2013 Nominating Committee

FINAL REPORT

17 November 2013

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November 17, 2013

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1. Summary

The 2013 Nominating Committee received a record number of Statements of Interest (SOI) - 111 - for serving in ICANN leadership positions. From this large candidate pool, the committee selected nine persons for the positions required to be filled in 2013 and two additional persons for positions that had become vacant during the year.

The 2013 Nominating Committee developed its procedures in order to enhance its institutional confidence. Striking a balance between the needs for transparency and confidentiality, the committee opened up its processes by holding open working meetings and by issuing monthly report cards to the community.

This report is a chronological account of the five phases of the work cycle of the 2013 Nominating Committee.

2. The Task of the 2013 Nominating Committee

The task given to the 2013 Nominating Committee (NomCom) was to select:

- Three members of the Board of Directors of ICANN
- Three members of the At Large Advisory Committee (ALAC) (one each from the Africa, Asia/Australia/Pacific Islands and Latin America/Caribbean Islands regions)
- Two members of the Council of the Generic Names Supporting Organization (GNSO)
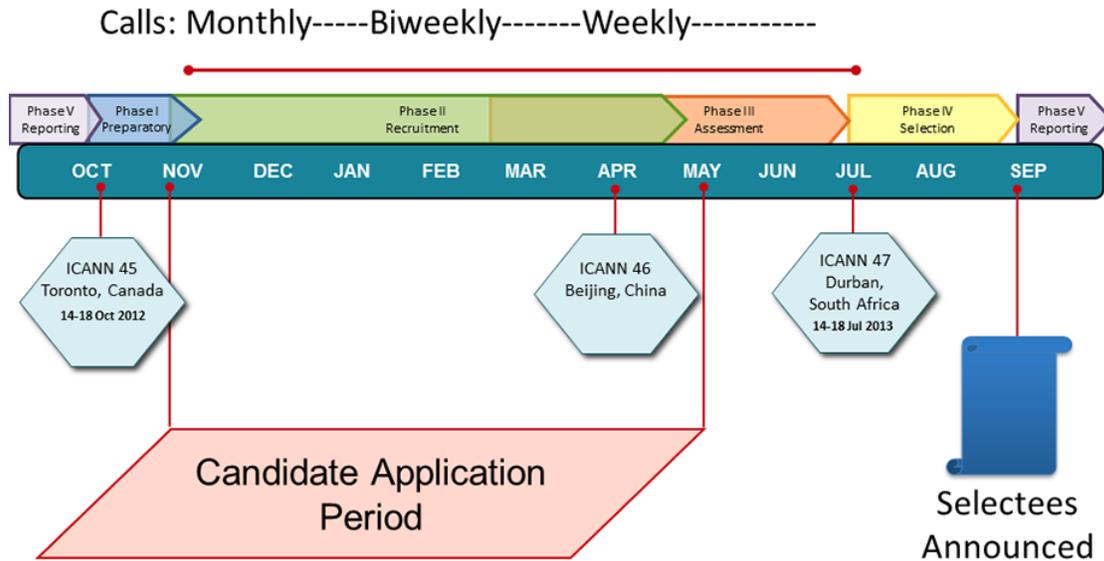- One member of the Council of the Country-Code Names Supporting Organization (ccNSO)

In addition, the 2013 NomCom selected one more member of the Board to serve for the remainder of the term of Ms. Judith Duavit Vazquez, who resigned in October 2013, and one more member of the ccNSO Council to replace Ms. Mary Wong, who resigned in order to join the ICANN Staff.

3. 2013 NomCom Members

Yrjö Länsipuro	**Chair**		**Finland**
Cheryl Langdon-Orr	**Chair-Elect**		**Australia**
Adam Peake	**Associate Chair**		**UK**
Ron Andruff	**Voting**	**CBUC-Large**	**Canada**
Howard Benn	**Voting**	**TLG (ETSI)**	**UK**
Veronica Cretu	**Voting**	**ALAC-EU**	**Moldova**
Rafik Dammak	**Voting**	**NCUC**	**Tunisia**
Mohamed El-Bashir	**Voting**	**ALAC-AF**	**Sudan**
John McElwaine (for J. Scott Evans, 3 June 2013)	**Voting**	**IPC**	**USA**
Hartmut Glaser	**Voting**	**ASO**	**Brazil**
Anthony Harris	**Voting**	**ISP**	**Argentina**
Ole Jacobsen	**Voting**	**IAB/IETF**	**USA**
Warren Kumari	**Non-voting**	**SSAC**	**USA**
Bill Manning	**Non-voting**	**RSSAC**	**USA**
Glenn McKnight	**Voting**	**ALAC-NA**	**Canada**
Vanda Scartezini	**Voting**	**ALAC-LAC**	**Brazil**
Waudo Siganga	**Voting**	**CBUC-Small**	**Kenya**
Ken Stubbs	**Voting**	**gTLD Registry**	**USA**
Stéphane Van Gelder	**Voting**	**Registrars**	**France**
Siranush Vardanyan	**Voting**	**ALAC-AP**	**Armenia**
Jian Zhang	**Voting**	**ccNSO**	**China**

4. 2013 NomCom Timeline

2013 NomCom Timetable

Calls: Monthly-----Biweekly-------Weekly----------

| Phase V Reporting | Phase I Preparatory | Phase II Recruitment | | Phase III Assessment | Phase IV Selection | Phase V Reporting |

| OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP |

ICANN 45
Toronto, Canada
14-18 Oct 2012

ICANN 46
Beijing, China

ICANN 47
Durban,
South Africa
14-18 Jul 2013

Candidate Application
Period

Selectees
Announced

The work cycle of the 2013 NomCom consisted of the following phases:

Phase 1: Preparatory
Phase 2: Outreach and recruitment
Phase 3: Assessment
Phase 4: Selection
Phase 5: Reporting

4.1. Phase I: Preparatory

4.1.1. Kick-off Meeting

The kick-off meeting of the 2013 NomCom was held in Toronto, October 19 – 20, after the 45th ICANN meeting.

Unfortunately, the NomCom was not at full strength at the meeting. Five members had sent their apologies for various reasons. Among them, three -

ALAC representatives Veronica Cretu, Siranush Vardanyan and Mohamed El-Bashir – were absent due to visa problems.[1]

4.1.1.1 Input from the Board, CEO and the Community

The 2013 NomCom met with Dr. Steven Crocker, the Chair of the Board and Mr. Bruce Tonkin, the Chair of the Board Governance Committee (BGC), and discussed with them the skill sets for Board candidates. The NomCom was advised that the skill set advice from 2012 remains unchanged[2] and that the requirement for previous Board experience should be read in a broad sense, i.e. it can be acquired in non-corporate settings such as NGOs, government or university. Particular skills are needed for certain committees. The 2013 NomCom was promised information about the results of a "360 degrees review" of those NomCom selected Board members' whose terms were ending in 2013 and might seek re-selection. The also reminded the NomCom that only Board members who are not conflicted with respect to new gTLDs may join the New gTLD Program Committee.

At meetings with representatives of ICANN's SO's and ALAC, NomCom was informed of their unchanged advice. From the Chair of the ccNSO there was an additional advice to the effect that the NomCom should not appoint members who are directly or indirectly associated with a ccTLD manager. [3]

NomCom also met with Mr. Fadi Chehadé, the new President and CEO of ICANN, who stressed the transformation of ICANN ("New season at ICANN") and said that people are more important than structures; and that ICANN needs mature individuals with wisdom. He recommended that the NomCom use a professional search firm. This advice was also given by a substantial number of members of the community.

Mr. John Jeffrey, the General Counsel of ICANN, explained the fiduciary responsibilities of Board members in an entity like ICANN. As far as the recently modified Conflict of Interest policy is concerned, it is primarily related to financial interests. Commenting on plans to increase NomCom's transparency and openness, he noted that confidentiality applies to candidate identity, not to the process.

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[1] At the initiative of the NomCom Chair, the ALAC Chair wrote a letter to the Chair of the ICANN Board, drawing his attention to the fact that ICANN's globalization and its endeavor to be inclusive of all regions can effectively be undermined by the whims of host country visa policies and suggesting that future host countries should give a firm commitment that their relevant authorities will facilitate the granting of visas to all essential participants of ICANN meetings, http://atlarge.icann.org/correspondence/correspondence-28dec12-en.h
[2] http://www.icann.org/en/groups/board/governance/nomcom-skills-advice-10apr13-en.pdf
[3] http://nomcom.icann.org/ccnso-council-requirements-18dec12-en.pdf

4.1.1.2 NomCom Rules of Procedure

Discussing its Rules of Procedure, the 2013 NomCom decided to strike a new balance between the requirements of openness/ transparency and of confidentiality according to the principle that the "process is open, data (i.e., names) is secret". To implement this principle, the NomCom decided to open at least one of its working meetings at every ICANN meeting to the community, and to start issuing monthly report cards to all constituencies/stakeholder groups represented on the NomCom.

In order to have a record of the committee's proceedings, in case of controversies about what had been said, it was decided to record all meetings with the exception of those where candidates were discussed. The NomCom also discussed the Recommendations by the 2012 NomCom and took note of them in drafting the 2013 NomCom Rules of Procedure.[4]

After the kick-off meeting, several process details remained to be settled by mailing list discussions and at phone conferences. The first such item concerned the modalities of the recordings of the NomCom calls, for which detailed rules were adopted at the NomCom call on December 12, 2012 (Appendix 1). These recordings were held in confidence by NomCom staff; no disagreements arose that required reference to the recordings and they will be destroyed along with other NomCom records at the end of the committee's mandate.

Another subject for discussion was NomCom's role in determining among the Selectees for the GNSO Council on "who goes where", i.e. whether a particular Selectee will be voting or non-voting, and which House the voting members are assigned to.

There was also a discussion on the role of the non-voting liaisons from SSAC and RSSAC and chair, chair-elect and associate chair in the various preparatory polls before the final vote.

4.1.1.3 Sub-Committees

Following Sub-Committees were established:

- Conflict of Interest: Vanda Scartezini (chair), J. Scott Evans, Ken Stubbs
- Outreach: Cheryl Langdon-Orr (chair), Glenn McKnight, Vanda Scartezini, Waudo Siganga, Howard Benn, Jian Zhang, Rafik Dammak
- External Recruitment Assistance: Adam Peake (chair),Ken Stubbs, Warren Kumari, Howard Benn, Stéphane Van Gelder

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[4] http://nomcom.icann.org/procedures-2013.htm

4.1.1.4 Other Matters

The NomCom work cycle and practical modalities were discussed step by step. For the evaluation phase, the committee adopted the model, previously used by several successive NomComs, of placing the candidates in green, orange and red baskets: green to the next stage; orange further discussion; red no further consideration at this time. It was also decided to continue to use the services of Odgers Berndtson for the evaluation of Board candidates (OB Frankfurt) and eventually also for recruitment assistance (OB Brussels).

4.2. Phase II: Outreach and Recruitment

4.2.1. Outreach

Members engaged actively in the outreach work in their various environments and at the internet-related meetings they attended on all continents, including (but by no means limited to!) African Strategic Engagement initiative in Addis Ababa, Canadian Internet Forum in Ottawa, UNESCO's WSIS+10 event and IGF MAG meeting in Paris, APRICOT and APTLD in Singapore, the 7th IGF in Baku and multiple events in Australia.   Outreach efforts continued at the 46th ICANN meeting in Beijing.

4.2.2. External Recruitment Assistance

After the NomCom meeting in Toronto, the committee in principle took a positive view of using external recruitment assistance. Adam Peake and Stéphane Van Gelder engaged in negotiations with the Brussels office of Odgers and Berndtson (OB) on how to adapt OB's "head-hunting" approach to the specific needs of recruiting ICANN Board members. A viable compromise was reached in March, with a two-step approach. OB presented the CVs of likely candidates to the NomCom, which then selected those of potential interest and asked OB to have those candidates submit and SOI. This approach was agreed to by the NomCom at its phone conference March 20, 2013. A Wiki page was set up for members to indicate their preferences. OB presented 22 CVs, and of those 10 SOI's were received from candidates suggested by OB Brussels. Two of these candidates were interviewed in Durban, but did not make final section. To guide OB in selecting potential candidates, NomCom drew-up an ideal candidates profile based on discussions with the ICANN community. The profile is available as Appendix 2.

4.2.3. Survey of Previous Nominating Committee Appointees (NCAs)

A survey was made of the last three years' NCAs on their motivation, time commitment, experience etc, in order to inform NomCom's outreach work. Nine NCA's replied anonymously. [5]

4.3. Phase III: Evaluation

4.3.1. Candidates

By May 15, 2013, the extended application deadline, the NomCom had received 111 Statements of Interest, more than any previous NomCom. One candidate withdrew from the process and the breakdown of the remaining pool was 12 candidates from Africa, 30 from Asia/Australia/Pacific Islands, 32 from Europe, 18 from Latin America/Caribbean Islands and 18 from North America. 27 candidates were female, 83 male.

Candidates expressed primary interest in serving as follows: 78 on the ICANN Board, 24 on the GNSO Council, 14 on the ccNSO Council, and 30 on the ALAC. Some candidates asked to be considered for more than one position.

4.3.2. First Evaluation Round

On NomCom's protected Wiki pages, a straw poll functionality had been created, in which each candidate could be evaluated either as Excellent (4), Well qualified (3), Average (2) and Not recommended (1). (Numerical values in brackets). Candidates were compared in terms of the averages of the numerical values they received in the poll.

As far as Board candidates were concerned, the first and most urgent task of the NomCom was to select about 20 candidates to be assigned to OB Frankfurt in three batches for phone interviews and evaluation. Switching to a weekly call regime for the rest of the time before Durban, the NomCom selected, by a combination of straw polling and phone conference discussions during the second half of May a total of 29 candidates in three batches for OB's assessment. Batching was the only way to manage the work load of both NomCom and OB, and great care was taken to ensure that criteria remained the same throughout this phase.

Candidates for other positions were also evaluated by a combination of straw polls and phone conferences, but were not evaluated by OB Frankfurt.

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[5] https://community.icann.org/download/attachments/40933271/NCA%20survey%20Responses%20-%20001%20thru%20008.pdf?version=1&modificationDate=1363387142000&api=v2

4.3.3. Interviews and Evaluation by OB Frankfurt

The NomCom Chair and Olof Nordling, the lead staff support, met with representatives of Odgers Berndtson on February 6 in Frankfurt to discuss this year's assessment approach and ICANN-OB contract in detail. OB was instructed to provide a more in-depth assessment of the candidates' motivation, their passion for the Internet and their ability to perform in a multicultural multi-stakeholder environment.

The timetable of ICANN meetings in 2013 was a challenge to NomCom and especially for OB Frankfurt, which was given a minimum of time for setting up and conducting interviews with candidates and assessing them. The process could be carried out through thanks to the batching and the flexibility shown by OB staff.

For each of the 29 Board candidates, the NomCom received from OB Frankfurt a form that summarized their abilities in "managing business, managing people and managing self ", in addition to factors like motivation, intercultural emotional intelligence and self-perceived strengths and weaknesses. When read together with the SOI's and recommendations, they provided a very useful expert outsider's view in the next phase.

4.3.4. Second Evaluation Round

The objective of the second round was to cut the numbers down to a manageable size before the final selection meeting in Durban. Experience from previous NomComs had shown that ten Board candidates are the maximum that can be interviewed without undue stress during two days at the ICANN summer meeting.

For other positions, short lists were created during the first half of June, while Board candidates were evaluated by OB. "Deep Diver pairs" were set up among committee members, each assigned to take a closer look at one or two candidates and to help at the meetings where candidates for GNSO and ccNSO Councils as well as for ALAC (from Africa, Latin America and the Caribbean and from Asia/Australia/Pacific Island) where shortlisted. The final review of this shortlist took place at the NomCom call July 2.

At its meetings on June 18 and 25, the NomCom reviewed the Board candidates, in light of their OB scorecards and information provided by Deep Divers in terms of key requirements: board (or equivalent) experience, international exposure, previous activity in multi-stakeholder environments and familiarity with Internet/ICANN. It was decided to invite nine Board candidates for interview to Durban.

4.4. Phase IV: Selection

4.4.1. Board Candidate Interviews in Durban

Of the nine invited candidates, eight managed to make it to Durban in spite of the very short notice for travel arrangements. One was interviewed via video conference.

Candidate interviews were scheduled on Wednesday and Thursday, July 17-18. Each was preceded by an internal discussion, where Deep Divers and the OB representative gave their views on the candidate. The interview itself took from 45 minutes to an hour. It was structured around key questions previously agreed upon by the committee. After the candidate left, there was a post-interview session where committee members and the OB Frankfurt representative commented the candidate's performance.

The interviews are a crucial moment in the work of a NomCom. After Durban, discussion has continued on how to make the best use of them. There has been a suggestion, i.e. time should be found for follow-up interviews with the most promising candidates. It was also suggested that NomCom members should receive some instruction in relevant HR skills.

4.4.2. Final Selection

The final selection meeting took place on Friday and Saturday, July 19-20, at the NomCom hotel adjacent to the convention center.

In addition to the NomCom's original task of filling 3 Board of Director seats, 3 ALAC seats, 2 GNSO seats and 1 ccNSO seat, there was an additional task of selecting a successor to ccNSO Councilor Mary Wong who had resigned on June 30, 2013 in order to join ICANN Staff.

To quote the NomCom 2012 report card (dated August 10) regarding the NomCom selection meeting, "The work consisted of detailed discussions of all of the candidates with straw polling in between to bring clarity, followed by voting, to determine the final slate of appointees for the Board, GNSO Council, ccNSO Council, and the ALAC. (...)The work was arduous, but collegial, and selections were made in a congenial and collaborative manner that brought about a unanimous decision of the 2013 NomCom ICANN Board, ccNSO Council, GNSO Council and ALAC appointees. According to the NomCom rules, only the voting members of the committee took part in the polling and voting that led to the final slate of the appointees that will be presented by the 2013 NomCom. The work ended with a Committee dinner held in the same positive spirit that has reigned throughout the work of this NomCom".

At the end of the day, the final slate was sent to Mr. John Jeffrey.

4.5. Phase V: Reporting

4.5.1 Announcement of 2013 NomCom Selectees

The 2013 NomCom announced on 2 September 2013, the selected nominees for the nine leadership positions within ICANN and are listed below in alphabetical order by family name:

Board
- Cherine Chalaby
- Bruno Lanvin
- Erika Mann

GNSO
- Daniel Reed (Non-Contracted House)
- Thomas Rickert (Contracted House)

ccNSO
- Jordi Iparraguirre (to replace Mary Wong)
- Celia Lerman

ALAC
- Beran Doneh Gillen - Africa
- Rafid Fatani - Asia/Australia/Pacific Islands
- Leon Sanchez - Latin America/Caribbean Islands

4.5.2. Selection of an Additional Board member

The Nominating Committee was informed on October 6, 2013, that Ms. Judith Duavit Vazquez was going to resign from the Board the next day, and that according to the ICANN Bylaws (Art. VI, Section 12), the vacancy shall be filled by the Nominating Committee for the remainder of her term, which ends at the AGM in the fall of 2014.

The NomCom quickly agreed it would be impossible to organize a new SOI round with the mandate of the 2013 NomCom. Using the NomCom Wiki for a similar straw poll process as used for the regular 2013 Board candidates, the NomCom selected a new Board member among those remaining Board candidates who had been shortlisted and interviewed in Durban and who confirmed that they would be willing to serve.

The 2013 NomCom announced on 16 November the selection of Wolfgang Kleinwächter to fill the vacant seat on the ICANN Board. His term will start immediately and run until the conclusion of the ICANN AGM 2014,

5. Recommendations

1. Future Nominating Committees (NomCom) are urged to develop further the openness and transparency of the NomCom processes, while maintaining the absolute confidentiality and privacy of candidate information.

2. The discussion on how to improve continuity between successive NomComs while respecting the confidentiality and privacy of candidate information should continue. Elaboration of guidelines/criteria for confidentiality and privacy of candidate information could be considered.

3. NomCom physical meeting schedules should include training on candidate interview techniques and relevant other recruitment/HR skills.

4. The SOI and Recommendation forms should undergo constant development in light of the experience of each NomCom, and the key data they contain should be available also as a database. In addition to links to their online /social media presence, candidates may also provide a link to a short video talk on what value they propose to add to the Board (or SO Councils/ALAC) if appointed, but this information should also be contained in the text of the SOI.

5. New outreach methods should be developed, e.g. a monthly newsletter (a public version of the monthly report card). Monthly newsletters can provide 'space' to NomCom members share from their outreach efforts at national, regional or international level, by providing summaries and links to their posts, articles, etc.

6. NomCom should set an aspirational goal of achieving 50-50 gender balance in the candidate pools for each group of positions.

7. All candidates, whether recruited by NomCom and other ICANN community outreach, or from any contracted professional recruitment agency, should use the same common SOI format and style when completing their application.

8. ICANN should ensure that NomCom has adequate administrative and state-of-the-art technical resources at all stages of its work cycle to enable it to focus on its core functions. When NomCom continues its work after the ICANN meeting proper, it should have the same level of technical support as during the ICANN meeting.

9. The format for interviews with shortlisted Board candidates needs to be further developed by improving the structure of interview sessions and by reserving time for follow-up interviews when necessary.

10. In order to ensure equal treatment of shortlisted Board candidates, technical facilities for remote interviews need to be improved. Advice for candidates interviewed remotely should be included on the NomCom web page.

11. The follow-up processes after NomCom has made its selection decisions should be further developed and documented. This refers, e.g. to the function of the alternates, the modalities of notifying successful and unsuccessful candidates (encouraging the latter to continue volunteering for ICANN work) and the preparation of the announcement of NomCom appointments.

12. The next NomCom review will be an opportunity for such recommendations as would require Bylaw changes, including possible changes to the allocation of delegates, the terms of NomCom members and to the role of the non-voting members.

6. Acknowledgements

The 2013 Nominating Committee wishes to thank all individuals and institutions that contributed to its work. This includes the ICANN Board and the Board Governance Committee, as well as the leadership of all Supporting Organizations and Advisory Committee; and ICANN staff, from the President and CEO Fadi Chehadé to the Legal, Travel, Finance, Meetings and Technical staff persons who supported our work. Special thanks are due from all committee members to our own, dedicated, deeply committed and hard-working staff: Olof Nordling, Joette Youkhanna and Jia-Juh Kimoto.

Odgers Berndtson offices in Brussels and Frankfurt performed a vital role helping with both recruitment and assessment of candidates. We thank them for their flexibility in accommodating their work to the requirements of our tight schedule.

Finally, as the Chair of the ICANN 2013 Nominating Committee I want to thank the Chair Elect, Cheryl Langdon-Orr and the Associate Chair, Adam Peake, as well as all members of the committee for their constructive and congenial approach, and their willingness to work hard during the entire 2013 NomCom cycle, from Toronto to Buenos Aires.

Yrjö Länsipuro

Chair, 2013 NomCom

ICANN 2013 Nominating Committee
November 17, 2013

Appendix 1

Production, Keeping and Use of Recordings of NomCom meetings

1. Production of Recordings

   1.1. NomCom meetings will be audio recorded, with the exception of those where discussion/deliberation of candidates, or interviews with candidates take place.

   1.2. The Chair shall remind members of the recording at the beginning of each recorded meeting

   1.3. During recorded meetings, members shall identify themselves before speaking

2. Keeping of Recordings

   2.1. The NomCom Staff will be responsible for the safe keeping of the recordings

   2.2. Recordings will be destroyed after the NomCom 2013 has completed its work

3. Use of Recordings

   3.1. The recordings are for the internal use of the NomCom only. They are not available to the public, or any third party.

   3.2. The recordings can be used by the NomCom staff as an aide for writing minutes and, as directed by the Chair, to produce transcripts for the NomCom members of those parts of the proceedings that may give rise to factual disputes.

Appendix 2

ICANN Director Candidate Profile: guide for Odgers Berndtson on ICANN NomCom 2013 Board candidate recruitment

The ideal candidates will combine as many of the following elements as possible:

Professional Experience

- Has held Board level position or equivalent in large corporation, academia, government, government agency or public body
- Leadership in their particular field, career path of distinction
- Rich international exposure, grounded in global issues
- Conversant with the interaction of public policy and industry
- Familiarity with how the Internet works, and with the key issues linked to it
- Track record in synthesizing competing interests and points of view, arriving at compromises
- Enjoys established network and reputation, in and around their specialized field
- Business acumen and broad understanding of societal issues
- Multi-stakeholder approach: experience working in multi-stakeholder organizations, understanding of the multi-stakeholder approach
- Experience from organizations where policy development flows from bottom to the top, and understanding of bottom-up approach
- Track record of effectiveness in complex organizations and "non-hierarchical" relationships

Personal Characteristics and Skills

- Passion for the Internet
- Commitment to ICANN's philosophy and values
- Multicultural, has lived in several countries, linguistic skills
- Exemplary personal integrity
- Presentation competence, able to represent ICANN in the best way
- Creative, original thinker
- Charisma
- Team player, knows when to compromise and move ahead
- Convincing skills, practiced communicator
- Ability to culturally transpose him/herself i.e. to act effectively in a "cultural key" different from his/her original one, and still play their own melody

Professional/Personal Situation

- Willing and able to devote the necessary time to ICANN
- Free to travel as required
- If choosing compensation, willing to accept the set level of fees for Board service
  Free of any conflict of interest with ICANN's activities