):</p> <p style="color: red; text-align: center;">Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary.</p> 	<p>November 2018</p>	<ul style="list-style-type: none"> <li>- Analysis Group selected as independent examiner in February 2018.</li> <li>- Analysis Group attended ICANN61 to conduct face-to-face interviews.</li> <li>- Analysis Group has <a href="#">published</a> its <a href="#">assessment report</a> for public comment on 20 June 2018.</li> <li>- Analysis Group attended ICANN62 to present its assessment report and conduct additional interviews on a need-to basis.</li> <li>- The final report is scheduled to be published in November 2018.</li> </ul>
<p>ASO Review (post-review process)</p>	<p>Discuss and place on the record OEC view regarding whether the review process followed ICANN’s transparency and accountability expectations, specifically, the NRO’s selection of the independent examiner. This is part of the OEC’s ‘lessons learned’ initiative, to assess to what extent the selection process and all other aspects of the second ASO review were in line with the ICANN Bylaws</p>	<p>December 2018</p>	<ul style="list-style-type: none"> <li>- Once the current review process is completed, the OEC will assess that all aspects of the second ASO review were in line with the Bylaws, the MoU, and ICANN’s transparency and accountability expectations.</li> </ul>
<p>GNSO2 Review (Plan approval &amp; Implementation)</p>	<p>The Implementation Working Group <a href="#">formed</a> 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>December 2018</p>	<ul style="list-style-type: none"> <li>- The Implementation Working Group prepared their second semi-annual update in June 2018 and it will be submitted to the OEC in July 2018.</li> <li>- The OEC will review the submitted report.</li> </ul>

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	<p>In <a href="#">adopting</a> 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 are expected to be completed by December 2018.</p>		
Registration Directory Service (RDS) Review <sup>1</sup>	<p>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.</p> <p>The Review Team was formed in June 2017.</p>	December 2018	<ul style="list-style-type: none"> <li>- The Review Team has made significant progress and held an engagement session at ICANN62 on 25 June 2018, to seek input on preliminary findings and address scope or work plan related questions. The team will hold a face-to-face meeting in Brussels on 19-20 July 2018 to finalize their findings, targeting to publish the draft report in August 2018.</li> <li>- Given their progress and the significant investment of time, the RDS-WHOIS2 Review Team has requested that all RDS-WHOIS2 options be removed from the published short-term proposal/public comment proceeding. ICANN organization made these changes indicating that community questions pertaining to the removal of options be directed to the Review Team.</li> </ul>
NomCom2 Review (OEC to assess Final Report and RWP Feasibility Assessment)	<p>The NomCom2 Review Working Party will complete a Feasibility Assessment; anticipated completion date is December 2018. Then, the OEC will consider both the Final Report and the Feasibility Assessment to make a recommendation to the ICANN Board on next steps.</p>	February 2019	<ul style="list-style-type: none"> <li>- The NomCom2 RWP will prepare a Feasibility Assessment.</li> </ul>
At-Large Review (Implementation Phase)	<p>During its meeting at ICANN62, the Board received the independent examiners' final report and the <a href="#">At-Large Review Implementation Overview Proposal</a>. The Board <a href="#">instructed</a> the At-Large to form an implementation team</p>	December 2019	<ul style="list-style-type: none"> <li>- Board has considered the <a href="#">Final Report</a> and <a href="#">At-Large Review Implementation Overview Proposal</a> during ICANN62 and <a href="#">instructed</a> the At-Large to proceed with implementation.</li> </ul>



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	and proceed with the review implementation according to the At-Large Review Implementation Overview Proposal. The implementation team will provide semi-annual written updates to the OEC until the completion of the implementation.		
Second Security, Stability, and Resiliency (SSR2) Review <sup>1</sup>	<p>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.</p> <p>The Review Team began its work in March 2017; it was paused in October 2017 and resumed its work in June 2018.</p>	TBD	<ul style="list-style-type: none"> <li>- The review has been restarted in line with the guidance from the SO/AC chairs. The resumption is signified by the appointment of additional review team members and by the engagement of a facilitator to help the Review Team through the transition.</li> <li>- SSR2 Review Team officially held their first plenary call on 19 June 2018 and were introduced to Phil Houry, the facilitator engaged at the request of the SO/AC chairs.</li> </ul>
Review Streamlining & Recalibration/ Review Framework/ Process of Conducting Effective Reviews	<p>The timing of Bylaws-mandated Specific and Organizational Reviews resulted in multiple reviews occurring at the same time – currently eleven reviews are in various stages of work. The situation has strained volunteer and ICANN resources and resulted in Board and community discussions, including at ICANN61, to look for possible solutions to lessen the strain on volunteer community and resources, while maintaining accountability.</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</p>	<p>September 2018; October 2018</p> <p>December 2018</p>	<ul style="list-style-type: none"> <li>- In connection with proposals for short-term and long-term adjustments to the timeline of reviews, the OEC made some observations and suggestions and requested the ICANN organization to conduct a modeling simulation exercise of the various periods within a review. The OEC plans to discuss short-term options in September and long-term options in October 2018.</li> <li>- ICANN posted a <a href="#">public comment</a> on 27 October 2017 on Operating Standards for ICANN's Specific Reviews. The public comment closed on 2 February 2018. ICANN org is in the process of modifying Draft Operating Standards based on public comments and recent developments with Specific Reviews (i.e. SSR2 pause/restart; proposal to adjust timeline for Specific Reviews currently out for public comment).</li> <li>- Focus on outcomes and impact – this includes review scorecards and the performance measures to be able to articulate the outcomes of various review</li> </ul>



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	<p>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 recalibrated, both in terms of scope and timing, to become more efficient and effective in the future.</p>		<p>recommendations that have been implemented and the impact of this work towards making improvements around ICANN. For example, please see <a href="#">CCT Fact Sheet</a>.</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 MSSl 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
15 March 2018	<a href="#">Initiating the Second Review of the Country Code Names Supporting Organization (ccNSO)</a>	ccTLDs	Passed	2018.03.15.05 - 2018.03.15.06	Initiating the second ccNSO Review	The Board hereby initiates the second ccNSO Review.
23 June 2018	<a href="#">Organizational Review of the At-Large - Final Report and Recommendations</a>	At-Large	Passed	2018.06.23.11 - 2018.06.23.15	Action on Final Report and recommendations for the second review of the At-Large	The Board receives the Final Report and accepts the At-Large Review Implementation Overview Proposal which will guide the implementation process. The Board directs ALAC to begin the implementation work.

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### Appendix II: Current Status of Reviews (from [icann.org](http://icann.org))

Specific Reviews Currently Active	Status	Additional Resources
Accountability and Transparency (ATRT3)	<p>Five of seven Supporting Organizations (SOs) and Advisory Committees (ACs) completed their nominations. Next, the SO/AC chairs will assemble a review team based on the nominations received.</p> <p>The launch of ATRT3 to be discussed pending close of public comment on <a href="#">short-term options</a>.</p>	<p>Latest news and updates: <a href="#">Wiki Workspace</a></p> <p>Historical milestones, outputs, and final deliverables: <a href="#">Review Home Page on ICANN.org</a>.</p>
Competition, Consumer Trust, and Consumer Choice (CCT)	<p>Review team is refining its final report and recommendations.</p>	<p>Latest news and updates: <a href="#">Wiki Workspace</a></p> <p>Historical milestones, outputs, and deliverables: <a href="#">Review Home Page on ICANN.org</a></p> <p>Review data: <a href="#">Fact Sheet</a></p>
Registration Directory Service Review formerly "WHOIS" (RDS-WHOIS2)	<p>The review team updated the community at ICANN62 on its progress, sought input on its findings and recommendations, and addressed questions pertaining to its scope and work plan. Archives available <a href="#">here</a>. The review team plans to meet in Brussels on 26-27 July to agree on its draft recommendations and finalize its draft report.</p>	<p>Latest news and updates: <a href="#">Wiki Workspace</a></p> <p>Historical milestones, outputs, and deliverables: <a href="#">Review Home Page on ICANN.org</a></p> <p>Review data: <a href="#">Fact Sheet</a></p>

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<p>Security, Stability, and Resiliency of the Domain Name System (SSR2)</p>	<p>ICANN <a href="#">announced</a> the formal restart of the SSR2 review in June 2018. Plans are underway for a face-to-face meeting where a facilitator will assist the review team to select their leadership, agree on means of working together productively to reach consensus, and agree on a scope of work for the review.</p>	<p>Latest news and updates: <a href="#">Wiki Workspace</a></p> <p>Historical milestones, outputs, and deliverables: <a href="#">Review Home Page on ICANN.org</a></p> <p>Review data: <a href="#">Fact Sheet</a></p>
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Organizational Reviews currently active	Status	Additional Resources
<p>Address Supporting Organization (ASO2)</p>	<p>The NRO is currently assessing the <a href="#">Final Report</a> of the independent examiner.</p>	<p>Find essential milestones, outputs, and final deliverables on the <a href="#">ASO Review Home Page on ICANN.org</a>.</p>
<p>At-Large (At-Large2)</p>	<p>The Board <a href="#">accepted</a> the At-Large Review Recommendations Feasibility Assessment &amp; Implementation Plan in June 2018. The ALAC will now convene a working group to develop a detailed implementation plan and oversee the implementation process.</p>	<p>Find latest news and progress updates on the <a href="#">At-Large/ALAC Review Wiki Workspace</a> and historical milestones, outputs, and final deliverables on the <a href="#">At-Large Review Home Page on ICANN.org</a>.</p>
<p>Country Code Names Supporting Organization (ccNSO2)</p>	<p>The <a href="#">request for proposals</a> is now closed. The review is expected to begin in August 2018.</p>	<p>Find historical milestones, outputs, and final deliverables on the <a href="#">ccNSO Review Home Page on ICANN.org</a>.</p>
<p>Generic Names Supporting Organization (GNSO2)</p>	<p>GNSO2 Review recommendations are in the process of implementation.</p>	<p>Find latest news and progress updates on the <a href="#">GNSO Review Wiki Workspace</a> and historical milestones, outputs, and final</p>

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		deliverables on the <a href="#">GNSO Review Home Page on ICANN.org</a> .
Nominating Committee (NomCom2)	The independent examiner has published its <a href="#">final report</a> . The <a href="#">Review Working Party</a> will now prepare a feasibility assessment and initial implementation plan based on the final report.	Find latest news and progress updates on the <a href="#">NomCom Review Wiki Workspace</a> and historical milestones, outputs, and final deliverables on the <a href="#">NomCom Review Home page on ICANN.org</a> .
Root Server System Advisory Committee (RSSAC2)	The independent examiner has published its <a href="#">final report</a> . The <a href="#">Review Work Party</a> will now prepare a feasibility assessment and initial implementation plan based on the final report.	Find latest news and progress updates on the <a href="#">RSSAC Review Wiki Workspace</a> and historical milestones, outputs, and final deliverables on the <a href="#">RSSAC Review Home Page on ICANN.org</a> .
Security and Stability Advisory Committee (SSAC2)	The independent examiner has published its <a href="#">assessment report</a> for public consultation. <a href="#">Click here</a> to learn more about the report and how to share your comments.	Find latest news and progress updates on the <a href="#">SSAC Review Wiki Workspace</a> and historical milestones, outputs, and final deliverables on the <a href="#">SSAC Review Home Page on ICANN.org</a> .