

# **Feasibility Assessment and Initial Implementation Plan (FAIIP)**

**by the**

**NomCom2 Review**

**Implementation Planning Team (IPT)**

**Completed with consensus on**

**14 December 2018**

## INTRODUCTION

The purpose of this document is to provide the Organizational Effectiveness Committee (OEC) of the ICANN Board with a community assessment of the feasibility of the recommendations in the independent examiner's final report, and to provide an initial plan of how to implement them.

From the ICANN Multistakeholder Strategy and Strategic Initiatives' [Organizational Reviews Handbook](#):

"The [Review Working Party] RWP reviews the final report and checks the [independent examiner's] IE's recommendations for usability, feasibility, prioritization [of easier to implement recommendations being addressed before more complex ones], resources, budget, and timeline. After its analysis, the [Implementation Planning Team (IPT)] develops a feasibility assessment and initial implementation plan...

"Following...approval of the feasibility assessment and initial implementation plan, ICANN organization collects relevant materials. These include the final report, staff report of public comments, and feasibility assessment and initial implementation plan, and sends them to the OEC for consideration. Both the IE and the leadership of the [IPT] present their findings (final report and feasibility assessment and initial implementation plan respectively) to the OEC."

The NomCom Review IPT has thoroughly reviewed and discussed each of the 27 recommendations, taking into account cross-community work, and comments from the public and the ICANN community.

The IPT understands the importance of a proper implementation, and has developed the document with this in mind.

It is important to afford the community the means in both time and resources to implement these recommendations properly, and to have participation from the pertinent parties, especially in the case of changes to the [Nominating Committee Operating Procedures](#), and in understanding fully how they should be undertaken.

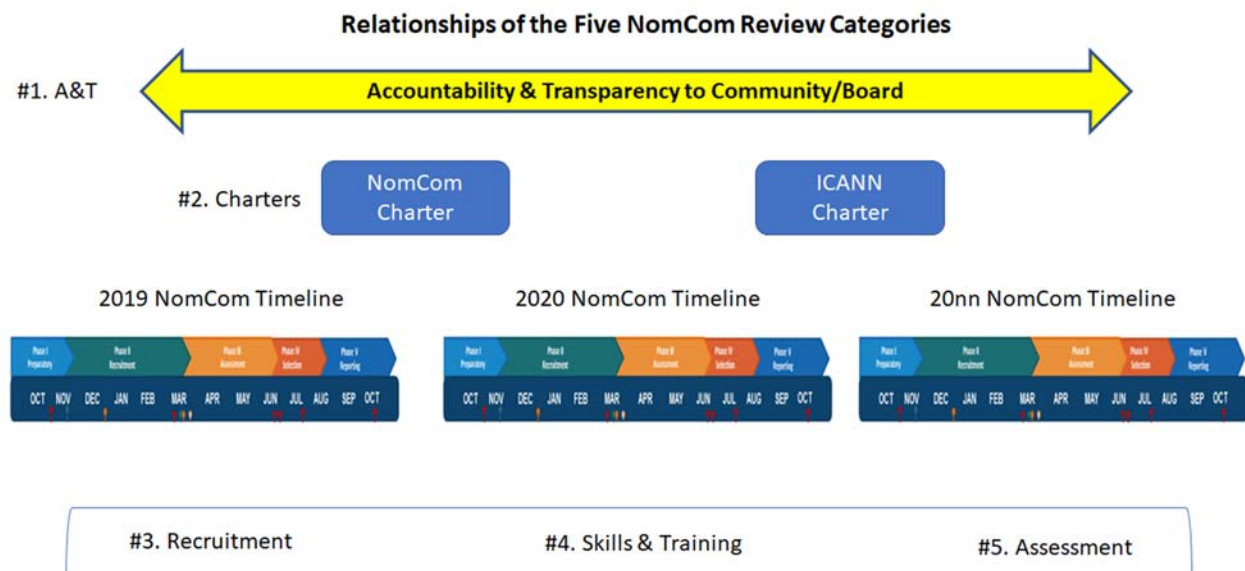
Also, since Bylaws changes are included in the scope of the recommendations; the OEC and the Board are impacted parties to the implementation.

## Recommendation Categories

The IPT categorized the 27 recommendations identified in the IE final report into [five categories](#). These categories range from overarching issues impacting the NomCom’s mission to more operational-type issues. The categories are:

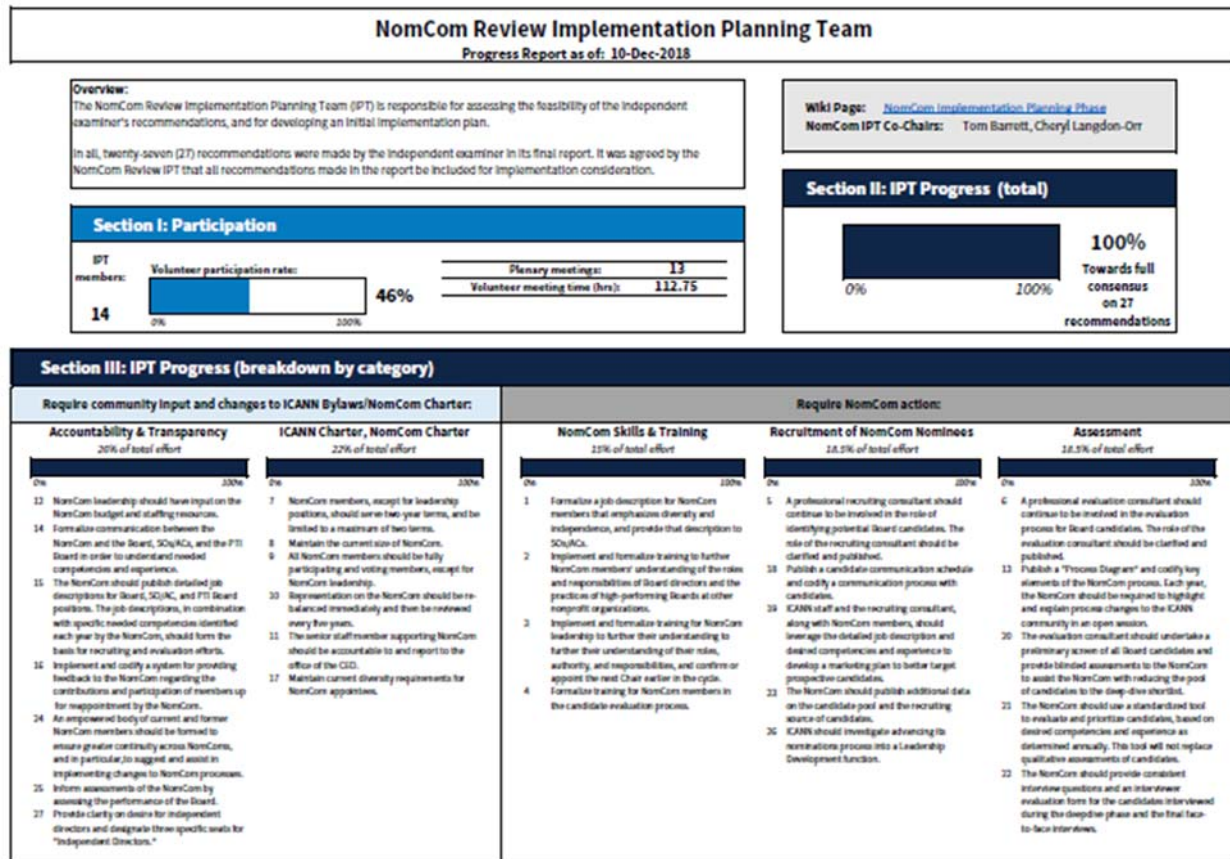
1. **Accountability & Transparency:** This category relates to ensuring the NomCom is fulfilling its mission. It includes seven recommendations.
2. **ICANN/NomCom Charters/Operating Procedure:** This category relates to proposed changes to Bylaws impacting NomCom governance. It consists of six recommendations.
3. **Skills & Training:** This category relates to requisite skills of NomCom members and training to ensure NomCom members are provided a common set of skills for their role. There are four recommendations in this category.
4. **Recruitment:** This category relates to candidate recruitment. It consists of five recommendations.
5. **Assessment:** This category relates to assessment processes and criteria for candidate selection. There are five recommendations in this category.

The five categories are not equal in significance. In particular, category 1 and 2 above are “macro”-level issues related to ICANN’s mission, which in turn influence the next three “micro”-level categories that relate more to the operational details of the NomCom. This conceptual relationship of these categories is illustrated in the following graphic:



## IPT Scorecard and List of Recommendations

The infographic below summarizes the 27 recommendations and identifies the category to which each was assigned. This infographic was published by the IPT to track its progress during the feasibility assessment and implementation planning phase:



## Feasibility Findings

The detailed findings of the FAIP are shown on the following pages. The IPT utilized the template that MSSJ developed for other ICANN reviews with a few minor variations.

## Definition of Consensus

For reaching consensus on its responses to the questions posed in the FAIP template, the IPT chose to follow the definitions provided in the [GNSO Working Group Guidelines](#).

## Prioritization of Recommendations

Recommendations requiring community input will implement over a long duration of time, and thus their implementations will complete later than recommendations that can be

implemented over a shorter period of time, namely those recommendations that can be implemented by the current NomCom alone, by adapting its workflow and general practices.

### **Interdependent Recommendations**

In addition to the hierarchy of categories, there are also overarching recommendations that impact multiple other recommendations. One example is Recommendation #24-shown below.

#### **Recommendation 24: Establishment of a Standing Committee**

The IE's recommendation to establish a standing committee resulted in the assignment of several responsibilities to it which are reflected throughout the FAIP document, including oversight, operations maintenance, providing solutions, and maintaining systems and processes. The IPT sees the standing committee as a body providing continuity to the NomCom across years in order to build and maintain institutional memory, and ensuring accountability and transparency in NomCom administration and operations to the NomCom stakeholders and to the overall ICANN community.

**Recommendation #1:** Formalize a job description for NomCom members that emphasizes diversity and independence, and provide that description to the SOs/ACs.

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**Independent examiner 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.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	(no IPT comments)

Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (bodies appointing members to the NomCom)
Anticipated resource requirements for the implementation (volunteers time, FTE's, tools)	Not applicable - no additional volunteer time is needed once the 'job description' has been formulated by the implementation team.
Expected budget implications once implemented (high, medium, low)	Not applicable
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Easy: Once the job description has been formulated, the bodies that appoint members to the NomCom will simply apply the new criteria in the selection processes to future NomCom's.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	Medium: A transparent and clear job description, describing desired expertise and experience of NomCom members, emphasizing diversity and independence, will lead to a more effectively functioning NomCom.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Not applicable

<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Short: 0-10 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Design job description for NomCom members by: <ul style="list-style-type: none"> <li>○ Soliciting input from current and former NomCom members</li> <li>○ Soliciting input from NomCom supporting staff</li> <li>○ Soliciting input from bodies appointing members to the NomCom</li> <li>○ Looking at industry-wide best practices</li> </ul> </li>   <li>● Share redesigned job description with the bodies who nominate to the NomCom</li>   <li>● Publish job description in an appropriate place on the ICANN.org website</li>   <li>● Maintenance/updates to NomCom job description to be the responsibility of the NomCom Standing Committee (see Recommendation #24)</li> </ul>



**Recommendation #2:** 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.

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**Independent examiner 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.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>The job description described in Recommendation #1 may well include an understanding or experience in board governance. However, since there will certainly be NomCom members lacking this background, this recommendation is intended to compensate.</li> </ol>

	<ol style="list-style-type: none"> <li>2. Formal, in-depth training in the form of a multi-day program shall be implemented for all NomCom members to ensure graduate-level knowledge and proper recognition of director roles and responsibilities.</li> <li>3. We may be able to leverage existing orientation materials used for new members of the Board.</li> <li>4. ICANN organization may require additional resources to support and coordinate training. A third-party vendor may be required to develop and/or deliver training.</li> <li>5. Resources and funds will be required to support related travel and accommodations, vendors and any additional ICANN organization staff required to support.</li> </ol>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community; ICANN organization (NomCom, Board supporting staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time; ICANN org is expected be able to absorb supporting the training as part of its current workload.

<p>Expected budget implications once implemented (high, medium, low)</p>	<p>High: Providing professional training courses for NomCom members will require funds.</p>
<p>How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)</p>	<p>Hard: Identifying a suitable trainer / educational courses; securing sufficient budget for training of all current and incoming NomCom members on an ongoing basis; align the training with the NomCom appointment cycle to make sure incoming members are training once they take their seat or immediately afterwards.</p>
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>High: A better formation of NomCom members, including a better understanding of what makes a high-performing board member, will lead to better and more informed NomCom appointments to the ICANN Board, and potentially also to other bodies receiving NomCom appointees.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Identification and/or the development of suitable training/educational courses; securing appropriate budget.</p>
<p>What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months</p>	<p>Long: ≤ 30 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Consult with current and past NomCom members, as well as bodies that appoint members to the NomCom what the training should include</li> <li>● Determine if existing orientation resources given to new Board members can be leveraged for the NomCom.</li> </ul>

	<ul style="list-style-type: none"><li>● Identify appropriate training options and/or educational courses</li><li>● Decide which training is best suited, taking into consideration factors such as: duration, timing (and possible alignment with NomCom cycle), budget, location, etc.</li><li>● Design a feedback mechanism to assess the usefulness and benefits of the training course on an annual basis (to be overseen by the NomCom Standing Committee, see Recommendation #24)</li><li>● Estimate funding requirements and make budget request during the next budget cycle (NomCom)</li><li>● Once budget is allocated, start training during the next NomCom cycle</li><li>● Based on the feedback, decide whether current training is appropriate or whether different training needs to be provided (to be overseen by the NomCom Standing Committee, see Recommendation #24)</li><li>● Consider supplementing training with mentoring to new NomCom members by members who have completed the specified training.</li></ul>
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**Recommendation #3:** 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.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. Formalized training shall be given to NomCom leadership.</li> <li>2. NomCom leadership across years shall be contiguous, as there are negative consequences of unfilled NomCom leadership seats. Leadership appointment confirmation shall occur earlier in the cycle--potentially</li> </ol>

	<p>in June, on the last day of the June ICANN policy meeting.</p> <ol style="list-style-type: none"> <li>3. Leadership appointments should provide preference to individuals who have completed Leadership/ Facilitation workshops (ICANN or non-ICANN)</li> <li>4. Implementation of this recommendation shall include adjustments in timing for dependencies to filling leadership seats, including earlier completion of annual 360 reviews, and necessary information provided to the Board earlier in the cycle.</li> <li>5. ICANN organization may require additional resources to support and coordinate training. A third-party vendor will be required to develop and deliver training. Resources and funds will be required to support related travel and accommodations, vendors and any additional ICANN organization staff required to support.</li> <li>6. There should be published selection criteria, selection process, and deadlines for the appointee of the NomCom Leadership team by the Board.</li> </ol>
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<b>Implementation Details</b>	<b>IPT Response</b>
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom); ICANN organization (NomCom supporting staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time; ICANN org is expected be able to absorb supporting the training as part of its current workload.

<p>Expected budget implications once implemented (high, medium, low)</p>	<p>High: Providing professional training courses for NomCom leadership will require funds--could potentially, for efficiency, be associated with training provided for in Recommendation #2.</p>
<p>How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)</p>	<p>Hard: Identifying a suitable trainer / educational courses; securing sufficient budget for training of all current and incoming NomCom leadership on an ongoing basis; align the training with the NomCom appointment cycle to make sure incoming leadership receives training upon taking their position or immediately afterwards.</p> <p>Need to set and publish selection criteria and deadlines for the appointment of the Leadership team.</p>
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>High: A better informed NomCom leadership may lead to better and more effectively chaired NomCom.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Identification of suitable training/educational courses; securing appropriate budget.</p>
<p>What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months</p>	<p>Long: ≤ 30 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Consult with current and past NomCom members and leadership, as well as bodies that appoint members to the NomCom, to determine what the training should include</li> </ul>

	<ul style="list-style-type: none"><li>● Identify appropriate training options and/or educational courses</li><li>● Investigate if existing ICANN Leadership training and/or ICANN Learn modules and/or other self-paced learning modules with deadlines can be leveraged to maximize effectiveness</li><li>● Investigate to determine if training can be sourced in combination with training as per other recommendations for training</li><li>● Decide which training is best suited, taking into consideration factors such as: incorporation with NomCom training as per Recommendation #3, timing (and possible alignment with NomCom cycle), budget, location, etc.</li><li>● Design a feedback mechanism to assess the usefulness and benefits of the leadership training course on an annual basis (to be overseen by NomCom Standing Committee, Recommendation #24)</li><li>● Estimate funding requirements and make NomCom budget request during the next budget cycle</li><li>● Once budget is allocated, start leadership training during the next NomCom cycle</li></ul>
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**Recommendation #4:** Formalize training for NomCom members in the candidate evaluation process.

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**Independent examiner 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.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. Formalized training could be given to all NomCom members for conducting candidate evaluations including but not limited to training articulated in Recommendation #2.</li> </ol>

	<p>2. ICANN's Human Resources department shall be a contributor to the effort of selecting the training organization, as it is required that the trainer contracted understand ICANN, and have the ability to communicate specifically about NomCom's role in the context of ICANN.</p> <p>3. ICANN organization may require additional resources to support and coordinate training. A third-party vendor will be required to develop and deliver training. Resources and funds will be required to support related travel and accommodations, vendors and any additional ICANN organization staff required to support.</p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom); ICANN organization (NomCom supporting staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time; ICANN org is expected be able to absorb supporting the training as part of its current workload.
Expected budget implications once implemented (high, medium, low)	High: Providing professional training courses for NomCom members will require funds.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes	Hard: Identifying a suitable trainer / educational courses; securing sufficient budget for training of all current and incoming NomCom members on an ongoing basis; align the timing of training with the NomCom appointment cycle to make sure incoming members are in training upon taking their seat or immediately afterwards.

<p>and other dependencies (easy/medium/hard)</p>	
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>High: A better formation of NomCom members, including a better understanding of what makes a high-performing board member, will lead to better and more informed NomCom appointments to the ICANN Board and all other bodies receiving NomCom appointees.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Identification of suitable training/educational courses; securing appropriate budget; determining role of ICANN org HR</p>
<p>What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months</p>	<p>Long: ≤ 30 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Consult with current and past NomCom members, as well as bodies that appoint members to the NomCom to determine what the training should include</li> <li>● Identify appropriate training options and/or educational courses with input from ICANN org HR</li> <li>● Decide which training is best suited, taking into consideration factors such as: duration, timing (and possible alignment with NomCom cycle), budget, location, etc.</li> <li>● Design a feedback mechanism to assess the usefulness and benefits of the training course on an annual basis</li> </ul>

	<ul style="list-style-type: none"><li>● Estimate funding requirements and make NomCom budget request during the next budget cycle</li><li>● Once budget is allocated, start training during the next NomCom cycle</li><li>● Based on the feedback, decide whether current training is appropriate or whether different training needs to be provided, overseen by NomCom Standing Committee (see Recommendation #24)</li></ul>
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**Recommendation #5:** 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.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The implementation team shall document and publish the role of the professional recruiting firm(s).</li> <li>2. Implementation, in determining the role of the recruiting firm(s), shall include an analysis, including cost and benefit, to having the recruiting function operate throughout each year.</li> </ol>

3. Implementation of this recommendation shall include a mechanism for determining when a change in recruiting firm(s) should be made, and the role of the NomCom Standing Committee (see Recommendation #24) in the process. Review and consideration for changing recruiting firms shall be tied to Recommendation #23, with respect to getting better data on recruiting sources of candidates. If it is determined that an addition or change in recruiting firms is needed, the work to secure a new/additional recruiting firm shall occur well in advance of the NomCom cycle in which it is intended to begin operating.
4. Recruiting firms shall be periodically reviewed by NomCom to determine the value added to NomCom, and if the firms' efforts need to be redirected or re-focused. Conducting periodic reviews and maintaining the results across reviews shall be the responsibility of the NomCom Standing Committee (see Recommendation #24).
5. Analysis of cost, benefit, and ease of implementation shall be performed to determine if two recruiting firms should be utilized instead of one, and if the additional firm should be specialized (e.g., geography, language, other representation of diversity) to address areas of underrepresentation.
6. The NomCom Standing Committee (see Recommendation #24) shall perform assessments for selection of potential recruiting firms, contract new recruiting firms with ICANN Legal, and prepare the selected firm(s) for the upcoming cycle, including directing the contracted recruiting firm(s) to specialized geographic or other diversity needs.
7. The NomCom Standing Committee (see Recommendation #24) shall perform forecasts to determine upcoming open seats in receiving bodies by reviewing the terms of seated appointees, along with their regions, to anticipate and communicate

	<p>upcoming geographic needs, and to identify the most appropriate recruiting firm(s) based on the identified needs.</p> <p>8. Recommendation #15 should be incorporated into the scope of the recruitment efforts and be the basis for measuring the effectiveness of recruitment efforts.</p> <p>9. ICANN organization could maintain an inventory of recruiting firms in a matrix that contains each firm’s capabilities including regional presence, specializations, industry focus etc. Each years NomCom should define comprehensive recruitment requirements that could be used to vet and select recruiting firms from the existing inventory. Each years NomCom could assess the effectiveness, strengths and weaknesses of firms used. That information can be maintained as part of the inventory and as criteria to add or remove potential vendors.</p>
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<b>Implementation Details</b>	<b>IPT Response</b>
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom, NomCom Standing Committee), ICANN org (NomCom supporting staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time; no additional FTEs are expected to result from implementing this recommendation
Expected budget implications once implemented (high, medium, low)	Low: No budget implications are expected as a result of implementing this recommendation.
How would you rate the potential ease of implementation for this	Medium: The role of the recruiting firm should be clarified by the implementation team with input from current and former NomCom members, and NomCom supporting staff.

<p>recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)</p>	
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>Medium: Clarifying the role of the recruiting firm will increase transparency and accountability of the NomCom processes and may further increase community confidence in the NomCom's appointments.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Not applicable</p>
<p>What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months</p>	<p>Short: 0-10 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Draft the current role and responsibilities of the recruiting firm based on consultation with: <ul style="list-style-type: none"> <li>○ Current and former NomCom members</li> <li>○ NomCom supporting staff</li> <li>○ ICANN HR, if applicable</li> </ul> </li> <li>● Publish the role and responsibilities documentation</li> <li>● Ensure a process exists so that the written job descriptions described in Recommendation #15 define the scope of the recruitment efforts</li> </ul>



	<ul style="list-style-type: none"><li>● Empower the NomCom Standing Committee (see Recommendation #24) to maintain and, if needed, update the role and responsibilities document of the recruiting company</li><li>● Ideally, there should be only one firm. If more than one, this should be addressed by the NomCom in its budget cycle.</li><li>● The implementation team may want to reach out to the current NomCom to confirm that the implementation is in line with what is needed.</li></ul>
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**Recommendation #6:** 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.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Yes
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The role of the evaluation firm, including its process, and its evaluation guidelines to the NomCom shall be documented and published, for the benefit of the firm, candidates, and potential candidates, as well as for the benefit of the ICANN community.</li> </ol>

	2. The written job descriptions referred to Recommendation #15 should guide the evaluation criteria of all candidates.
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom); ICANN org (NomCom supporting staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Not applicable
Expected budget implications once implemented (high, medium, low)	Not applicable
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Easy: The role of the external firm does not change; rather their role is to be captured and published to assure accountability, transparency, and consistency of their services.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom	Medium: A better understanding of the role of the external firm may lead to increased transparency, accountability, and consistency of the NomCom's processes and thus to increased community trust in the NomCom's work.

<p>accountability and transparency, etc. (high, medium, low)</p>	
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Not applicable</p>
<p>What is the anticipated duration of the implementation effort to completion?  Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Short: 0-10 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Document the role/purpose of the external firm, including all relevant, and non-sensitive, components of their contractual obligations with ICANN org and with the NomCom.</li> <li>● Ensure a process exists for the evaluation phase and firms utilize the written job descriptions described in Recommendation #15</li> <li>● Publish document on the NomCom website and make sure that it is updated if/when the role of the firm is modified.</li> </ul>

**Recommendation #7:** NomCom members, except for leadership positions, should serve two-year terms, and be limited to a maximum of two terms.

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**Independent examiner 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.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. Non-leadership members of the Nominating Committee shall serve a two-year term, after which they shall step down from the NomCom.</li> <li>2. Once a term is completed, the individual could be re-appointed for another two-year term, after a minimum hiatus of two years.</li> </ol>

	<p>3. No lifetime term-limits are to be imposed on NomCom members at this stage; however, the next NomCom review shall assess whether lifetime term-limits for NomCom members may or may not be useful to introduce.</p>
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Implementation Details	IPT Response
<p>Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?</p>	<p>ICANN community (NomCom), ICANN org (NomCom support staff)</p>
<p>Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)</p>	<p>Not applicable</p>
<p>Expected budget implications once implemented (high, medium, low)</p>	<p>Low: No budget implications are anticipated.</p>
<p>How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)</p>	<p>Easy: Only requires a change to the NomCom’s operations.</p>
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom</p>	<p>Medium: A two-year term will require fewer selection processes by the organizations that appoint members to the NomCom; greater accumulation of institutional knowledge among NomCom members due to longer term times.</p>

<p>accountability and transparency, etc. (high, medium, low)</p>	
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Not applicable</p>
<p>What is the anticipated duration of the implementation effort to completion?  Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Medium: &lt; 20 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ol style="list-style-type: none"> <li>1. Amend the NomCom Operating Procedures</li> <li>2. 'In consultation with the SOs and ACs, the Implementation Team shall: <ul style="list-style-type: none"> <li>● inform the bodies appointing members to the NomCom about the new term-limits and appointment circles</li> <li>● address if SOs and ACs will need to change their bylaws to accommodate this NomCom change</li> </ul> </li> <li>3. Consider introducing the change over two years, to have only one half of the first term of the NomCom to which the new terms apply, be seated for two years and the other half for one year; in the subsequent year, the other half (whose term ends after one year) will be replaced by two-year term members. So that in future each year, half of the NomCom is being renewed.</li> </ol>

**Recommendation #8:** Maintain the current size of NomCom.

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**Independent examiner finding**

The current size of the NomCom is appropriate.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The implementation team shall implement as written in the recommendation.</li> <li>2. Note: This recommendation might conflict with the outcome of recommendation #10 “Rebalancing”.</li> </ol>



Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	Not applicable
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Not applicable
Expected budget implications once implemented (high, medium, low)	Not applicable
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Not applicable
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	Not applicable
Activities, if any, on which implementation is dependent, or	Not applicable

that are dependent on implementation of this recommendation	
<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	Not applicable
Please provide a high-level summary of proposed implementation steps	No implementation is required. May be impacted by Recommendation #10.

**Recommendation #9:** All NomCom members should be fully participating and voting members, except for NomCom leadership.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<p>1. All currently active members, including members from non-receiving bodies (SSAC, RSSAC) shall be fully participating throughout the process, not just in the final vote.</p> <p>Note: The GAC seat is currently unfilled. Could be impacted by Recommendation #10.</p>

	2. This recommendation may be revisited by the IPT to provide additional refinement.
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom); ICANN org (NomCom support staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time
Expected budget implications once implemented (high, medium, low)	Low: No budget implications are anticipated.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Easy: Change of NomCom Operating Procedures.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom	Low: Voting is currently used only in the rarest of circumstances within the NomCom.

accountability and transparency, etc. (high, medium, low)	
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Not applicable
What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Medium: ≤ 20 months
Please provide a high-level summary of proposed implementation steps	<ol style="list-style-type: none"> <li>1. Change NomCom Operating Procedures.</li> <li>2. Possibly change SO Bylaws of non-voting members.</li> </ol>

**Recommendation #10:** Representation on the NomCom should be re-balanced immediately and then be reviewed every five years.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The implementation team shall determine the definition of “rebalancing”.</li> <li>2. “Rebalancing” shall not necessarily include or exclude consideration for increasing or decreasing the size of the NomCom. Rebalancing can be rotational.</li> </ol>

	<ol style="list-style-type: none"> <li>3. “Rebalancing” shall include consideration for the growth and expansion of SO/ACs. Rebalancing may include seat(s) for representation where there is currently no seat.</li> <li>4. The implementation team shall determine the methodology for rebalancing, including defining and soliciting appropriate community input.</li> <li>5. The implementation team shall consider the distinction between intra-SO/AC rebalancing and NomCom rebalancing, and which organization's operating procedures require modification.</li> <li>6. The implementation team shall include, in the rebalancing exercise, examination of the unfilled GAC seat and its future role and status on the NomCom.</li> <li>7. The IPT notes that composition of NomCom and allocation of seats is determined in ICANN Bylaws, Section 8.2. Any changes to that as part of rebalancing will require a change to the ICANN Bylaws.</li> <li>8. The implementation team shall consider that constituencies are created from time to time within ICANN. Re-balancing could include a variety of considerations such as representation from various constituencies, or representation as considered among all component parts of ICANN.</li> </ol>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community - bodies appointing members to the NomCom

<p>Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)</p>	<p>Not applicable: no changes to current volunteer time; FTEs</p>
<p>Expected budget implications once implemented (high, medium, low)</p>	<p>Not applicable</p>
<p>How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)</p>	<p>Medium: A rebalancing might mean that some bodies that appoint members to the NomCom might have fewer seats or might have to be unrepresented on the NomCom in certain years. Getting agreement from all bodies may be challenging.</p>
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>High: Equal representation by all ICANN community bodies on the NomCom is the basis for the committee’s impartial and community-serving work.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Once the implementation team agrees how to ‘rebalance’ the NomCom, all bodies that appoint members to the NomCom need to agree before the changes can be implemented.</p>
<p>What is the anticipated duration of the implementation effort to completion?  Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Medium: ≤ 20 months</p>



<p>Please provide a high-level summary of proposed implementation steps</p>	<ol style="list-style-type: none"><li>1. Gain understanding of current balance and allocation of NomCom membership seats (Section 8.2 ICANN Bylaws).</li><li>2. Reach agreement how the term ‘rebalancing’ is understood in the context of this recommendation, and guidelines/principles by which rebalancing will occur.</li><li>3. Reach agreement on the rebalance should look like. Consider soliciting perspectives from outside of ICANN.</li><li>4. Assure support from the bodies appointing members to the NomCom.</li><li>5. Consider whether the NomCom’s composition/balance should be moved to the NomCom Operating Procedures to avoid the need to change the Bylaws every five years when the balance is reassessed, in line with this recommendation.</li><li>6. Change the ICANN Bylaws to reflect the rebalanced NomCom and/or amend the Bylaws to reflect just the overall number of NomCom members, with the detailed composition determined in the NomCom Operating Procedures.</li><li>7. Noting that NomCom seats are determined in the ICANN Bylaws and that, at time of the development of the current Bylaws, there was, for example, no NPOC or NCUC, the implementation team is encouraged to investigate if it is useful for SO/AC’s to determine internally how to accomplish rebalancing.</li></ol>
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**Recommendation #11:** The senior staff member supporting NomCom should be accountable to and report to the office of the CEO.

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**Independent examiner finding**

The NomCom is highly dependent on ICANN Staff support. There is concern that the NomCom staff is under-resourced, which has affected the functioning of the NomCom.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the issue/finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	1. The IPT may revisit this recommendation to determine additional qualifiers to the recommendation: <ul style="list-style-type: none"> <li>a. NomCom staff shall be accountable to ICANN org, and to NomCom</li> <li>b. feedback shall be given on all staff supporting NomCom, not just the senior staff member</li> </ul>

	<p>c. the specific department and role of the entity to which NomCom staff report shall be named; the reporting structure shall be documented</p> <p>d. guidelines for NomCom feedback on NomCom staff shall be defined</p> <ul style="list-style-type: none"> <li>i. timing of feedback and reporting</li> <li>ii. description of the mechanism for assessing quality of performance</li> <li>iii. details of the process and roles for collection and reporting of feedback to ICANN org</li> </ul> <p>e. consideration of CCWG WS2, Recommendation #7, will be given, with respect to defining and assessing accountability and performance of NomCom staff.</p> <p>CCWG WS2 final report:  <a href="https://www.icann.org/en/system/files/files/ccwg-acct-ws2-final-27mar18-en.pdf">https://www.icann.org/en/system/files/files/ccwg-acct-ws2-final-27mar18-en.pdf</a></p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom); ICANN org (HR, NomCom support)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time: Providing feedback on NomCom support
Expected budget implications once implemented (high, medium, low)	Not applicable
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources,	Medium: Implementation shall not be delayed by implementation of WS2 Recommendation #7.

increased budget, Bylaws changes and other dependencies (easy/medium/hard)	
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	Medium: Consistent and transparent feedback on the support level of ICANN org to the NomCom may help improve the support and lead to a more effectively supported/run NomCom.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Wording of WS2 Recommendation #7 ( <a href="https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en">https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en</a> ), but not necessarily its implementation; to be determined by implementation team, timing of implementation of WS2
What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 30 months
Please provide a high-level summary of proposed implementation steps	Design according to guidelines presented in WS2 Recommendation #7 ( <a href="https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en">https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en</a> )

**Recommendation #12:** NomCom leadership should have input on the NomCom budget and staffing resources.

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**Independent examiner finding**

The NomCom is highly dependent on ICANN Staff support. There is concern that the NomCom staff is under-resourced, which has affected the functioning of the NomCom.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. To prevent the NomCom from being under-resourced, outgoing NomCom leadership, and potentially the Standing Committee (Recommendation #24) will provide input to ICANN org on NomCom budget and staffing resources. To accomplish this, a standing process, and guidelines for annual NomCom input will be established.</li> </ol>

2. NomCom input is defined as timely comments provided on every NomCom-related budget item during ICANN org's annual budget planning phase. This may include requests for resources including additional or modified staffing or other support, tools, funding, re-allocation of funding, or requests for clarification of ICANN org's proposed allocation of funds. ICANN org must provide detailed and timely responses to NomCom input.
3. All input provided by the NomCom to ICANN org must be in line with the NomCom's mission and existing operational procedures, and must adhere to ICANN community transparency and accountability objectives and guidelines.
4. A process and calendar timing are to be established to account for alignment of annual NomCom cycles with ICANN org budget development, and to establish roles and responsibilities of the NomCom--current and/or prior leadership, NomCom Standing Committee (see Recommendation #24), current membership, and/or a NomCom committee--for contributing to the effort to compose and manage input, for agreement/approval of the input, and for NomCom leadership's communications of the input with ICANN org.
5. When formulating the implementation of this recommendation, WS2 Project Cost Support Team documentation (<https://community.icann.org/x/NJbDAw>) should be referenced as needed.
6. Alignment of the delivery of NomCom budget and staffing requirements with the budgeting cycle may present challenges since the budget is finalized by the Board during the fiscal year prior to the NomCom term and prior to the seating of the NomCom leadership team; the NomCom Standing Committee (see Recommendation #24) might be better suited to assume these responsibilities.

Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN staff, ICANN community (NomCom)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time No additional FTEs: ICANN staff should be able to absorb the support of the implementation into its workload.
Expected budget implications once implemented (high, medium, low)	Likely medium: Budgetary implications are subject to the requests submitted.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Easy: Implementation will likely require the creation of a workflow to align ICANN’s budget cycle with a formalized input process for the NomCom. Once the workflow is created, the requests process should be repeatable each year.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	Medium: Greater NomCom effectiveness due to better planned and targeted budgetary requests and, subject to Board approval, budget allocations.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Possibly assess role of the NomCom Standing Committee in providing input into the budgetary process (see Recommendation #24).

<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Short: 0-10 months: Establishing the workflow and creating a NomCom process to provide input into the annual budget process should be achieved relatively quickly.</p> <p>Input in NomCom staffing and budget is to be accomplished according to guidelines documented in Recommendation #7 (“Recommendations to improve staff accountability”) of the CCWG WS2 final report and Annex 7 at <a href="https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en">https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en</a>. If/When the recommendation is implemented, workflow should be adjusted to agree with the implemented recommendation.</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Source workflow of ICANN budget cycle</li> <li>● Source workflow of NomCom annual cycle</li> <li>● Align the two workflows and create a workflow process for when and how the NomCom provides input into the budget, including: <ul style="list-style-type: none"> <li>● Determine role of NomCom Standing Committee in this process</li> <li>● Determine role of the NomCom as a whole in this process</li> <li>● Determine role of the NomCom leadership in this process</li> </ul> </li> <li>● Create a workflow how and when NomCom leadership can provide input in future NomCom staffing and budget decisions, using CCWG WS2 Recommendation #7 as guideline (see <a href="https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en">https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en</a>).</li> </ul>



**Recommendation #13:** 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.

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**Independent examiner 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.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Yes
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The implementation team may expand the recommendation to include other means of addressing the lack of continuity, as well as means intended to build institutional memory and to minimize opportunities for "reinventing the wheel."</li> </ol>

	<p>2. Maintaining the implemented measures shall be a responsibility of the NomCom Standing Committee (See Recommendation #24).</p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom Standing Committee, Recommendation #24)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time: after initial publication, minimal volunteer time to update on an annual basis.
Expected budget implications once implemented (high, medium, low)	Medium: Additional system resources may be required to create document archive.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Easy: Capturing of current progress and creating documentation can be done by implementation team.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved	Medium: More transparency and increased understanding of how the NomCom works may increase acceptance and accountability of its work.

<p>Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Not applicable</p>
<p>What is the anticipated duration of the implementation effort to completion?  Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Short: 0-10 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Capture current NomCom processes by <ul style="list-style-type: none"> <li>○ consulting NomCom Operating Procedures.</li> <li>○ consulting with current and former NomCom members.</li> <li>○ consulting with bodies that appoint members to the NomCom.</li> </ul> </li> <li>● Identify documentation and diagrams to be created, with consideration for use of infographics.</li> <li>● Draw-up documentation and associated diagrams.</li> <li>● If professional services are needed, determine budget and, if it cannot be covered by current budget, make budget request.</li> <li>● Establish a location for preserving documentation, for use by future NomComs.</li> <li>● Publish documentation.</li> <li>● Review and update documentation on an annual basis.</li> </ul>

	<ul style="list-style-type: none"><li>● Create process for assessing the annual recommendations published by each NomCom and determining if external groups and resources are needed for implementation (Standing Committee).</li></ul>
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**Recommendation #14:** Formalize communication between the NomCom and the Board, SOs/ACs, and the PTI Board in order to understand needed competencies and experience.

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	No
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. To provide for sufficient communication annually between the NomCom and ICANN Board, SO/AC's, and PTI Board of the desired skills, experience, and competencies of potential candidates and re-appointments, a process for annual formalized communications will be established.</li> </ol>

2. Implementation of this recommendation will include establishment of guidelines and methodology for the process to ensure that the NomCom receives clear, detailed communication of candidates' desired attributes. Implementation will take into consideration the length of time required to complete the communication process.
3. Details of the formal process may be accomplished by the implementation team or, alternatively, by the NomCom Standing Committee (see Recommendation #24).
4. The process will include communication to the NomCom of current written advice from the Board/SOACs/PTI, followed by a NomCom-composed job description to the Board/SOACs/PTI, and detailed communications about the advice and description including mutual clarity and agreement to prioritization of desired qualities. The process defined will ensure that communications continue until clarity and agreement are achieved prior to engagement of the recruiting firm(s).
5. The process will identify needs and opportunities for real time and face-to-face communications, and who among the NomCom will be responsible for assuring that necessary communications take place, as well as accounting for appropriate documentation and sharing of the outcome of these communications.
6. In consideration of the NomCom's accountability to the ICANN community, the implemented methodology and guidelines will be shared with the community in a way to be determined by the implementation team.
7. If a NomCom Standing Committee is established (see Recommendation #24), the Standing Committee will oversee the process to confirm that the needs of all parties are (or can be) satisfied by the defined process, or if modifications are needed to increase effectiveness and improve outcome.

	8. Include consideration for Recommendation #16 in the process.
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<b>Implementation Details</b>	<b>IPT Response</b>
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community, ICANN Board, NomCom
Anticipated resource requirements (volunteers time, FTEs, tools)	Volunteer time: Including members of all bodies to which the NomCom appoints members, as well as the NomCom and the NomCom Standing Committee (see Recommendation #24).
Expected budget implications once implemented (high, medium, low)	Low: Recommendation is expected to have minimal impact on ICANN’s annual budget.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	<p>Medium: Communication processes and channels between the NomCom and the bodies to which the NomCom appoints members need to be set up.</p> <p>The bodies to which the NomCom appoints members need to establish clear and consistent requirements for candidates prior to the start of each annual NomCom cycle.</p> <p>Depending on implementation details, additional communication channels and processes, e.g., possible face-to-face meetings during the AGMs between the NomCom and the bodies to which the NomCom appoints candidates, might need to be organized.</p>
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved	High: The better the NomCom understands the skills and diversity requirements of the bodies to which it appoints candidates, the better the NomCom can serve the ICANN community by fine-tuning its selection processes.

<p>Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Bodies to which the NomCom appoints candidates need to provide clear and consistent input as to the skill sets and diversity requirements it needs from the NomCom appointees, prior to the start of each annual NomCom cycle.</p>
<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months</p> <p>Medium: ≤ 20 months</p> <p>Long: ≤ 30 months</p>	<p>Medium: ≤ 20 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● A consultation to understand community needs might have to take place first, followed by coordinating discussions among the bodies to which the NomCom appoints candidates, to assure their consistent and transparent communication to the NomCom.</li> <li>● Consider providing a template to each receiving SO/AC and Board to complete, to provide NomCom with its requirements each year, as a starting point to collecting requirements. Development of the template should be in cooperation with receiving bodies intended to use them.</li> <li>● The NomCom selection process needs then to be adapted to best absorb the skill/diversity input it receives annually from the bodies to which it appoints candidates.</li> <li>● A calendar timeline of NomCom activities occurring prior to November seating of the new NomCom should be documented, to include elections of representatives and collecting details on needed competencies and experience for appointments.</li> </ul>



**Recommendation #15:** 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 efforts.

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	The IPT agrees with the spirit of the recommendation with some minor edits (see below).
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Yes
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	<p>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 a <del>the</del> basis for recruiting and evaluation efforts.</p> <p><b>Rationale for change:</b> Although detailed job descriptions are an important and essential component for recruiting and evaluation efforts, they are not the only important and essential component.</p>

<p>IPT comments on the implementation process.</p>	<ol style="list-style-type: none"> <li>1. To provide for sufficient communication annually between the NomCom and ICANN Board, SO/AC's, and PTI Board of the desired skills, experience, and competencies of potential candidates and re-appointments, detailed job descriptions will be published, and will be used, among other inputs, as a basis for recruiting and evaluation efforts.</li> <li>2. Implementation of this recommendation will include a designation of timing (timing in the process, calendar timing) and fora for publication, as well as reference to the context for the publication. Only job descriptions considered finalized will be published. Job descriptions will be published timely.</li> <li>3. The context provided for published job descriptions will be documented and will serve as a reference providing context to all audiences reading any description. The documented context will be posted online and will accompany all job descriptions as a URL link or footnote.</li> <li>4. The text accompanying published job descriptions will address NomCom's independence in modifying descriptions and criteria, NomCom's commitment to accountability to the community, and NomCom's independence in candidate selection and decision-making.</li> <li>5. The NomCom needs to publish a timeline for when advice and feedback is provided by the bodies, so it is available for each incoming NomCom.</li> </ol>
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Implementation Details	IPT Response
<p>Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?</p>	<p>ICANN organization: NomCom, NomCom Standing Committee (see Recommendation #24)</p>

<p>Anticipated resource requirements (volunteers time, FTEs, tools)</p>	<p>Volunteer time</p>
<p>Expected budget implications once implemented (high, medium, low)</p>	<p>Low: Recommendation is expected to have minimal impact on ICANN’s annual budget.</p>
<p>How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)</p>	<p>Easy: Once Recommendation #14 is implemented, establishing a process whereby the bodies to which the NomCom nominates candidates provides the NomCom with its skill and diversity requirements for future nominees, the NomCom can then use that information to publish job descriptions as part of its annual recruitment cycle.</p>
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>High: The more details the NomCom can provide on the requirements for potential candidates, the better candidates it will be able to select and the more effective it can serve the ICANN community.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Implementation of Recommendation #14 should ideally precede the implementation of this recommendation.</p>
<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months</p> <p>Medium: ≤ 20 months</p> <p>Long: ≤ 30 months</p>	<p>Medium: ≤ 20 months; to follow implementation of Recommendation #14.</p>

<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"><li>● Based on the implementation details of Recommendation #14, NomCom<ul style="list-style-type: none"><li>○ receives useful input on skill and diversity requirements from the bodies to which it appoints members and</li><li>○ uses that information to publish its annual job description for open positions.</li></ul></li></ul>
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**Recommendation #16:** Implement and codify a system for providing feedback to the NomCom regarding the contributions and participation of members up for re-appointment by the NomCom.

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**Independent examiner finding:**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. An understanding of existing efforts to collect performance assessment and feedback by receiving bodies should be gained prior to start implementation of this recommendation, to draw on best practices and avoid overlap.</li> </ol>

2. Feedback outside the formal feedback mechanism should be strongly discouraged, as it may result in unbalanced and subjective input.
3. Feedback mechanism will be defined by the implementation team in consultation with the current NomCom and bodies receiving appointees.
4. Feedback mechanism must be voluntary and designed to:
  - Solicit structured and reliable information.
  - Adhere to all relevant privacy and confidentiality policies, which should be addressed in the document and the process
  - Be timely so that NomCom can take the feedback into account for its annual selection cycle.
5. Structured feedback may be garnered by requesting responses from the body for each candidate seeking re-appointment (e.g., “Does your organization support re-appointment of this candidate?”, “Does your organization grant or withhold consent to re-appointment of this candidate?”, using, wherever possible, a scaled response (e.g. 1-5)).
6. When designing the feedback mechanism, the implementation team should provide guidelines as to the weight the NomCom should attribute to the feedback it receives when considering re-appointments to the same or appointments to a different body.
7. As part of the feedback mechanism, candidates seeking NomCom re-appointment should be encouraged to share with the NomCom any applicable form of peer-review. Implementation team should explore whether a peer review midterm or at another point is appropriate or useful, and investigate how to conduct the review, respecting privacy rules.
8. The NomCom Standing Committee (see Recommendation #24), in consultation with the NomCom and the bodies receiving NomCom appointees, should make annual recommendations on how to improve the feedback mechanism.

Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community
Anticipated resource requirements (volunteers time, FTEs, tools)	Volunteer time
Expected budget implications once implemented (high, medium, low)	Low: This recommendation is expected to have minimal impact on ICANN’s annual budget.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Medium: Community consultation, coordination between the bodies to which the NomCom appoints candidates, all need to take place for an effective implementation of this recommendation.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	Medium: The more details the NomCom receives on the performance of candidates seeking re-appointment, the better decisions the NomCom will make and the better it will be able to serve the ICANN community.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	This new process that will provide feedback to the NomCom on candidates seeking reappointment should be integrated with the skill and diversity requests that the NomCom receives.

<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months</p> <p>Medium: ≤ 20 months</p> <p>Long: ≤ 30 months</p>	<p>Medium: ≤ 20 months</p> <p>This should be implemented together with Recommendation #14.</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Establish an understanding of existing efforts to collect performance assessment and feedback by receiving bodies.</li> <li>● Details of the feedback mechanism to be defined by the implementation team in consultation with the current NomCom and bodies receiving appointees.</li> <li>● Integration with the process flow resulting from the implementation of Recommendation #14.</li> </ul>



**Recommendation #17:** Maintain current diversity requirements for NomCom appointees.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The implementation team shall implement as written in the recommendation. Document existing diversity requirements.</li> <li>2. Bodies receiving NomCom appointees are free to tailor their advice to the NomCom to include diversity criteria that they are seeking.</li> </ol>

Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	Not applicable
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Not applicable
Expected budget implications once implemented (high, medium, low)	Not applicable
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Not applicable
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	Not applicable
Activities, if any, on which implementation is dependent, or that are dependent on	Not applicable

implementation of this recommendation	
<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	Not applicable
Please provide a high-level summary of proposed implementation steps	<p>No implementation is required.</p> <p>Bodies receiving NomCom appointees are free to tailor their advice to the NomCom to include diversity criteria that they are seeking.</p>

**Recommendation #18:** Publish a candidate communication schedule and codify a communication process with candidates.

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**Independent examiner finding**

The 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.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. Implementation shall result in a documented, predictable process where expectations of high-level NomCom communications of timelines are public and available to candidates, the community, and the wider public.</li> </ol>

	<p>2. Annual surveys should be conducted of all NomCom applicants to enable continuous improvement of NomCom communications. The Standing Committee shall play a role in these surveys, and consideration of their results.</p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community including NomCom
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	IPT does not anticipate additional volunteer time once schedule is drafted and codified
Expected budget implications once implemented (high, medium, low)	Low: IPT does not anticipate any budgetary implications.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Easy: The candidate schedule should be based on current best practices.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved	Low: Implementation of this recommendation will help set expectation for candidates and provide additional transparency and accountability of the NomCom’s processes.

<p>Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>This could be included into the tool kit (see Recommendation #21) but is not dependent on its inception.</p>
<p>What is the anticipated duration of the implementation effort to completion?  Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Short: 0-10 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Draft candidate communication schedule by consulting <ul style="list-style-type: none"> <li>○ current and former NomCom members.</li> <li>○ current and former NomCom candidates/ appointees (subject to any and all privacy and confidentiality concerns and requirements).</li> </ul> </li>   <li>● Assess NomCom’s workflow and codify/incorporate candidate communication schedule.</li>   <li>● Publish communication schedule and timelines.</li> </ul>

**Recommendation #19:** 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.

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**Independent examiner finding**

NomCom’s 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.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. Additional avenues for better targeting prospective candidates shall be explored, in addition to leveraging the detailed job descriptions and desired competencies and experience. Improvements to the marketing plan shall also:</li> </ol>

	<ul style="list-style-type: none"> <li>a. provide for identifying qualified candidates in underserved and less-developed regions and helping them, where possible, to integrate into ICANN’s SO/AC networks to help them develop relevant skills going forward.</li> <li>b. operate on a longer recruiting cycle, up to 18 months, or on an on-going basis to anticipate needs in future NomCom cycles.</li> </ul> <p>2. The NomCom Standing Committee (see Recommendation #24) shall oversee improvements to the marketing plan and shall provide needed continuity in marketing efforts during the transition period from one NomCom to the next.</p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom, NomCom Standing Committee); ICANN org (NomCom supporting staff); other (independent recruiting firm)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Once implemented, no additional resources should be necessary.
Expected budget implications once implemented (high, medium, low)	Medium: Targeted outreach may require additional funds, if necessary, these should be either absorbed by current budget allocations or by requesting additional funds in future budget requests.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes	Medium: Developing a marketing plan requires in-depth understanding of the recruitment needs of the ICANN Board as well as other bodies to which the NomCom makes appointments; targeting the right candidates may require ongoing refinements.



<p>and other dependencies (easy/medium/hard)</p>	
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>Medium: Benefit of a well-implemented and effective marketing plan will result in the successful recruitment of candidates with needed skills and/or from underrepresented regions.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Implementation of Recommendations #14, #15, #17</p>
<p>What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months</p>	<p>Medium: ≤ 20 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Once Recommendations #14, #15, and #17 are implemented, develop a marketing plan by <ul style="list-style-type: none"> <li>○ consulting with current and former NomCom members.</li> <li>○ consulting with NomCom supporting staff.</li> <li>○ consulting with the recruiting firm(s).</li> <li>○ consulting with the NomCom Standing Committee (if in place; see Recommendation #24).</li> <li>○ consulting within the ICANN community.</li> </ul> </li> <li>● Consider engaging the ICANN community in identifying potential candidates.</li> <li>● Formalize and implement the marketing plan to</li> </ul>

increase outreach.

- Establish a feedback mechanism to measure the success of the marketing plan and provide the Standing Committee (see Recommendation #24) with guidelines on how to assess the success of the plan and ways to modify it if necessary.

**Recommendation #20:** 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.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. Implementation must be sensitive to maintaining independence of the NomCom: Evaluation firm recommendations are not binding on the NomCom. The NomCom must not be limited in choice. The firm’s selections must not bind NomCom to just those choices.</li> </ol>

	<ol style="list-style-type: none"><li>2. Consistency in evaluation of candidates by the evaluation firm should be ensured by NomCom defining the evaluation firm's deliverables and processes, to include<ol style="list-style-type: none"><li>a. a preliminary screen of all Board candidates using consistent data across candidates</li><li>b. the evaluation firm's delivery of blinded assessments to the NomCom that are<ol style="list-style-type: none"><li>i. thorough</li><li>ii. the result of a known process</li><li>iii. consistent across all candidates</li><li>iv. the result of specialized board evaluation for knowledge/skills</li></ol></li><li>c. defining a point in the process where access to all data for all candidates is shared with the NomCom</li></ol></li> <li>3. Consistency in evaluation of candidates shall be supported by NomCom's implementation of measures for input to the evaluation firm intended to result in more equal evaluation by the evaluation firm<ol style="list-style-type: none"><li>a. providing consistent application materials and details across all candidates</li><li>b. providing job descriptions as detailed in Recommendation #15</li><li>c. providing guidance in the form of an agreed upon, documented evaluation process</li><li>d. providing direction in the form of documented expectations/defined deliverables</li></ol></li> <li>4. Consistency in evaluation of candidates shall be supported by NomCom's implementation of measures for input to potential candidates, to ensure applicants provide sufficient detail to allow for equal evaluation<ol style="list-style-type: none"><li>a. publishing NomCom's evaluation process</li><li>b. publishing job descriptions as detailed in Recommendation #15</li></ol></li></ol>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community, ICANN org; other: NomCom’s external evaluation firm(s)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	The details of the blind evaluation process need to be detailed and documented by the firm; IPT does not anticipate additional volunteer work compared to the status quo.
Expected budget implications once implemented (high, medium, low)	Low: IPT expects little or no budget impact since the firm is already budgeted for.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Medium: The exact role of the firm in providing a deep-dive shortlist needs to be determined, as well as its ability to do so without limiting the NomCom’s access to candidate information, and without reducing the applicant pool.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	Medium: Additional work by the firm could free up the NomCom to focus their attention on the most promising candidates.
Activities, if any, on which implementation is dependent, or that are dependent on	Not applicable

<p>implementation of this recommendation</p>	
<p>What is the anticipated duration of the implementation effort to completion?  Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Medium: ≤ 20 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Determine the parameters of the initial screen by the evaluation firm, including steps to prevent: <ul style="list-style-type: none"> <li>○ losing access to candidate data prior to sharing with the NomCom</li> <li>○ limiting the NomCom’s choices of candidates</li> <li>○ making the firm’s recommendation for a short list binding on the NomCom</li> </ul> </li>   <li>● Establish when in the NomCom cycle the short list should be produced to have maximum benefit for the current NomCom</li>   <li>● If necessary, amend the firm's contract going forward to allow for this additional work (ICANN org)</li>   <li>● Establish a feedback mechanism to assess the effectiveness of providing a deep-dive shortlist to the NomCom and adjust the firm's remit for the following year, if necessary (to be maintained by NomCom Standing Committee, see Recommendation #24)</li> </ul>

**Recommendation #21:** 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.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<p>The standardized tool for NomCom’s evaluation and prioritization of candidates should be based on desired competencies and experience as determined annually, and will not replace qualitative assessments of candidates.</p> <p>The IPT notes that ICANN org has selected and is in the process of implementing a tool for managing applications and evaluating candidates. This tool will be implemented for use</p>

by the 2019 NomCom for the application, assessment, and selection phases of work. This tool should be reviewed to confirm it is in line with the following IPT comments:

1. Implementation of this recommendation shall result in the establishment of a framework that will be used as a tool kit at the start of each NomCom cycle for the development of consistent selection criteria based on annual determination of desired competencies and experience, including their weighing and prioritization.
2. A combination of structure (common set of questions for all interviews) and flexibility (interviewer ability to ask questions specific to each interviewee) is ideal. The structure should not be constraining.
3. Implementation of this recommendation shall include mechanisms to ensure annual NomCom accountability and predictability, including direction to annual NomCom's to solicit input from receiving bodies on weighing and prioritization of competencies and experience (see Recommendation #16), the development of job descriptions (see Recommendation #15), interview methodology, as well as other aspects of the evaluation process.
4. The framework developed shall be informed by industry best practices and research-based sources including, potentially, custom professional advice. The framework shall contribute to the objective of reducing variance in candidates' recruitment and evaluation experience, and to the objective of eliminating the need for each NomCom to form its processes from scratch.
5. The NomCom Standing Committee (see Recommendation #24) shall be responsible for ownership of the framework, and shall perform regular reviews of it to determine its effectiveness, and to determine and implement any improvements needed.



Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom, NomCom Standing Committee), ICANN org (NomCom supporting staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time: NomCom Standing Committee; IPT does not anticipate additional FTEs being necessary for ICANN org to support this recommendation once implemented
Expected budget implications once implemented (high, medium, low)	Medium: recommendation aims to standardize/formalize information sharing between different NomCom's- IPT does not anticipates any budgetary implications.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Hard: The implementation will include the creation of a comprehensive tool kit that is shared between NomCom's to help standardize processes--input from current and former NomCom members and other community members is required. A means for capturing and documenting details of the tool kit shall be devised. The role of NomCom Standing Committee in maintaining and updating the toolkit needs to be established.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	High: Capturing information and standardizing processes across different NomCom's will further increase the effectiveness and efficiency of the NomCom.
Activities, if any, on which implementation is dependent, or	A clear understanding what processes need to be captured in the toolkit

<p>that are dependent on implementation of this recommendation</p>	<p>Establishment of the NomCom Standing Committee</p>
<p>What is the anticipated duration of the implementation effort to completion?  Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Long: ≤ 30 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Determine what process information, and other relevant data, needs to be captured in the toolkit by: <ul style="list-style-type: none"> <li>○ Consulting current and former NomCom members</li> <li>○ Consulting those bodies that appoint members to the NomCom</li> <li>○ Consulting with NomCom support staff</li> <li>○ Consulting with other sources to determine industry best practices, potentially with the help of ICANN HR</li> </ul> </li> <li>● Determine the role of the NomCom Standing Committee (see Recommendation #24) in drafting, maintaining, and updating the tool kit once created</li> <li>● Draft the tool kit and solicit support for its content with current and former NomCom members, NomCom supporting staff</li> <li>● Assure that the tool kit information is shared in a timely manner with the incoming NomCom and overall community.</li> </ul>

**Recommendation #22:** 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.

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**Independent examiner finding**

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

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The objective of this recommendation is to “professionalize” the NomCom process.</li> <li>2. A framework for interview questions and interviewer evaluation shall be established for use by each year’s NomCom to provide a consistent candidate experience across interviews, and consistent evaluation across interviewers.</li> </ol>

	<p>3. A combination of structure (common set of questions for all interviews) and flexibility (interviewer ability to ask questions specific to each interviewee) is ideal. The structure should not be constraining.</p> <p>4. The results of implementation of this recommendation shall be incorporated into the standardized tool kit (see Recommendation #21).</p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom, NomCom Standing Committee); ICANN org (NomCom supporting staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	IPT does not anticipate any additional resource requirements outside of the NomCom Standing Committee.
Expected budget implications once implemented (high, medium, low)	Low: IPT does not anticipate additional budget requirements.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Medium: Once the tool kit is designed (see Recommendation #21), the implementation of this recommendation will become part of it.

<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>High: Increased consistency between different NomCom's may lead to more transparent and consistent recruitment efforts and should result in the selection of better candidates by the NomCom.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Recommendation #21: This will become part of the tool kit.</p>
<p>What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months</p>	<p>Long: ≤ 30 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Capture what questions and evaluation tools are currently being used by the NomCom.</li> <li>● Establish which questions and tools should be used by every NomCom and thus be Included into the toolkit by consulting: <ul style="list-style-type: none"> <li>○ Current and former NomCom members</li> <li>○ Current and former NomCom appointees</li> <li>○ NomCom supporting staff</li> <li>○ External firm(s)</li> </ul> </li> <li>● Once finalized, integrate these questions and tools into the tool kit (see Recommendation #21)</li> <li>● Instruct the NomCom Standing Committee (see Recommendation #24) to review these questions and tools annually as part of their maintenance of the toolkit.</li> </ul>

**Recommendation #23:** The NomCom should publish additional data on the candidate pool and the recruiting source of candidates.

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**Independent examiner 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.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The additional data provided shall recognize confidentiality, and the balance between confidentiality and transparency. No personally identifiable data shall be included.</li> </ol>

2. The implementation team shall determine the additional data to be provided, in consultation with the ICANN community, with the ICANN Board, and with consideration of reliable data that the NomCom is reasonably able to obtain. In addition to "recruiting source," consideration shall be given to also providing:
  - a. Geographic distribution of candidates
  - b. Geographic range of marketing efforts
  - c. Specialty/Background matching stated needs
  - d. Recruiting source
  - e. Data that can be used to assist in evaluating performance of the recruiting firm(s)
  - f. Data that can be used to assist in evaluating performance of the marketing plan
  - g. Additional data, as determined by the implementation team
3. The implementation team shall account for the tendency of recruiting firms to focus on quantity of candidates above quality of candidates, and the NomCom's desire for high-quality candidates.
4. The implementation team shall determine what data to provide on all successful candidates as well as the entire candidate pool.
5. The implementation team shall refer to any applicable guidelines from ATRT2:  
<https://www.icann.org/en/system/files/files/final-recommendations-31dec13-en.pdf>
6. Once determined, the implementation team shall codify the expectation of data, for use by all future NomCom's, and for consistency across years in reporting to the ICANN community and ICANN Board. The NomCom Standing Committee (see Recommendation #24) shall oversee this process to maintain consistency across years.

Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom); ICANN org (NomCom supporting staff)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	IPT does not anticipate the requirement for additional resources outside of the NomCom Standing Committee.
Expected budget implications once implemented (high, medium, low)	Low: IPT does not anticipate additional budget implications.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Easy: Some additional data may have to be gathered and what information is being published may be refined over the duration of several NomCom cycles.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	Medium: Providing additional, non-sensitive data, on processes and candidates will further increase the NomCom's transparency and accountability.



<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Not applicable</p>
<p>What is the anticipated duration of the implementation effort to completion?  Short: 0-10 months  Medium: ≤ 20 months  Long: ≤ 30 months</p>	<p>Short: 0-10 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Establish what data has been published over the past three to five years.</li> <li>● Determine what additional data is either available or should be captured going forward - noting that no data captured should be subject to privacy concerns nor confidentiality requirements.</li> <li>● Publish new data sets going forward and assure that the same data is published each year (, subject to agreed-upon refinements).</li> <li>● Empower the NomCom Standing Committee to assess whether more or less data ought to be published going forward.</li> </ul>

**Recommendation #24:** 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.

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**Independent examiner finding:** The NomCom is highly dependent on ICANN Staff support. There is concern that the NomCom staff is under-resourced, which has affected the functioning of the NomCom.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	The IPT agrees with the spirit of the recommendation with some minor edits (see below).
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Yes
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	<p>An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomCom’s, and in particular, to <del>suggest</del> <b>recommend</b> and assist in implementing <del>changes</del> <b>improvements</b> to NomCom <del>operations</del> <b>processes</b>.</p> <p><b>Rationale for change:</b> To reflect the intended weight of the body’s output, and to reflect the body’s specific focus on improvements.</p>
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>The NomCom Standing Committee recommended to be formed will serve in an advisory/community feedback role, including but not limited to:</li> </ol>

	<ul style="list-style-type: none"> <li>i. Defining/improving relevant training for NomCom members.</li> <li>ii. Suggesting improvements to annual processes (recruiting, assessment, selection).</li> <li>iii. Assessing performance of the NomCom’s recruiting vendor.</li> <li>iv. Recommending and overseeing improvements to the NomCom’s communication channels, including its wiki pages.</li> <li>v. Providing support/solution to the NomCom in case of difficulties/conflicts</li> <li>vi. Assisting the NomCom by providing input into budget and staffing issues (see Recommendation #12).</li> <li>vii. Assisting in the communication between the NomCom and the Board, SO/ACs, and the PTI Board to improve the NomCom’s understanding of needed skills and experiences (see Recommendation #14).</li> <li>viii. Contributing to the annual feedback mechanism between different NomCom’s as well as between the NomCom and the bodies receiving NomCom appointees (see Recommendation #16).</li> </ul> <ol style="list-style-type: none"> <li>2. When establishing this body, the independent examiner’s final report should be referenced for the body’s scope of empowerment and responsibilities.</li> <li>3. The body will not participate in any way in the annual recruitment, evaluation or selection of candidates.</li> <li>4. The body shall not cause delays or distractions to the work of the NomCom.</li> <li>5. When interacting with the NomCom, the body shall give deference to NomCom members’ obligations and the NomCom’s timelines.</li> <li>6. The size and composition of the NomCom Standing Committee will be determined by the implementation team. A public comment shall be used for finalizing the composition and competencies of this body.</li> </ol>
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	7. A subset of the Implementation Team could serve as a bridge until the Standing Committee is seated.
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community, IPT
Anticipated resource requirements (volunteers time, FTEs, tools)	Volunteer time: No additional FTEs: ICANN staff should be able to absorb the support of the implementation into its workload.
Expected budget implications once implemented (high, medium, low)	Likely medium: Budgetary implications are subject to the requests submitted; funding requests for the operation of the NomCom Standing Committee could made by the community.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Hard: Determinations of the size, composition, length of terms, and competences of the NomCom Standing Committee are all subject to community input and may require several rounds of public consultation and/or public comment. The integration of the NomCom Standing Committee’s work with the annual cycle of the NomCom will also be crucial to assure maximum support of the NomCom’s work while minimizing any detrimental impact on the NomCom’s timing and general work progress.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom	High: The NomCom Standing Committee will anchor institutional memory and support the NomCom’s work in the long-run through a community-led effort.

<p>accountability and transparency, etc. (high, medium, low)</p>	
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Community support for the size, composition, length of terms, and competences of the NomCom Standing Committee.</p>
<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months</p> <p>Medium: ≤ 20 months</p> <p>Long: ≤ 30 months</p>	<p>Long: ≤ 30 months: determining the parameters of the NomCom Standing Committee in terms of composition and function will require community consultation and public comments - all of this will take considerable time to make sure the Committee, once established, operates effectively, and is supported in its efforts by the community and by the NomCom itself.</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Determine size, composition, length of terms of its members, competences, and any other relevant factors related to the NomCom Standing Committee.</li> <li>● Determine logistics surrounding the operating of the NomCom Standing Committee such as: where and how frequently it should meet, by which rules it should operate, and other formation principles.</li> <li>● Determine how the NomCom Standing Committee's work will best integrate with the NomCom's annual cycle.</li> <li>● Gather community input throughout this process.</li> <li>● Assure community support for the final proposal via public comment.</li> <li>● Start the process of member selection (e.g., call for volunteers, SO/AC nomination, etc.) and, once completed, constitute the NomCom Standing Committee.</li> </ul>

**Recommendation #25:** Inform assessments of the NomCom by assessing the performance of the Board.

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**Independent examiner finding:** Not applicable (no finding is associated with this recommendation)

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	IPT agrees with the spirit of the recommendation with some minor edits (see below).
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Yes
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	<p><b>Improve</b> <del>Inform assessments of the NomCom selection decisions by assessing the performance and needs of all bodies receiving NomCom appointees. the Board.</del></p> <p><b>Rationale for change:</b> Expand recommendation to cover all bodies receiving NomCom appointees, and to focus on making improvements.</p>
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The implementation should provide a permanent solution as to how the NomCom can obtain a better understanding of the required skills for new candidates of the Board as well as of all other bodies receiving NomCom appointments.</li> <li>2. Bodies receiving NomCom appointees should provide the NomCom with timely details of their overall performance</li> </ol>

	<p>(without singling-out individuals) and skill requirements for new appointees.</p> <p>3. Expectations of a first-year appointee should be documented and made publicly available.</p> <p>4. The IPT believes that this could be achieved via:</p> <ul style="list-style-type: none"> <li>● Determining how the NomCom can obtain annual performance assessments of its nominees, as well as what, if any, skill gaps exist within the bodies receiving NomCom appointments.</li> <li>● An assessment of whether the BoardSource “Board Self-Assessment Tool” (BSA), as suggested in the final report, should be performed.</li> <li>● NomCom should also be encouraged to consult relevant industry sources when making its appointments, such as “Building a Great Board,”(at <a href="https://boardleadership.kpmg.us/relevant-topics/articles/2016/05/building-a-great-board.html">https://boardleadership.kpmg.us/relevant-topics/articles/2016/05/building-a-great-board.html</a>).</li> <li>● The Standing Committee could conduct surveys of the various bodies as part of this assessment.</li> </ul> <p>5. All assessments and other relevant information shall be subject to the relevant privacy and confidentiality requirements.</p> <p>6. The NomCom will need to communicate the deadlines for sending feedback to the NomCom each year.</p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN	ICANN community

community, ICANN Board, ICANN organization, other?	
Anticipated resource requirements (volunteers time, FTEs, tools)	Volunteer time: No additional FTEs: ICANN staff should be able to absorb the support of the implementation into its workload.
Expected budget implications once implemented (high, medium, low)	Low: Implementation is unlikely to have any significant budgetary implications.
How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)	Hard: Implementation will require different groups within the ICANN community to provide consistent and transparent information to the NomCom and the wider public while maintaining all relevant confidentiality requirements. Such inter-community coordination will require substantial community input and, potentially, a public comment period to ascertain community support.
How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)	High: The more details the community and the bodies that receive NomCom appointees can provide on the requirements for potential candidates, the better the NomCom will be able to select optimal candidates and the more effectively the NomCom can serve the ICANN community.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	This recommendation should be implemented in conjunction with Recommendations #14, 15, 16.
What is the anticipated duration of the implementation effort to completion? Short: 0-10 months	Medium: ≤ 20 months



<p>Medium: ≤ 20 months</p> <p>Long: ≤ 30 months</p>	
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● The implementation team should consider alignment with and leveraging of the review work coordinated through the ICANN Board Governance Committee.</li> <li>● Determine how the NomCom can obtain annual performance assessments of its nominees, and how the quality of NomCom appointees could be improved (if applicable).</li> <li>● An assessment of whether the BoardSource “Board Self-Assessment Tool” (BSA), as suggested in the final report, should be implemented, and if so, how.</li> <li>● Determine how the NomCom could consult relevant industry when making its appointments, such as “Building a Great Board,” (at <a href="https://boardleadership.kpmg.us/relevant-topics/articles/2016/05/building-a-great-board.html">https://boardleadership.kpmg.us/relevant-topics/articles/2016/05/building-a-great-board.html</a>).</li> <li>● Determine if the NomCom Standing Committee (see Recommendation #24) has a role to play in this process.</li> <li>● Assure community support for the final implementation proposal through consultation.</li> </ul>

**Recommendation #26:** ICANN should investigate advancing its nominations process into a Leadership Development function.

**Independent examiner finding**

Not applicable (no finding is associated with this recommendation)

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	Yes
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Not applicable
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	Not applicable
IPT comments on the implementation process.	<ol style="list-style-type: none"> <li>1. The implementation team shall conduct an investigation into the feasibility of developing and incorporating a Leadership Development function into the NomCom's nominations process, for offering to non-appointed candidates.</li> <li>2. The implementation team's investigation shall include feasibility of the following:               <ol style="list-style-type: none"> <li>a. identifying candidates who, if not appointed, have potential for future appointment, and</li> </ol> </li> </ol>

	<p>who have an ongoing interest in ICANN, and an interest in leadership development opportunities.</p> <ul style="list-style-type: none"> <li>b. identifying methods and opportunities for providing leadership development, especially in underserved areas.</li> <li>c. establishing steps in the annual recruitment and evaluation process to provide awareness to candidates of volunteer and development opportunities available within ICANN should they not be selected for appointment.</li> <li>d. explore referrals to the Fellowship process</li> <li>e. Identifying SOs and ACs with mentorship opportunities.</li> </ul> <p>3. The implementation team shall work with the ICANN community in its investigation, to arrive at an optimal solution.</p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community (NomCom, and at least those bodies to which the NomCom makes appointments)
Anticipated resource requirements for the implementation (volunteers time, FTEs, tools)	Volunteer time: Developing a leadership development function may require additional volunteer time once in place; ICANN org FTEs: Depending on the scope it may also require additional FTEs.
Expected budget implications once implemented (high, medium, low)	Low: Depending on the exact functioning of the leadership development function, the IPT does not anticipate the need for a significant amount of funds be required.

<p>How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)</p>	<p>Hard: Determining what the leadership development function should look like and making it an effective tool supporting future NomCom recruitment cycles may require extensive community consultation and procedural fine-tuning.</p>
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>Medium: Depending on the design of the leadership development function, it may lead to establishing a larger pool of well-prepared ICANN community leaders.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Not applicable</p>
<p>What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months</p>	<p>Long: ≤ 30 months</p>
<p>Please provide a high-level summary of proposed implementation steps</p>	<ul style="list-style-type: none"> <li>● Define what the leadership development function should achieve by consulting with: <ul style="list-style-type: none"> <li>○ current and former NomCom members.</li> <li>○ current and former NomCom appointees-subject to any and all confidentiality requirements.</li> <li>○ NomCom supporting staff.</li> </ul> </li>   <li>● Design leadership development function by consulting</li> </ul>

with:

- current and former NomCom members.
- current and former NomCom appointees-  
subject to any and all confidentiality  
requirements.
- NomCom supporting staff.
- other ICANN and outside resources, as  
applicable.

- Implement leadership development function by  
integrating it into the annual NomCom cycle.
- There is likely some tie-in with the leadership  
academies that the community has developed with  
ICANN support, so it would be helpful to consider if  
this is only an ICANN-driven obligation or a broader  
conversation among the community about how to  
build leadership capabilities into the ICANN  
community.

**Recommendation #27:** Provide clarity on desire for independent directors and designate three specific seats for “Independent Directors.”

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**Independent examiner finding:** The NomCom is highly dependent on ICANN Staff support. There is concern that the NomCom staff is under-resourced, which has affected the functioning of the NomCom.

IPT Consensus Level for Assessment and Implementation Details: Full IPT consensus

Feasibility Assessment	IPT Response
Does the IPT agree with the finding?	Yes
Does the IPT agree with the recommendation?	The IPT agrees with the spirit of the recommendation with some minor edits (see below).
If the IPT does not support the independent examiner’s final recommendation, please provide rationale in comments column.	Not applicable
Does the IPT suggest a revised recommendation?	Yes
If the IPT suggest a revised recommendation, please state the suggested revised recommendation along with supporting rationale in comments column.	<p>Provide clarity on desire for <b>and definition of “independent directors”</b>. <b>Upon clarification of desire and definition, determine the number of specific seats for “independent directors”</b>. <del>and designate three specific seats for “Independent Directors.”</del></p> <p><b>Rationale for change:</b> Wording changes and additions reflect the IPT’s recognition of the need to proceed thoughtfully and with community consultation.</p>
IPT comments on the implementation process.	<p>1. The implementation process should start by clearly defining the term ‘independent’ in the context of ‘independent directors’. In doing so, the following IPT suggestion shall be taken into consideration:</p>

	<ul style="list-style-type: none"> <li>a. IPT’s guidance for definition of “independent”: <ul style="list-style-type: none"> <li>i. Corporate boards/corporate governance guidelines <ul style="list-style-type: none"> <li>1. not a customer, supplier, or shareholder to the entity</li> <li>2. no financial interest</li> </ul> </li> <li>ii. Applicable ICANN community guidelines/definitions</li> <li>iii. ICANN Legal department</li> <li>iv. California law, although the definition is very narrow</li> </ul> </li> <li>b. Definition should state the difference between an independent director and a representational director, i.e. a SO/AC-appointed director who is generally a (current or former) member of the appointing SO/AC.</li> <li>c. Independent directors should have appropriate governance experience/knowledge and bring a fresh, outside perspective.</li> <li>d. Definition should address desired candidates’ prior activity level in ICANN’s policy development, membership in a constituency, relationship with the ICANN org structure, and/or a certain number of ICANN meetings attended.</li> </ul> <p>2. ICANN community should be consulted via public comment to agree on the desire for the exact number of independent directors.</p>
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Implementation Details	IPT Response
Who will implement the recommendation: ICANN community, ICANN Board, ICANN organization, other?	ICANN community, ICANN Board

<p>Anticipated resource requirements (volunteers time, FTEs, tools)</p>	<p>Volunteer time: Including members of all bodies to which the NomCom appoints members.</p>
<p>Expected budget implications once implemented (high, medium, low)</p>	<p>Low: Recommendation is expected to have minimal impact on ICANN’s annual budget.</p>
<p>How would you rate the potential ease of implementation for this recommendation? Please consider the impact on needed resources, increased budget, Bylaws changes and other dependencies (easy/medium/hard)</p>	<p>Medium: Determining a definition of and desire for “independent directors” may require intensive inter-community discussions and may require several rounds of community consultations and/or public comment.</p>
<p>How would you assess the potential benefit of the implementation of this recommendation for ICANN as a whole? Please consider: improved Board Governance, more efficient process, greater NomCom accountability and transparency, etc. (high, medium, low)</p>	<p>Low/Medium: The impact will likely depend on the exact definition of “independent directors” and how this definition will lead to different (improved) NomCom appointments compared to the status quo.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Not applicable</p>
<p>What is the anticipated duration of the implementation effort to completion?</p> <p>Short: 0-10 months</p> <p>Medium: ≤ 20 months</p> <p>Long: ≤ 30 months</p>	<p>Short: 0-10 months</p>



Please provide a high-level summary of proposed implementation steps

- Define “independent directors”, based on community input and/or other expertise.
- Determine community desire for “independent directors”, including how they would differ from current NomCom appointees.
- Ascertain community support for “independent directors,” as well as the number desired.
- NomCom to integrate the appointment of “independent directors” into its annual work cycle.
- A revision to the NomCom Bylaws will be required for implementation of this recommendation.