

# ICANN 2016 NOMINATING COMMITTEE

## FINAL REPORT

Presented to the ICANN community during ICANN #57 in Hyderabad, India

## Executive Summary

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Figure 1. The 2016 Nominating Committee (missing from photo: Bill Drake)

The 2016 Nominating Committee (hereafter "NomCom2016") received a total of 105 completed Statements of Interest (SOI) / applications for consideration for key leadership roles to be determined and appointed in 2016 to serve in the available ICANN leadership positions.

For reference, in 2015, the Nominating Committee had received 81 completed SOIs.

From this year's candidate pool, NomCom2016 selected 7 persons to fill the following positions:

- Three members of the ICANN Board of Directors
- Two At-Large Advisory Committee (ALAC) members (one each from Europe and North America)
- One member of the Council of the Generic Names Supporting Organization (GNSO)
- One member of the Council of the Country Code Names Supporting Organization (ccNSO)

NomCom2016 continued to adhere to the policy of balance between confidentiality and transparency established by previous Nominating Committees since 2013.

As last year, the Nominating Committee continued to look to the motto, "process is open, data is secret", as the guiding principle for its work. By striving for maximum transparency in its processes, NomCom2016 looked to grow awareness of its application process from as wide a pool of potential applicants as possible. At the same time, data on candidates must remain secret in the interest of both the candidates themselves and the quality of the final slate of selectees. If candidates are not able to put themselves through the NomCom process in a manner which is completely confidential, they may decide not to apply at all...

NomCom2016 also dug ever deeper into planning for its current and upcoming cycles. That each NomCom is designed not to pass any of its institutional memory to the next is becoming more and more untenable as far as this NomCom is concerned. Parameters such as budget, external vendors, selection procedures and even relationships with other ICANN bodies should be managed based on past experience to facilitate continuous improvement. It is NomCom2016's hope that the ICANN Bylaw-mandated review process which got underway just as the committee was winding down its cycle will address such shortcomings.

This report is a chronological account of the five phases of the work cycle of the 2016 Nominating Committee.

Stéphane Van Gelder  
2016 Nominating Committee Chair

## NomCom 2016's Mission

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NomCom2016 was tasked with selecting individuals to fill the following ICANN leadership positions:

- Three members of the ICANN Board of Directors
- Two At-Large Advisory Committee (ALAC) members (one each from Europe and North America)
- One member of the Council of the Generic Names Supporting Organization (GNSO)
- One member of the Council of the Country Code Names Supporting Organization (ccNSO)

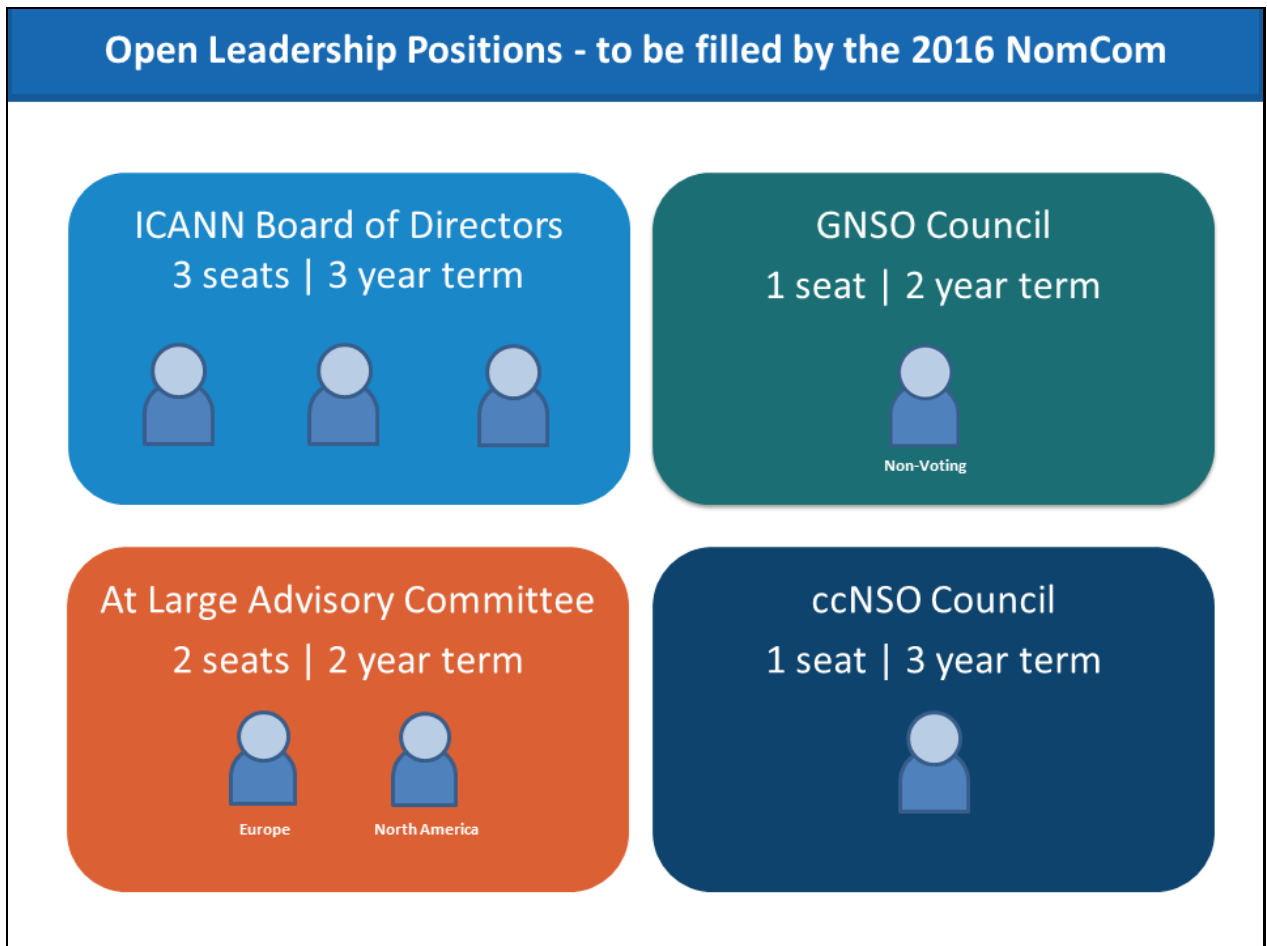


Figure 2. Open leadership positions in 2016

ICANN's Bylaws state that there cannot be more than 5 Directors from countries of one of ICANN's Geographic Regions. The Board has to include at least one Director who is from a country in each ICANN Geographic Region. The graph below shows the composition (voting Directors only) of the Board in regional and gender terms in 2015, at the time NomCom2016 began working.

# 2015 ICANN Board – Geographic Diversity\*

Oct 2015 – Oct 2016

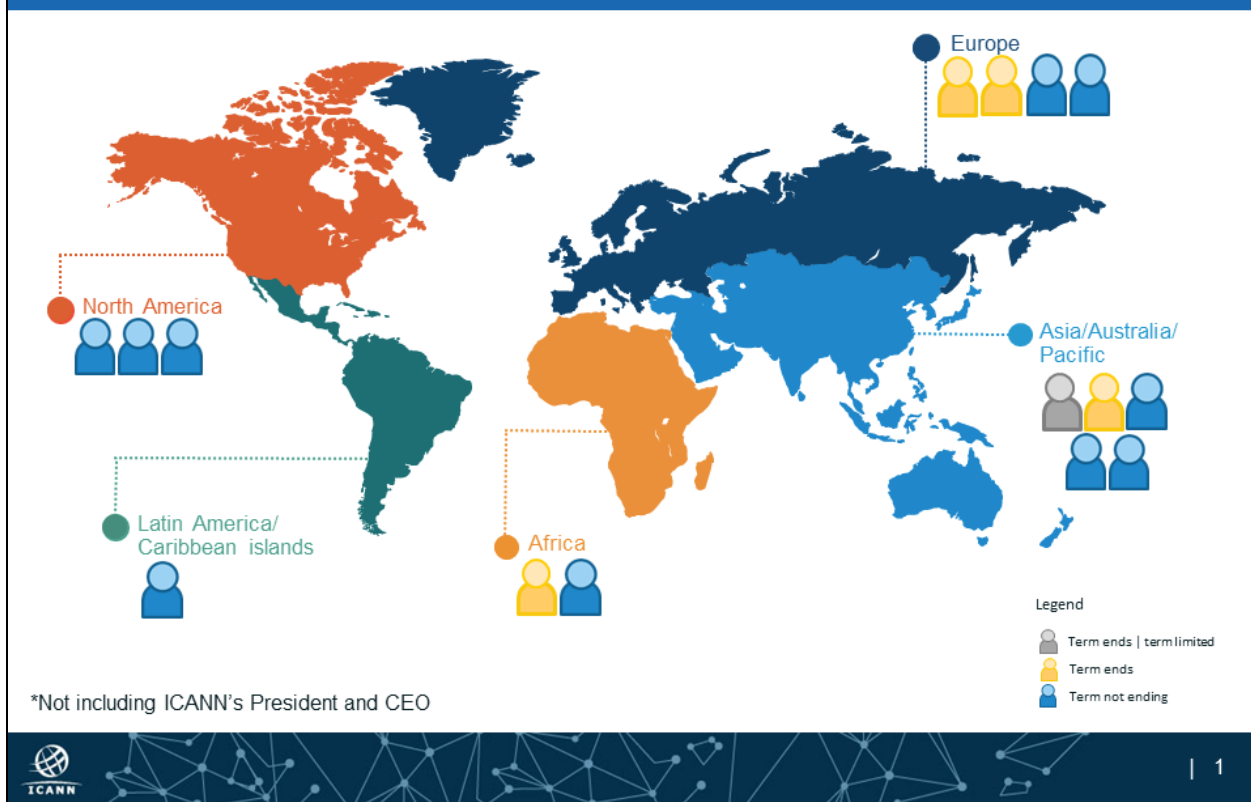


Figure 3. 2016 ICANN Board distribution

## NomCom Core Objectives

Identify, recruit and select the highest-quality nominees for the positions the NomCom is charged to fill.

Advance ICANN's core mission and values. (See Bylaws Article I, Sections 1 and 2 at <https://www.icann.org/resources/pages/governance/bylaws-en/#I-1> and <https://www.icann.org/resources/pages/governance/bylaws-en/#I-2>).

Act with trust and respect towards all members of the NomCom.

Pursue diversity in the selections regarding geography, culture, skills, experience, gender and perspectives from across the global Internet community.

Meet the expectations of the Internet community by acting with fairness and integrity, and by providing transparency of objectives, criteria, procedures, and mechanisms for receiving input, while

respecting candidates' privacy and maintaining the confidentiality that is necessary to assure open and frank communications within NomCom

## NomCom2016 Membership

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### Leadership Team (Non-Voting)

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Chair (chosen by the Board): Stéphane Van Gelder; Chair Elect (chosen by the Board to prepare for the Chairmanship of the 2017 NomCom): Hans Petter Holen; Associate Chair (chosen by the Chair): Wolfgang Kleinwächter

### Committee Members

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Voting members: Thomas Barrett (GNSO/Registrars SG), Steve Coates (GNSO/CBUC-Large), Eduardo Diaz (ALAC-NA), William Drake (GNSO/NCUC), Hartmut Glaser (ASO-AC), Zahid Jamil (GNSO/CBUC-Small), Dave Kissoondoyal (ALAC-AF), Yrjo Lansipuro (ALAC-EU), Sylvia Herlein Leite (ALAC-LAC), Osvaldo Novoa (GNSO/ISPCP), Amir Qayyum (ALAC-AP), Jörg Schweiger (ccNSO), Ellen Shankman (GNSO-IPC)\*, Ken Stubbs (GNSO/Registries SG) and Tim Wicinski (IAB for IETF).

Non-voting members: Alejandro Acosta (RSSAC), Mark Seiden (SSAC).

\*Due to external circumstances, Ellen was unable to complete her term. The IPC chose Damon Ashcraft as its representative to see out the 2016 Nominating Committee cycle.

For additional information on Nominating Committee members, click here or got to:  
<https://www.icann.org/resources/pages/nomcom2016-members-2016-02-18-en>

### ICANN Staff support

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Joette Youkhanna and Jia-Juh Kimoto

# NomCom2016 Timeline

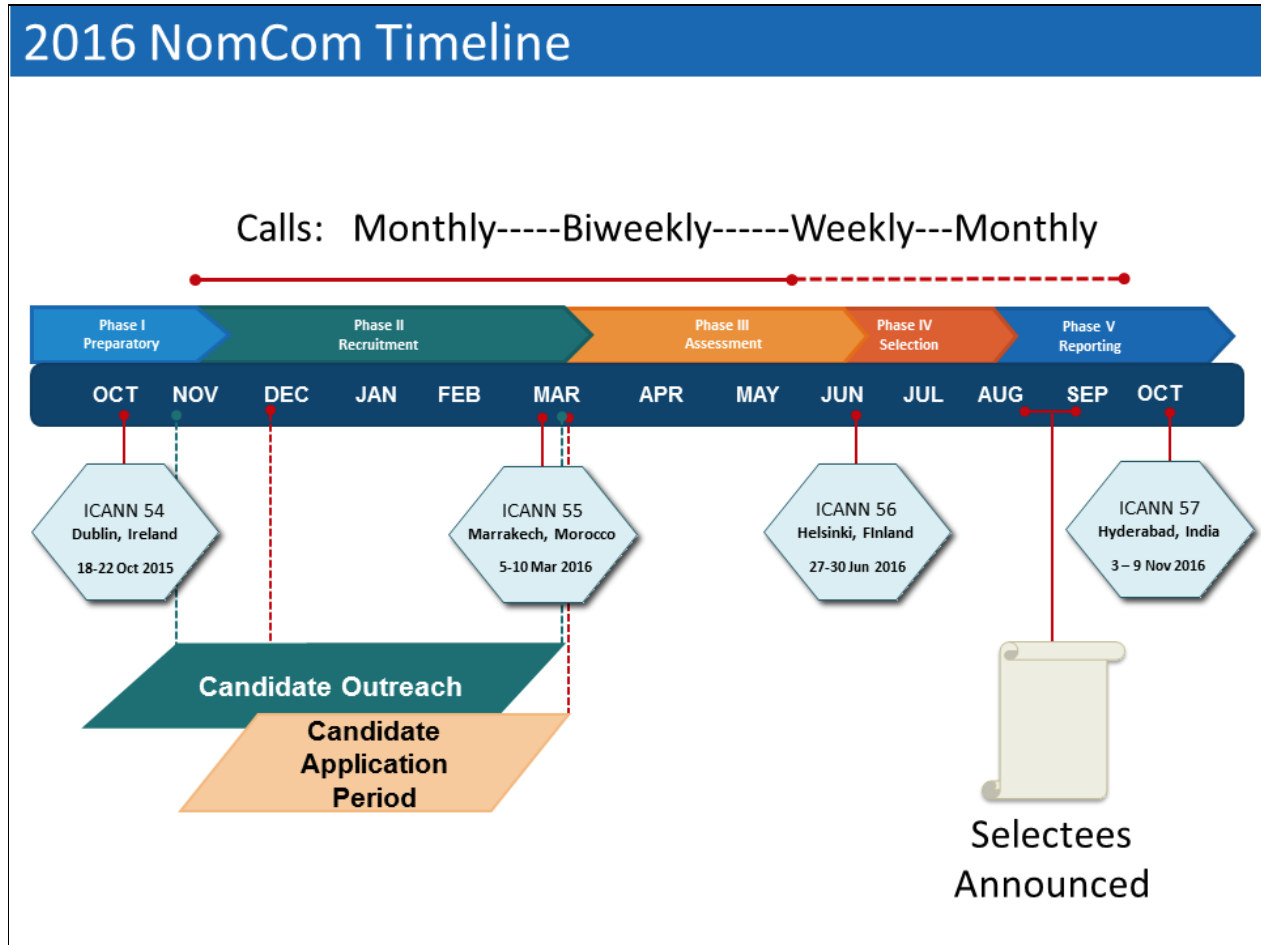


Figure 4. 2016 Timeline

The work cycle of NomCom2016 consisted of the following five (5) phases:

## Phase 1: Preparatory

- Kick-Off meeting in Dublin, Ireland; 18 – 22 October 2015

## Phase 2: Outreach and recruitment

- Opening of NomCom Application Period; 17 December 2016
- Deadline for Full Consideration by NomCom; 20 March 2016

### Phase 3: Assessment

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- Review and Evaluation; end of March to June 2016

### Phase 4: Selection

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- Face-to-Face Meeting and Selection; 26 June to 2 July 2016 (during ICANN #56) in Helsinki, Finland.
- Results Announced to Secretary; July 2016

### Phase 5: Reporting

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- Public Meeting held for reporting to the community during the Hyderabad Meeting 3 – 9 November 2016
- Selected candidates take their positions at the conclusion of the Annual General Meeting (ICANN #57) in Hyderabad, India



## NomCom2016 Work Phases in Detail

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### Phase I: Preparatory

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#### Kick-off Meeting

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NomCom2016 held its kick-off meeting in Dublin, Ireland, in October 2015, after ICANN54.

#### Meeting with the Board and ICANN General Counsel

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At its face-to-face meeting in Dublin, the Nominating Committee met with John Jeffrey, the General Counsel and Secretary of ICANN, who explained the duties of Board Directors, and Steve Crocker, the Chair of ICANN Board, who briefed the NomCom on how the Board works and what skills its members require.

These skills were published on the NomCom website:

<https://www.icann.org/en/system/files/files/nomcom-board-skills-advice-19oct15-en.pdf>

The 2016 NomCom reviewed the procedures of its predecessors and made a number of decisions:

- non-voting SSAC and RSSAC liaisons can participate in all deliberations of the NomCom, including straw polls, with the exception of the final vote on the slate of selectees;
- quorum is nine (9) voting members – as long as this number is reached at any meeting (face-to-face or teleconference), any absentee NomCom member accepts any majority decision during said meeting.
- while making its final selections, the NomCom also prepares for the possibility of unexpected inability of selectees to serve. Alternates will be selected, but will not be informed of this unless it becomes necessary to call upon them.
- outside assistance for recruitment and evaluation of candidates will be used.

The NomCom also confirmed that it would follow the practice of 2015 NomCom in having a “whistle-blower e-mail” for signalling any possible misconduct, and assenting to 360 degree reviews of both the Leadership Team and members, with results published on NomCom’s website.

#### Advice from the Board Governance Committee (BGC)

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NomCom16 continued to maintain very close communication channels with ICANN's Board Governance Committee, the Board committee in charge of selecting a NomCom's Chair and Chair-Elect. Teleconferences or face-to-face meetings were held.

Issues discussed included alternate paths to the membership of the Board, i.e. how to deal with people who apply through the NomCom for ICANN Leadership positions that they could also seek through their own ICANN community groups such as Supporting Organisations or Advisory Committees.

Ensuring the continued presence of certain skills on the Board was also a discussion point. NomCom16 was keen on getting a concise summary of the skill sets the Board felt it currently had to gain a clearer overall context in which to make their final selections.

There was a discussion on what constitutes conflict of interest (CoI) for a member of the Board and how the NomCom should take that into account. The message from the BGC was the NomCom should select the best candidates and let the Board worry about CoI when such situations arise. However, the overall guidance given in the Bylaws, notably Art. VI, Sec 3.1 should always be kept in mind.<sup>1</sup>

The time commitment necessary for members of the Board was also discussed. There was a consensus that the official guideline of 20 hours/week is too low, and that Board members should be prepared to double the time commitment in order to be effective. In other words, combining service on the ICANN Board and having a life elsewhere – professional or private – is becoming increasingly difficult.

## Sub-committees

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NomCom16 decided to take full advantage of its first two work phases (preparation and recruitment phases) to carry out additional work. Sub-committees were created to either refine aspects of the current cycle or better plan for the future.

A total of 9 sub-committees were created as follows:

1. Recommendations Sub-Committee. To review the recommendations from the NomCom15 and ensure NomCom16 makes best efforts to enact them.
2. Conflict of Interest Sub-Committee. To handle any declared conflicts of interest concerning a member of the NomCom.
3. Outreach Sub-Committee. To create and manage a calendar of outreach events at which NomCom attendance might be useful.
4. Application Software Sub-Committee. To suggest improvements to the software currently used in the application process.
5. SOI Revision Sub-Committee. To suggest improvements to the content design and language of the Statement of Interest forms.
6. Reference Communications Sub-Committee. To suggest improvements to the reference form.

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<sup>1</sup> “Accomplished persons of integrity, objectivity, and intelligence, with reputations for sound judgment and open minds, and a demonstrated capacity for thoughtful group decision-making;”

7. Transparency Sub-Committee. To ensure the NomCom operates as transparently as possible and draft the monthly report cards.
8. Recruitment/Evaluation vendor Sub-Committee. To prepare for possible alternative recruitment partners to work with future NomComs, starting with NomCom17.
9. Travel logistics Sub-Committee. To suggest solutions to problems related to travel for face-to-face meetings (Visas, ICANN travel rules, etc.).

Whilst some Sub-committees served throughout the cycle, others were closed ahead of the assessment phase to allow NomCom16 to focus on its primary objective.

## Phase 2: Outreach and Recruitment

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### Outreach

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Following in the footsteps of its predecessors, NomCom2016 continued to rank outreach as one of the most important tasks of a Nominating Committee.

An Outreach Sub-committee was created and tasked with organising and centralising individual outreach efforts. A map of outreach opportunities by regions was drawn up and posted on the NomCom website so that any interested parties would be able to pinpoint where they might meet and engage with NomCom16 members.

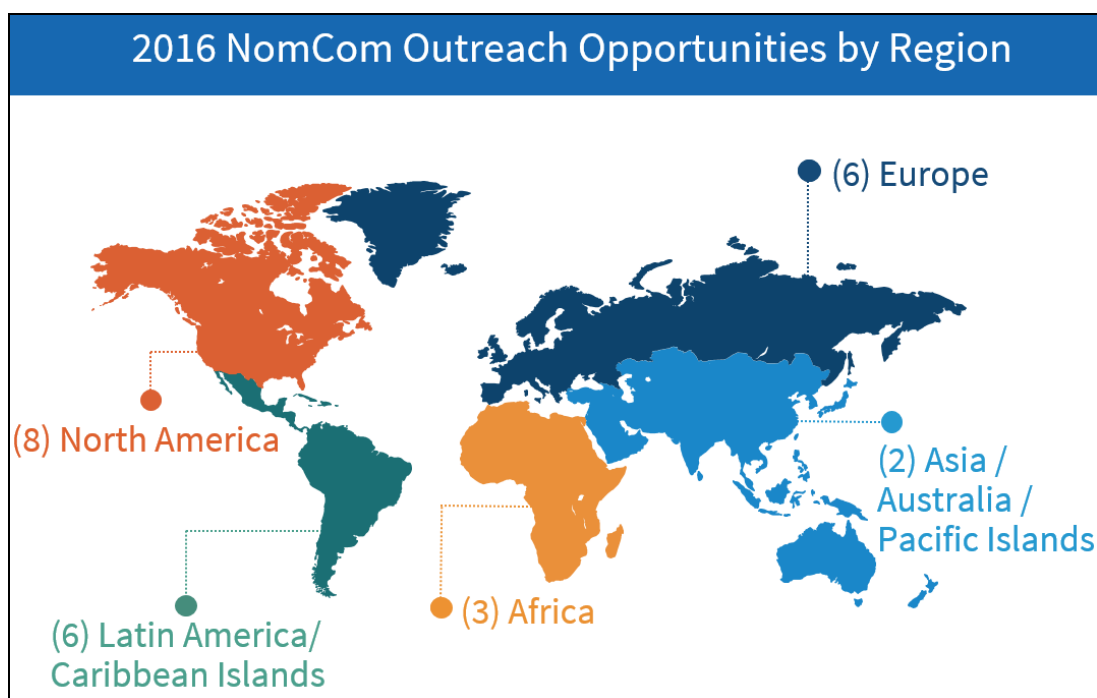


Figure 5. Examples of NomCom2016's outreach activities

In addition, a downloadable PDF file containing the map and a full calendar of outreach events was made available: <https://www.icann.org/en/system/files/files/nomcom2016-regional-outreach-19may16-en.pdf>

2016 NomCom Regional Outreach Opportunities					
#	Date	Conference Title	Location	Event Link	Region
1	27 October 2015	Argentinian Internet Governance Dialogue	Buenos Aires, Argentina	<a href="http://www.dialogogiarg.com.ar/">http://www.dialogogiarg.com.ar/</a>	LAC
2	27 – 29 October 2015	Workshop on Cyber Security Best Practices & Experiences Mexico	Mexico	Not available	LAC
3	1 – 6 November 2015	IETF	Yokohama, Japan	<a href="https://www.ietf.org/meeting/94/">https://www.ietf.org/meeting/94/</a>	AP
4	9 – 13 November 2015	IGF 2015	Joao Pessoa, Brazil	<a href="http://www.intgovforum.org/cms/">http://www.intgovforum.org/cms/</a>	LAC
5	16 – 20 November 2015	RIPE 71	Bucharest, Romania	<a href="https://ripe71.ripe.net/">https://ripe71.ripe.net/</a>	EUR
6	16 – 20 November 2015	WALC 2015	San Carlos, Costa Rica	<a href="http://eslared.net/walc2015/?page_id=2&amp;lang=es_ES">http://eslared.net/walc2015/?page_id=2&amp;lang=es_ES</a>	LAC
7	17 – 19 November 2015	Africom	Capetown, South Africa	<a href="http://africa.comworldseries.com/">http://africa.comworldseries.com/</a>	AF
8	17 – 20 November 2015	INTA (International Trademark Association) Leadership Meeting	Panama City, Panama	<a href="http://www.inta.org/2015Leadership/Pages/Overview.aspx">http://www.inta.org/2015Leadership/Pages/Overview.aspx</a>	LAC
9	28 November – 4 December 2015	AFRINIC-23	Pointe Noire, Congo	<a href="https://meeting.afrinic.net/afrinic-23/en/">https://meeting.afrinic.net/afrinic-23/en/</a>	AF
10	2 – 4 December 2015	WEF (World Economic Forum)	New York, USA	Not available	NA
11	15 – 16 December 2015	WISIS 10	New York, USA	<a href="http://unpan3.un.org/wsis10/GA-High-Level-Meeting">http://unpan3.un.org/wsis10/GA-High-Level-Meeting</a>	NA
12	10-13 January 2016	NamesCon	Las Vegas, USA	<a href="http://namescon.com/">http://namescon.com/</a>	N/A
13	14 January 2016	Internet New Years Event	Amsterdam, Netherlands	<a href="https://www.ripe.net/participate/meetings/new-years-event-2015">https://www.ripe.net/participate/meetings/new-years-event-2015</a>	EUR
14	20 – 24 January 2016	WEF (World Economic Forum)	Davos-Klosters, Switzerland	<a href="http://www.weforum.org/events/world-economic-forum-annual-meeting-2016">http://www.weforum.org/events/world-economic-forum-annual-meeting-2016</a>	EUR
15	February 2016	Clinton Global Initiative Winter Meeting	New York, USA	Not available	NA
16	1 – 2 February 2016	Domain pulse	Lausanne, Switzerland	<a href="http://www.domainpulse.de/en">http://www.domainpulse.de/en</a>	EUR
17	2 - 3 February 2016	Basics IPv6 : Internet Protocol Version 6 In theory and in practice	Caracas, Venezuela	<a href="http://www.cavedatos.net/eventos/?i=111">http://www.cavedatos.net/eventos/?i=111</a>	LAC
18	8 - 10 February 2016	NANOG 66	San Diego, USA	<a href="https://www.nanog.org/meetings/nanog66/home">https://www.nanog.org/meetings/nanog66/home</a>	NA
19	15-19 February 2016	TED2016	Vancouver, BC, Canada	<a href="https://www.ted.com/attend/conferences">https://www.ted.com/attend/conferences</a>	NA
20	15 – 26 February 2016	APRICOT 2016/APNIC 41	Auckland, New Zealand	<a href="https://2016.apricot.net/">https://2016.apricot.net/</a>	AP
21	22 – 25 February 2016	Mobile World Congress	Barcelona, Spain	<a href="http://www.mobileworldcongress.com/">http://www.mobileworldcongress.com/</a>	EUR
22	28-29 February 2016	Board of Boards CEO Conference	New York, USA	<a href="http://www.cecp.co">www.cecp.co</a>	NA
23	5 - 10 March 2016	ICANN55	Marrakech, Morocco	<a href="https://meetings.icann.org/en/marrakech55">https://meetings.icann.org/en/marrakech55</a>	AF
24	10-20 March 2016	South by Southwest	Austin, USA	Not available	NA
25	29-31 May 2016	Domaining Europe	Netherlands	<a href="http://www.domainingeurope.com/#">http://www.domainingeurope.com/#</a>	EUR

Figure 6. NomCom2016 outreach calendar

NomCom16 outreach activities including partnerships with events such as NamesCon, a domainer convention held in the USA, where the Chair presented and took part in a video interview, and where an ad for the NomCom was negotiated with the event organisers for inclusion in the programme. This was done at no cost to the NomCom.

Events such as NamesCon, where the audience tends to be made up of non-ICANN regulars, are specially sought after by the NomCom in its outreach efforts as it strives to spread the word about application possibilities to new audiences with applicable skills.



Figure 7. This NomCom ad was run in the NamesCon 2016 event programme

Other outreach work took in global meetings like the WSIS+10 at the United Nations and the World Economic Forum in Davos, to regional and national domain or Internet related events at which members of the committee presented or offered on-site explanations of the NomCom and how to apply.

The NomCom also used social media as another outreach tool and sponsored a short campaign on Twitter from 15 - 19 March 2016 which resulted in an increased number of views to the NomCom webpage as noted in the graph below.

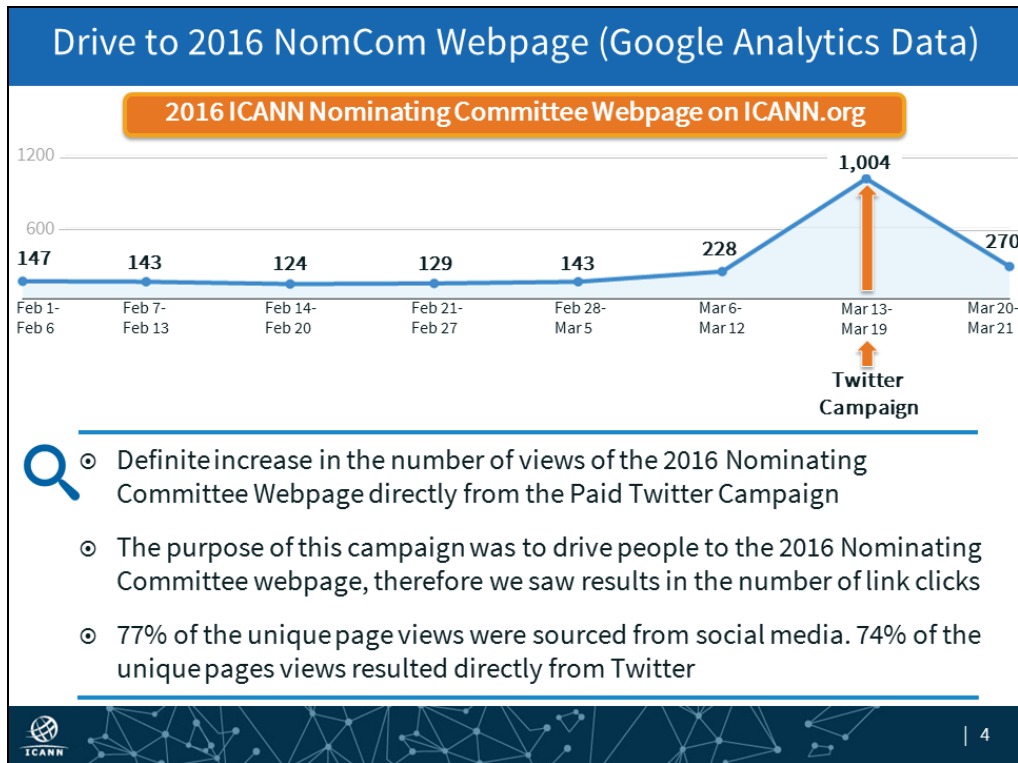


Fig. 8 2016 NomCom Twitter Campaign

In addition, the NomCom used various outreach channels to recruit NomCom applicants. The results of the NomCom outreach efforts are displayed in the image below.

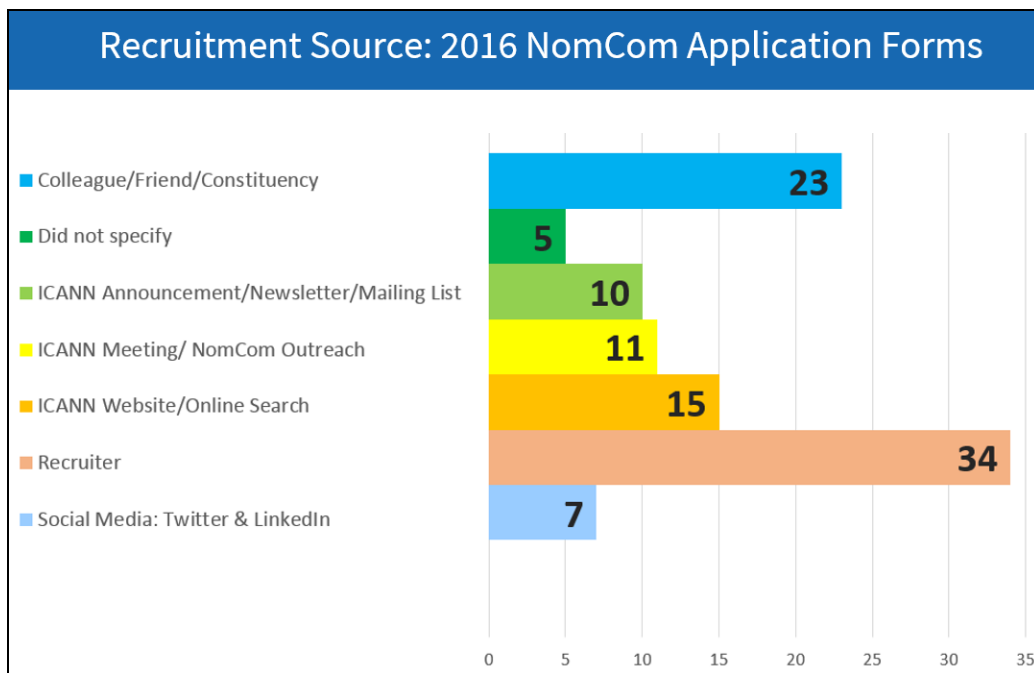


Figure 9 2016 NomCom recruitment sources

These outreach efforts no doubt contributed to a record level of interest in the NomCom process this year, as show below.

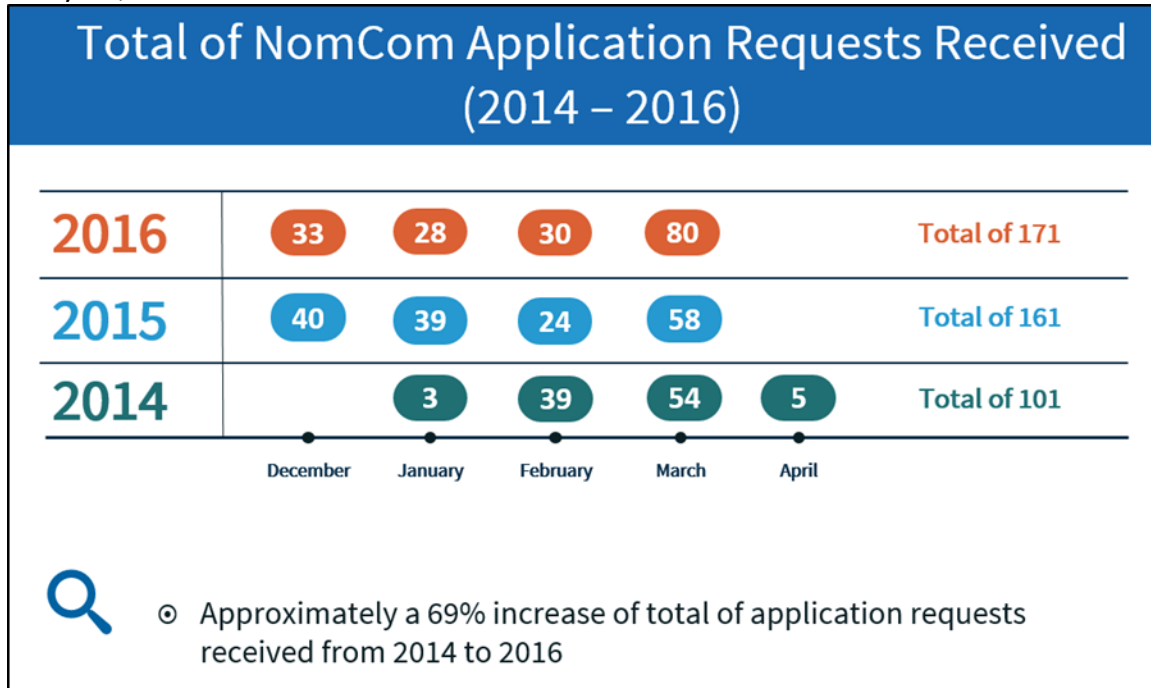


Figure 10 Applications received 2014 to 2016

Outreach also helped turn that interest into concrete applications, with 61.4% of application forms were completed by the deadline.

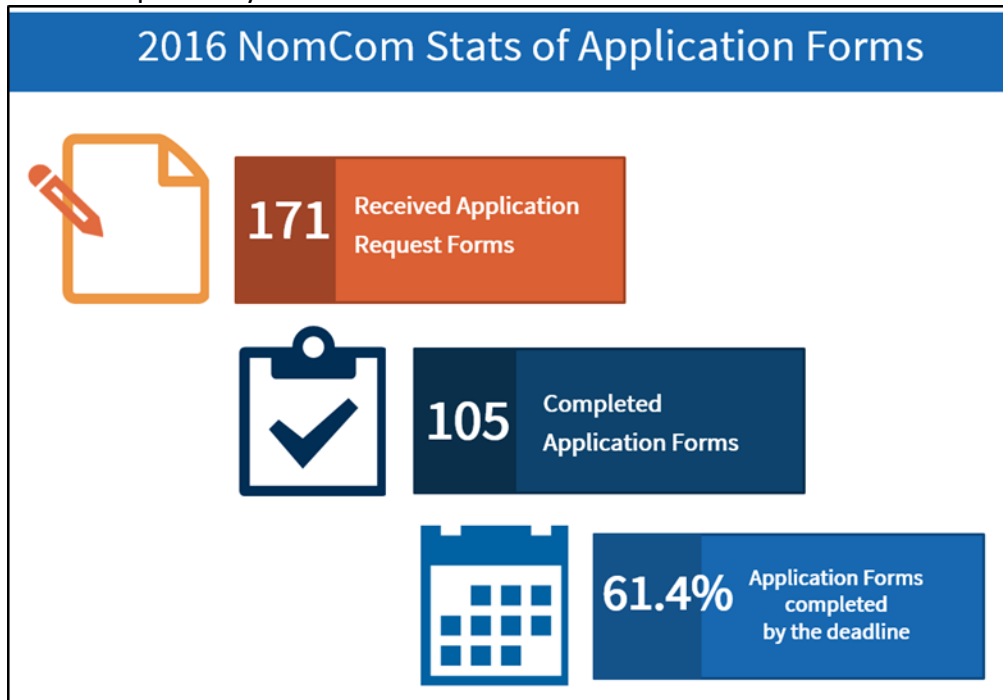


Figure 11 2016 NomCom application statistics

## Getting extra help

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Successive NomComs have used external expertise in assessing candidates for the Board since 2008, and for recruitment (“head-hunting”) since 2013. The former function has been carried out by the Frankfurt office of Odgers Berndtson (OB)<sup>2</sup>, a global executive search firm, the latter by the Brussels office of the same firm. Total separation is maintained between the two OB offices as far as their work for NomCom is concerned.

At the kick-off meeting in Dublin, NomCom16 decided to review the question of external assistance as a whole, and created a Recruitment/Evaluation Vendor Sub-Committee for that purpose. Traditionally, NomComs have not had time to carry out a comprehensive search for outside contractors to help them carry out their recruitment and selection phases, and have tended to rely on the vendor the previous cycle had used. NomCom16 was keen to explore the possibility of alternatives, if not for this cycle (for reasons of time), then for future NomComs.

After initial contacts by the NomCom Chair, a representative of OB-Brussels was invited to attend a NomCom meeting to present various options for the future cooperation with the committee.

After considering these, and further discussion on other avenues, the Recruitment/Evaluation Vendor Sub-Committee decided to suggest that the current process be maintained for this cycle at least.

For the future, the Sub-committee recommended that other external vendor options be considered, with the benefit of more information and time for the right help to be chosen.

## Phase 3: Evaluation

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### Candidates

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NomCom16 received a total of 105 completed applications were received, just shy of the all-time record for a NomCom of 110 applications set in 2013.

As usual, some applicants expressed interest in just one position while others went for several of the open positions listed in NomCom16's call for applications.

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<sup>2</sup> <http://www.odgersberndtson.de/de/en/>



The breakdown of applications received is as follows:

- 94 candidates for the Board
- 40 for the GNSO Council
- 37 for the ccNSO Council
- 23 for ALAC, 9 for the European position and 14 for the North American position

The graph below shows the geographic distribution (by ICANN region) and gender balance of the candidate pool:

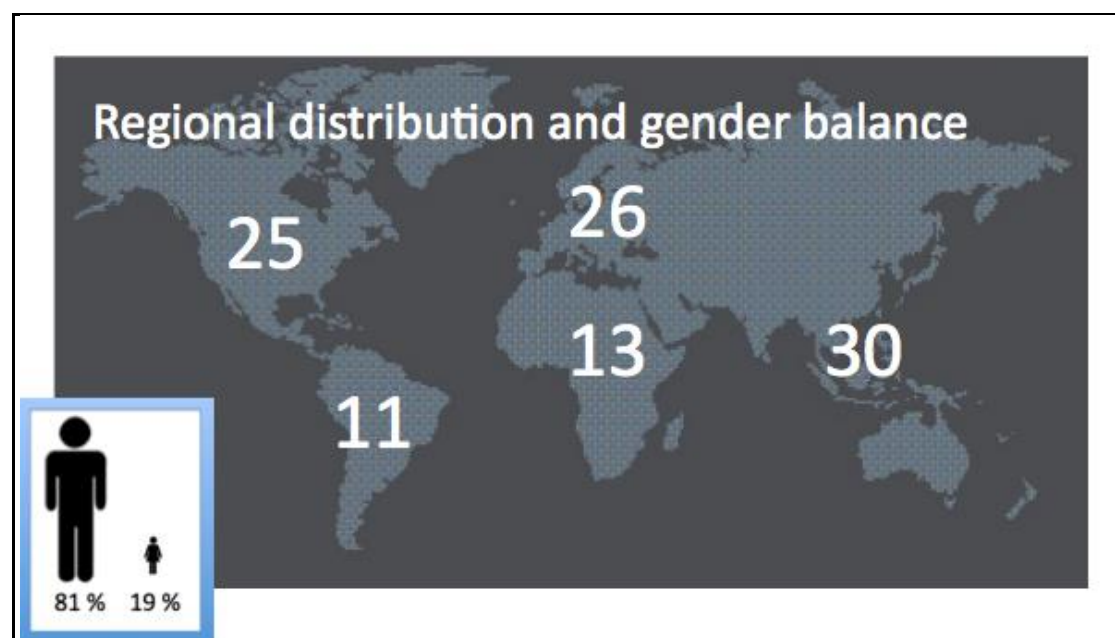


Figure 9. 2016 applicants, regional and gender diversity

Of the 105 candidates, 20 were women. This is 19.0% of all applications. Last year, that percentage stood at 14.8% (12 women out of 81 candidates). So even if the gender balance has improved a little, it is certainly not enough.

As any NomCom can only select from the pool of applications it receives, putting more women in leadership positions will remain a challenge until the percentage of women who apply rises.

## Process

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Before meeting in Helsinki, NomCom16 assessed and shortlisted candidates on conference calls and on a protected Wiki straw poll platform. This is the NomCom's most intensive work period and this cycle, included seven teleconferences ranging from just under 2 hours to over 3 hours and held from mid-April to early June.

Working to a pre-determined roadmap, NomCom16 started by shortlisting 15 of the Board candidates for interviews and assessment by the Frankfurt office of OB. While this was being done, NomCom16 turned its attention to candidates for GNSO, ccNSO and ALAC positions, using straw polls and conference calls to determine applicant short lists for each group.

NomCom16 members, working as pairs or sometimes in threes, were asked to take a closer look at 3-4 shortlisted candidates. This process, known as “deep diving”, included phone interviews with candidates and their references, in addition to delving into open source materials on candidates.

Each deep dive group then reported its findings back to the full committee during yet more conference calls.

Finally, with scorecards on each of the 15 Board candidates submitted by OB, NomCom16 held one final teleconference at the start of the month of June to select 7 candidates which it then invited for in-person interviews in Helsinki.

## Phase 4: Selection

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### Board Candidate Interviews

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NomCom met from Sunday to Wednesday, 26-29 June in Helsinki. The committee first spent two days interviewing the seven shortlisted Board candidates.

Each interview lasted 45 minutes, preceded by 15 minutes of discussion among committee members, with deep divers taking the lead. After each interview, the committee members exchanged their impressions of the candidate for half an hour. The NomCom was assisted by two OB experts, one in Helsinki and one participating remotely from Germany.

### Final selection

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The final selection meeting was held on Wednesday, 29 June. The Board candidates were discussed once more, and their pool winnowed by means of two straw polls. Then the same process took place regarding NomCom Appointees (NCA) to the Councils of ccNSO and GNSO and to the ALAC.

A tribute to the efficiency of the processes put together by this year's NomCom, the final selection meeting only took half a day and was over before it was even scheduled to have begun, as it had been planned for 2 days from Thursday June 30!

The day ended with the only official vote of the NomCom16 cycle: the committee endorsed the full slate of selectees to the Board, to the Councils of ccNSO and GNSO, and to the ALAC. The vote was unanimous.

## Phase 5: Reporting

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### NomCom2016 Selectees

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On 29 August 2016, after the required due diligence and other verification had been carried out by ICANN Staff, NomCom2016 announced its slate of selectees.

#### ICANN Board of Directors



Maarten Botterman  
Europe



Cherine Chalaby  
Africa

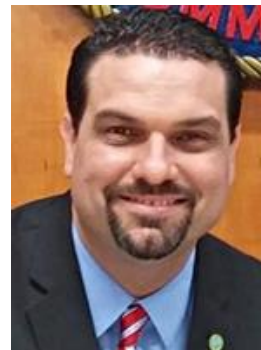


Khaled Koubaa  
Africa

#### At Large Advisory Committee (ALAC)



Andrey Kolesnikov  
Europe



Javier Rua-Jovet  
North America

## Generic Names Supporting Organization (GNSO)



Erika Mann  
Europe

## Country Code Names Supporting Organization (ccNSO)



Jian Zhang  
Asia/Australia/Pacific Islands

### NomCom2016 Announcement

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The slate was formally announced to the community with the following message from the NomCom2016 Chair:

*“As Chair, it is my honour, pleasure and duty to report that the 2016 Nominating Committee has completed the task assigned to it by the ICANN Community and made the selections shown above.*

*By the close of the application period on 20 March 2016, the 2016 Nominating Committee had received 105 applications for the seven positions it was tasked with filling.*

*This substantial growth in applications meant the 2016 Nominating Committee had to apply discipline to its processes and planning. The Nominating Committee members availed themselves admirably of the task with which the ICANN Community has entrusted them. Their outstanding dedication shown*

*by the fact that at the close of the official selection work, they decided to reconvene and continue working on issues such as process in order to provide future Nominating Committees with an even more solid base from which to work.*

*I want to thank the Nominating Committee for its work and dedication, which included active participation in the drafting of the Committee's final report to provide in-depth information on the full cycle. The final report is meant as an official recording of this cycle, both for anyone interested in understanding how the Nominating Committee works and for future reference should Nominating Committees need this in the years to come.*

*I want to extend special thanks to our world class staff support, Joette Youkhanna and Jia Kimoto, to Yrjö Lansipuro for once again providing the Committee and the Community with journalist-level Report Cards on our work, and to Hans Petter Holen and Wolfgang Kleinwächter for supporting me on the Leadership Team throughout the year.*

*During this year's Annual General Meeting in Hyderabad in November, the Committee will present the ICANN Community with a Final Report detailing its work and providing in-depth data on the applications received.*

*Best regards,*

*Stéphane Van Gelder  
2016 Nominating Committee Chair*

## Follow-up

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NomCom selections are officially announced by September, after a due diligence process managed by ICANN Legal.

The selectees take up their seats at ICANN57 in Hyderabad, India.

Following its selection work, NomCom16 decided to continue working on various projects intended to facilitate the work of future NomComs.

These included work by the Recruitment/Evaluation Vendor Sub-Committee on possible alternative partners to work with future NomComs. Discussions continue on improving the institutional memory of the NomCom as far as procedures are concerned, while confidential candidate data even in the future will be deleted after each NomCom cycle.

## NomCom2016 Essentials

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### Ever greater interest, more and more planning

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NomCom15 had received 81 completed applications. NomCom14 had received 58. With its 105 applications, NomCom16 therefore continues on a strong upward trend in the number of applications sent in. As neither its timeline nor its composition has changed, the NomCom finds itself having to refine its processes to ensure it continues to be able to give each application the right level of consideration and in-depth review.

NomCom16 responded to this challenge by building the most detailed work plan a NomCom has ever had. This included a step-by-step "roadmap" drafted by the Leadership and presented to the committee members during NomCom16's second face-to-face meeting at ICANN55 in Marrakech, Morocco, in March 2016.

This roadmap provided a step-by-step action plan of every step in NomCom16's work cycle, right up until its final selection meeting. It included process suggestions for all selections, from the initial "basketting" designed to identify the committee's top choices for shortlisting, through shortlisting itself and the selections (including the Board applicant interview process). This was discussed and refined as needed by the committee in Marrakech, and then approved.

As a result, NomCom16 started phase 3 of its work cycle (assessment) with what was intended to be a clear view of how its work was to be completed.

### Open meetings

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The NomCom's outreach efforts are not solely focussed on outside the ICANN Community. Many within the community would be desirable NomCom applicants. But how to reach them?

The NomCom has been developing initiatives to answer this question in recent years. One of them is to make themselves more visible by replacing the standard ICANN meeting badge lanyard with a special red NomCom lanyard. NomCom members are given these at the start of their cycle and encouraged to wear them with the intent of seeing them act as NomCom ambassadors to the wider community.

Another initiative is open meetings. The NomCom Chair has long campaigned to hold the open NomCom meetings his predecessors had initiated in one of the main rooms of an ICANN meeting venue, rather than being relegated to the out-of-the-way side-rooms previous NomComs had to contend with.

This became a reality at last during the ICANN55 Marrakech meeting! The open meeting there was a great success, with a record community participation both in terms of numbers (30-40) and of intensity of interaction. So much so that the allotted 75 minutes for the meeting proved insufficient to field all the questions from the meeting attendees.

NomCom16 strongly recommends that future NomCom open meetings receive similar support from the ICANN meeting planning team.

## Reviewing the Nominating Committee

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NomCom2016 decided from the get-go, at its Kick-Off meeting, that it would self-evaluate and make the results of this exercise available to the groups who select members to serve on the NomCom.

As it is a self-imposed exercise, this review process is dubbed "internal reviews" by the NomCom.

The NomCom also undergoes another type of review process, the "external reviews".

The BGC has external evaluations carried out on the NomCom leadership team, the Chair, Chair Elect and Associate Chair. All three committed to making their reviews public at the start of the NomCom16 cycle.

Both internal and external review results are being made publicly available through this report and the NomCom2016 website.

It should be noted that for this cycle's external reviews, the process was changed unilaterally by the external contractor tasked with carrying out these reviews. Whereas in previous years the leadership team had been called upon to participate in the telephone interview process, this year this was not the case.

Also, an additional concise "Comments & Suggestions" report was produced as part of this review process. This was not person specific but rather, it contained feedback about the NomCom in general from the people that participated in the external review process. In the interest of full transparency, this part of the review is also being included as part of this Final Report.

## External Reviews (Leadership Team)

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- [Stephane Van Gelder \(Chair\)](#) [PDF, 594]
- [Hans Petter Holen \(Chair Elect\)](#) [PDF, 613 KB]
- [Wolfgang Kleinwächter \(Associate Chair\)](#) [PDF, 612 KB]

## Internal Reviews (NomCom Membership)

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- [2016 NomCom Member 360 Review – Committee Aggregate Results](#) [PDF, 142 KB]
- [2016 NomCom 360 Peer Reviews – Individual Reviews](#) [PDF, 441 KB]

## General Comments & Suggestions on the NomCom

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[NomCom Report Comments and Suggestions \(prepared by TTG Consultants\)](#) [PDF, 69 KB]



## Recommendations

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### **2016 Recommendations to 2017 NomCom**

The following table is a set of recommendations that were made by the 2016 NomCom to 2017 NomCom.

NC16 Recommendation to NC17
<b>1) NC16 Recommends</b> soliciting feedback from NC15 applicants in order to better match the job descriptions provided to the NomCom with the realities of serving on the groups supplying these job descriptions. Especially with the Board candidate face-to-face interviews, this may prove helpful in guiding both the NomCom's selection process and the applicants' own awareness of what they should expect.
<b>2) NC16 Recommends</b> to proactively ask candidates if they are thinking of applying to the same position by another means. NomCom members may want to add an additional question on the application form directly asking candidates to confirm if they plan to seek other positions in the near future.
<b>3) NC16 Recommends</b> using a Roadmap document for future NomComs. The roadmap document is a step-by-step action plan of every step in the NomCom's work cycle. As a result, NomCom16 started phase 3 of its work cycle (assessment) with a clear view of how its work was to be completed.
<b>4) NC16 Recommends</b> evaluations or reviews of applicants that have previously served on the ICANN Board be made available to the NomCom.
<b>5) NC16 Recommends</b> having a Recruitment/ Evaluation vendor Sub-Committee to research possible alternative recruitment partners to work with future NomComs, starting with the 2017 committee.
<b>6) NC16 Recommends</b> creating a "walk-thru" of events a NomCom applicant goes through, from the initial submission of a statement of interest, to the final response from the NomCom if unsuccessful OR the moment candidates take office if successful. This walk-thru should be drafted by staff, with support from all the groups the NomCom recruits to (for example, the GNSO has an incoming Council member training session which the NCAs should attend). Once the walk-thru is completed, it should be 1) posted on the NomCom website, 2) included in any NomCom outreach presentations and 3) linked to in all correspondence sent on behalf of the Chair to all applicants.
<b>7) NC16 Recommends</b> setting up meetings with ALAC, GNSO, and ccNSO to better understand requirements and skillsets. The goal for the NomCom is to select candidates who can supplement the current composition so it is important to discuss the needed skills with the constituencies.
<b>8) NC16 Recommends</b> having the NomCom appointee Board members speak during outreach at the ICANN NomCom public meeting. The community will have the opportunity to ask any questions during the ICANN NomCom public meeting about the NomCom process.

<p><b>9) NC16 Recommends</b> having a page(s) on the Wiki for members to record ideas for improvements for future NomComs, i.e. changes to forms, voting processes, and to list recommendations for Wiki improvements for next year (for example - unable to enter Wiki credentials with an iPad). The goal is to continue working with ICANN staff on developing, testing, and improving the application tools prior to the beginning of the assessment period.</p>
<p><b>10) NC16 Recommends</b> asking community members what qualities (KPIs) they are they looking for in Board members that the NomCom selects and then include the information in the ATRT report. This will allow community members to provide specific input on what type of qualities (KPI) they want in Board members.</p>
<p><b>11) NC16 Recommends</b> that the member survey conducted by NC16 be continued by future NomComs with the suggestion that it be conducted after each phase while events are still fresh for members</p>
<p><b>12) NC16 Recommends</b> requesting for a summary/metrics document from the assessment firm to easily compare each candidate. This will help NomCom members have a big picture/overview of the final candidates instead of assessing each individual separately.</p>
<p><b>13) NC16 Recommends</b> that NomCom members going forward can keep a history of the template of the scorecard so that future NomCom's can compare and see the differences. The goal is to make improvements on the scorecard.</p>
<p><b>14) NC16 Recommends</b> that a questionnaire be drafted to be sent to the leadership of each of the groups the NomCom recruits to (Board, GNSO, ccNSO, ALAC). This questionnaire should lay out any NomCom requirements or questions for that group and be sent at the start of each cycle, in order to help each group formulate its skill sets for NomCom recruitments for that cycle. This questionnaire should ideally be drafted as part of its post-selection work by the previous NomCom cycle so that it is ready for the incoming NomCom to use.</p>
<p><b>15) NC16 Recommends</b> that future external reviewers continue to include and ask general questions on the NomCom of the people participating in the external review to provide feedback on possible NomCom improvements that can help both the NomCom itself and the Board Governance Committee (BGC). It should be noted that as part of the NC16 cycle's external review process, this was the first year the general questions on the NomCom were asked of the people being reviewed by the external reviewer and a précis of the responses collated.</p>
<p><b>16) NC16 Recommends</b> that all non-confidential material from NC16 be retained in the Wiki for access by future NomComs</p>
<p><b>17) NC16 Recommends</b> that future NomComs spend phase 5 of the cycle conducting self-assessments of their NomCom cycle and developing recommendations for the following cycle.</p>
<p><b>18) NC16 Recommends</b> that future NomComs be informed of the NomCom budget and provide input for the subsequent the NomCom budgets that is provided to the Board every fall. This should be included in the agenda for the kick-off meeting</p>

## 2015 Recommendations to 2016 NomCom

The following table is a set of a recommendations that were made by the 2015 NomCom to 2016 NomCom. 2016 NomCom provided responses below.

NC15 Recommendation to NC16	NomCom16 Response
<p><b>1) NC15 Recommends</b> a Whistleblower email for the 2016 NomCom to use if members need to report misconduct. The system should allow conflicts to be declared even if it is the Chair that is suspected of being in conflict. The system should also be designed to be useable by the community and as such, the email should be published and advertised on the NomCom2016 website. NomCom Staff should be the administrators of the mailbox and share information with ICANN Legal for further review.</p>	<p>This recommendation was fully endorsed, accepted and executed by the NC16.</p>
<p><b>2) NC15 Recommends</b> that a professional recruiting firm be used by every NomCom as an invaluable source of assistance during the recruitment phase. However, although the firm used since 2013 has always been the same and an excellent working relationship has been built up between the NomCom and this firm, there should not be a default assumption that it will be used at every cycle. Future NomComs should explore alternatives if they are available, although NC15 suggests that the experience knowledge and experience of the Nominating Committee process built up by this firm might be useful for future NomComs as well.</p>	<p>This recommendation was fully endorsed, accepted and <u>partially</u> executed by the NC16. The NC16 used the same professional recruiting firm. The NC16 created a Recruitment Consultant Subcommittee to discuss and research alternative recruiting firms for future NomComs to possible use.</p>
<p><b>3) NC15 Recommends</b> creating sub-committees within the NomCom to focus on particular areas (such as Conflict of Interest, Outreach, Transparency, Application Form revisions, and Alternate sub-committees). These sub-committees should report to the full committee and any conclusions drawn should be passed on to the next NomCom cycle so that it is not lost.</p>	<p>This recommendation was fully endorsed, accepted and executed by the NC16.</p>
<p><b>4) NC15 Recommends on Outreach:</b></p> <ul style="list-style-type: none"> <li>• Create a geographic &amp; open position matrix to determine regions to focus outreach efforts.</li> <li>• Develop a global calendar of events that will take place from now through to the end of the application period.</li> </ul>	<p>This recommendation was fully endorsed, accepted and executed by the NC16.</p>

<ul style="list-style-type: none"> <li>• Use social media (including existing ICANN Twitter and Facebook accounts and get support from ICANNs Communications team.</li> <li>• Review ‘candidate call’ invitation (on web site; in print materials) to ensure that the language used is understood globally and recommend revised language where needed.</li> <li>• Create outreach materials such as PPT presentation available to all members for their use and an Outreach video that can be used for event presentation or for posting on various lists or social media, etc.).</li> </ul>	
<p><b>5) NC15 Recommends on Transparency:</b></p> <ul style="list-style-type: none"> <li>• Adopting the balance between confidentiality and transparency established by previous NomComs: maximal transparency within the limits set by confidentiality requirements regarding the personal data of individual candidates. “Process is open, data is secret”.</li> <li>• Issue regular Report Cards during the entire NomCom cycle. Adopt a concise and factual writing style.</li> <li>• Attract more community participation to NomCom open meetings at ICANN meetings by: <ul style="list-style-type: none"> <li>○ Targeting invitations to ICANN SO/ACs.</li> <li>○ Structuring these meetings to make participation as meaningful as possible.</li> <li>○ Request from ICANN meeting staff that NomCom open meetings be held in a room that is central in the venue, easily accessible, and accommodating to the community.</li> </ul> </li> <li>• Encourage NomCom members to use their own accounts to disseminate information about the NomCom process.</li> <li>• Make the Leadership Team's video interview on the ICANN web page a regular feature at all important junctures of the NomCom cycle.</li> <li>• Write a detailed and comprehensive Final Report to help interested readers follow the NomCom work step by step and post an announcement of the Final Report on the ICANN web page.</li> </ul>	<p>This recommendation was fully endorsed, accepted and executed by the NC16.</p>

<p><b>6) NC15 Recommends Application Form</b>  <b>Revisions:</b> continue working with ICANN staff on developing, testing, and improving the application tools.</p> <ul style="list-style-type: none"> <li>• Create a Survey Plug in to obtain feedback from all Candidates to provide deeper insight into the effectiveness of the application process.</li> <li>• Send a “Thank you note” from Nom Com Chair, thanking the Candidates for filling out the application, explaining the process that will then occur (in broad strokes) and requesting their feedback to improve the application process.</li> <li>• Create surveys for the various NomCom processes to understand how well/poorly the NomCom process is received by people who participate in it.</li> </ul>	<p>This recommendation was fully endorsed, accepted and executed by the NC16.</p>
<p><b>7) NC15 Recommends Management of Alternates, creation of a holdover pool:</b> the following should be enacted by future NomComs and added to the NomCom Bylaws:</p> <ol style="list-style-type: none"> <li>1. <u>Alternate Committee as a Standing Committee:</u> the Alternate Committee to be appointed prior to the candidate selection process, and shall be maintained as a standing committee throughout the Nominating Committee term.</li> <li>2. <u>Alternates Preliminarily Designated During Selection:</u> As candidate selection proceeds, the Nominating Committee may determine that a non-selected candidate who has otherwise been considered for selection by the Nominating Committee, is or is not suitable for consideration as an alternate candidate. Alternate candidates shall be candidates considered qualified for the positions for which they have been designated an alternate. If no candidate is considered qualified, then there shall be no alternate candidate for the position. The Alternate Committee will maintain a list of candidates who have not been selected, but whom the Nominating Committee has designated for consideration as alternates.</li> </ol>	<p>This recommendation was fully endorsed, accepted by the NC16. Additional efforts were made to discuss management of Alternates however our highly compressed work schedule time frame this year limited our progress on this action.</p>

3. Availability of Candidates: Candidates considered alternate candidates shall be given the option of maintaining status as an alternate candidate at or after the Nominating Committee selections are made, and to consent to additional due diligence to be prepared for appointment if necessary. Candidates designated as alternate candidates shall inform the Nominating Committee of any change in status or qualifications that may affect their suitability for appointment for as long as such candidates remain an alternate candidate. Alternate Candidates shall be required to maintain confidentiality of such status, and designation as an alternate shall not be a consideration in evaluating the candidate for selection, other than to fill a vacancy, during a successive Nominating Committee term.
4. Holdover Pool: After the Nominating Committee has made its selections for the present term, the Alternate Committee will present the list of accumulated alternate candidates to the Nominating Committee for designation to the Holdover Pool. In the case of positions to bodies having numerical geographic limits, consideration in designation of alternates shall be given to the least-represented ICANN geographical region in that body. At the conclusion of the Nominating Committee term, the alternate candidates in the Holdover Pool and their application materials shall be maintained by ICANN Nominating Committee staff, and provided to the successive Nominating Committee in the event of a vacancy. The successive Nominating Committee shall not be bound by any determination of the suitability of an alternate candidate from the Holdover Pool.
5. Vacancy: When a vacancy in a Nominating Committee-appointed position occurs, the Nominating Committee shall consider whether to leave the position vacant for the remainder of the term, or filling the remainder term of the

<p>vacancy from among:</p> <ul style="list-style-type: none"> <li>• Candidates evaluated by the Nominating Committee, provided the Nominating Committee has proceeded to the candidate evaluation stage.</li> <li>• Candidates from the Holdover Pool. If the Nominating Committee has not proceeded to the candidate evaluation stage, or if the Nominating Committee otherwise so requests, staff will provide the Holdover Pool materials to the Nominating Committee. The Nominating Committee may consider other candidates at the recommendation of the community who may be former or present but term-limited holders of the vacant position; and may further issue a public call for candidates, supplemental to the general call for candidates and specific to interim appointment to the vacant position.</li> </ul> <p>Note: Perhaps ICANN NomCom staff can maintain the holdover pool and deliver it to the next NomCom.</p>	
<p><b>8) NC15 Recommends</b> it should be made very clear to NomCom applicants that there is an expectation for them, if selected, to complete the term they have been selected for. "Position hopping" should be avoided. This is where NomCom Appointees resign from a position they have been appointed to, just to take up another ICANN volunteer position</p>	<p>This recommendation was fully endorsed, accepted and <u>partially</u> executed by the NC16. The NC16 recommended adding a question in the application form to help avoid "position hopping."</p>
<p><b>9) NC15 Recommends</b> meeting with the BGC more than once during its cycle.</p>	<p>This recommendation was fully endorsed, accepted and executed by the NC16.</p>
<p><b>10) NC15 Recommends</b> that other key groups, such as the ICANN Board, either self-evaluate or if they are already subject to an evaluation process of some kind, make the results of that process public.</p>	<p>This recommendation was fully endorsed, accepted and executed by the NC16.</p>
<p><b>11) NC15 Recommends</b> redouble their efforts to achieve a better gender balance in the candidate pool. Even though there was an emphasis on women applicants in NomCom2015's outreach activities, the committee feels this result is disappointing.</p>	<p>This recommendation was fully endorsed, accepted by the NC16. Additional efforts were made to improve the balance of all aspects of desirable diversity in our applicants and candidates, and a gender balance aspiration</p>

	is supported though not as yet reached.
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## Thanks and Acknowledgments

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All the Nominating Committees I have served on have exhibited the same tireless passion to making the best possible recruitments they can to serve the ICANN community in key leadership positions.

The Nominating Committee could not reach that objective without the help of many. On behalf of NomCom16, I'd like to thank them all. Special mention must go to our support staff Joette Youkhanna and Jia-Juh Kimoto. Thanks also to the ICANN Board and the Board Governance Committee and the Supporting Organizations and Advisory Committees.

It's been a privilege to serve through 2 terms as Nominating Committee Chair. I want to extend a special thanks to my fellow Committee members and Leadership Team.

Because a lot of the work of the Nominating Committee is done away from the ICANN mainstream, this dedication sometimes goes unnoticed. Hence this Final Report, which it is hoped will serve as an account of the committee's work and of its members' strong resolve to achieve the best result possible.

## Essential links

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ICANN's Nominating Committee: <https://www.icann.org/resources/pages/nomcom-2013-12-13-en>

ICANN 2016 Nominating Committee webpage: <https://www.icann.org/nomcom2016>