

NomCom Review Detailed Implementation Plan

Detailed Implementation Plan drafted by the NomCom Review Implementation Working Group (NomComRIWG), for consideration by the ICANN Board, in accordance with the approved ICANN Board resolution on 14 March 2018.

NomCom Review Implementation Working Group
15 September 2019



TABLE OF CONTENTS

1 OVERVIEW	3
2 DETAILED IMPLEMENTATION PLAN	7
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Recommendation 1	7
Recommendation 2	9
Recommendation 3	11
Recommendation 4	13
Recommendation 5	15
Recommendation 6	17
Recommendation 7	19
Recommendation 8	21
Recommendation 9	22
Recommendation 10	24
Recommendation 11	26
Recommendation 12	27
Recommendation 13	29
Recommendation 14	31
Recommendation 15	33
Recommendation 16	35
Recommendation 17	37
Recommendation 18	38
Recommendation 19	40
Recommendation 20	42
Recommendation 21	44
Recommendation 22	46
Recommendation 23	48
Recommendation 24	50
Recommendation 25	52
Recommendation 26	54
Recommendation 27	56
APPENDIX	58
<hr/>	
Membership List	58

1 Overview

The NomCom Review Implementation Working Group (NomComRIWG) is pleased to submit this Detailed Implementation Plan to the Operational Effectiveness Committee for its review and recommendation to the overall ICANN Board.

ICANN's second Nominating Committee Organizational Review began on 7 June 2017¹ with the following phases:

- Review
- Feasibility Assessment and Initial Implementation Plan
- Detailed Implementation Plan
- Implementation

The [review phase](#) concluded on 5 June 2018 with the publication of the independent examiner's [final report](#), containing 27 recommendations. A NomCom Review Implementation Planning Team (IPT) was then convened for assessing the feasibility of the independent examiner's recommendations, and for developing an initial implementation plan. The independent examiner and the IPT respectively presented the final report and the [feasibility assessment and initial implementation plan](#) on 8 January December 2018 to the Organizational Effectiveness Committee (OEC) of the ICANN Board, who made a recommendation to the Board on next steps.

On 14 March 2019, the ICANN Board accepted the NomCom Review [Final Report](#) and the NomCom Review Implementation Planning Team's [Feasibility Assessment and Initial Implementation Plan](#), and resolved that *"the NomCom Review Implementation Planning Team convene a working group that drafts a detailed implementation plan of the recommendations, as detailed in the [FAIIP](#), within six months from the adoption of this resolution, and for that implementation working group to oversee the implementation of these recommendations, once the Board has approved said detailed implementation plan"*. The Board also directed *"the NomCom Review implementation working group to oversee the implementation process, once the Board has accepted the detailed implementation plan."* See full resolution [here](#).

Therefore, on 25 March 2019, a [call for volunteers](#) was published for volunteers to join the NomCom Review Implementation Working Group (NomComRIWG). [32 volunteers](#) joined the NomComRIWG, with Tom Barrett ([SOI](#)) elected as Chair. Cheryl Langdon-Orr ([SOI](#)) and Zahid Jamal ([SOI](#)) assumed the positions of Vice Chairs.

The NomComRIWG started its work on 17 April 2019 (all meeting proceedings can be found [here](#)) to draft a detailed implementation plan setting out to provide for each of the twenty-seven (27) recommendations: a realistic timeline for the implementation, a definition of desired outcomes, an explanation of how the implementation addresses underlying issues identified in the final report, a way to measure current state as well as progress toward the desired outcome, details on the expected budgetary implications for each of the implementation steps. On several of the recommendations, the NomComRIWG sought additional input from the ICANN community and staff.

The scope and potential impact of the recommendations vary from over-arching to operational improvements. In particular, the NomComRIWG has determined that a number of recommendations (2, 3, 4, 5, 6, 12, 13, 18, 19, 20, 21, 22, 23, 25, 27) require, once

¹ See announcement : <https://www.icann.org/news/announcement-2017-06-07-en>

implemented, the support of an ‘empowered body’ (hereafter: Standing Committee), in itself the result of recommendation 24. The NomComRIWG expects that a number of these recommendations will be implemented – and therefore require participation from the Standing Committee – before the Standing Committee itself may be fully established. Therefore, as part of the detailed implementation plan, the NomComRIWG proposes that a sub-group of NomComRIWG members take on the tasks of the Standing Committee on an interim basis until recommendation 24 is fully implemented.

This detailed implementation plan was completed on 12 September 2019 after 19 plenary meetings and was approved with full consensus.

If accepted by the ICANN Board, the NomCom Review implementation working group will oversee the implementation process, as per the aforementioned Board resolution, and provide to the OEC with six-monthly written implementation reports on progress against the implementation plan, including, but not limited to, progress toward metrics detailed in the implementation plan and use of allocated budget. While the NomComRIWG will continue its role in the implementation process, the group remains open to newcomers.

Recommendation Details							Pre-Implementation Assessment		
Rec#	Estimated length of implementation	Implementation linked to other recommendations	Requires Changes to NomCom Operating Procedures	Requires Bylaws Changes	Requires Input from Other Bodies / Public Comment	Budget Implications	Easy-to-implement and/or least costly improvements	Normal-to-implement and/or normal costly improvements	Difficult-to-implement and/or difficult costly improvements
1	0-10 Months				X	No			
2	0-30 months	R3, R4, R24			X	Yes			
3	0-30 months	R2, R4, R24			X	Yes			
4	0-30 months	R2, R3, R24			X	Yes			
5	0-10 Months	R24				No			
6	0-10 Months	R24				No			
7	0-20 Months	R9	X	X	X	No			
8	N/A	R10				No			
9	0-20 Months	R7	X	X	X	No			
10	≤ 36 months			X	X	No			
11	0-30 months	R7				No			
12	0-10 Months	R24	X			No			
13	0-10 Months	R24	X			Yes			
14	0-20 Months	R16			X	No			
15	0-20 Months	R14			X	No			
16	0-20 Months	R14			X	No			
17	N/A				X	No			
18	0-10 Months	R24				No			

Recommendation Details							Pre-Implementation Assessment		
Rec#	Estimated length of implementation	Implementation linked to other recommendations	Requires Changes to NomCom Operating Procedures	Requires Bylaws Changes	Requires Input from Other Bodies / Public Comment	Budget Implications	Easy-to-implement and/or least costly improvements	Normal-to-implement and/or normal costly improvements	Difficult-to-implement and/or difficult costly improvements
19	0-20 Months	R14, R15, R17, R24			X	Yes			
20	0-20 Months	R6, R24				No			
21	0-30 months	R24			X	No			
22	0-30 months	R21, R24			X	No			
23	0-10 Months	R24				No			
24	0-30 months*		X	X	X	Yes			
25	0-20 Months	R14, R15, R16, R24			X	No			
26	0-30 months					No			
27	0-10 Months			X	X	No			

* As explained in the introduction, several recommendations, once implemented, require the support of the Standing Committee (Recommendation 24), since the implementation of the committee might take up to 30 months, a sub-group of the NomCom Review Implementation Working Party will perform the tasks of the Standing Committee on an interim basis – see also the detailed task list of recommendation [24](#).

2 Detailed Implementation Plan

Recommendation 1	
Recommendation	Formalize a job description for NomCom members that emphasizes experience, diversity, independence, and provide that description to the SOs/ACs.
Independent Examiner's 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.
Expected budget implications once implemented	none
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.
How soon can the implementation start?	As soon as possible; the goal is to have the relevant implementation completed by the earliest date that NomCom members are selected by the SO/ACs, subject to timely Board approval of the Detailed Implementation Plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Short: 0-10 months – subject to timely SO/AC feedback
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to compile the SO/ACs timetable for selecting their NomCom members. 2. NomComRIWG to enquire with all bodies that appoint members to the NomCom if they have a 'job description' for NomCom members, and also, which, if any, criteria they apply during their selection process. 3. NomComRIWG to enquire with current and former NomCom leadership what content they would like to see in a job description for future NomCom members. 4. NomComRIWG to enquire with NomCom support staff what in their experience makes a productive NomCom

	<p>member</p> <ol style="list-style-type: none"> 5. ICANN org to create an overview document that summarizes all responses. 6. NomComRIWG (via ICANN org) to ask for review of summary document(s) from HR professionals (ICANN and/or others). 7. NomComRIWG, with support from ICANN org, to draft proposed job description(s) for NomCom members, based on input received and NomComRIWG's discussion. 8. NomComRIWG to provide the draft document to the bodies that appoint members to the NomCom and ask for feedback. 9. NomComRIWG to finalize job description(s) based on NomComRIWG consensus. 10. NomComRIWG, with support from ICANN org, to post job description(s) on ICANN.org and send document to bodies that appoint members to the NomCom. 11. NomComRIWG to ensure that the Standing Committee (Rec 24) provides revisions, in cooperation with the bodies that appoint members to the NomCom, if and when appropriate.
Metrics to measure successful implementation	<ul style="list-style-type: none"> • Updated job description(s) is/are drafted, distributed to the bodies appointing members to the NomCom, and used in subsequent selection processes by these bodies. • Finalizing implementation in time for the selection of the 2021 NomCom members.
Task(s) Owner	NomComRIWG is the owner of all tasks
Task(s) Costs	n/a

Recommendation 2

Recommendation	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.
Independent Examiner's 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.
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: Better training 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.
Dependencies: Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Identification and/or the development of suitable training/educational courses; securing appropriate budget.
How soon can the implementation start?	Task List can be started as soon as the Board has approved the Detailed Implementation Plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 30 months Budget request in March 2020 for FY2021 may be considered for a pilot or similar. Goal to have training in place no later than for the 2022 NomCom, which will be seated in November 2021.
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to identify, in consultation with current and former NomCom and Board members, what kind of course, online/in-person etc., might meet the needs of the NomCom and also addresses the issue identified by the independent examiner. 2. NomComRIWG to work with current/former NomCom and NomCom support staff to identify content requirements for the training course, as well as logistical dependencies. 3. NomComRIWG to make a FY21 budget request for possible pilot program. 4. NomComRIWG to determine what metrics should be applied to determine success of training program. 5. Based on steps 1-4, NomComRIWG to: <ol style="list-style-type: none"> a. Work with ICANN org to identify suitable vendors

	<ul style="list-style-type: none"> b. Work with current/former NomCom members and NomCom support staff to agree on final course logistics and course content c. Work with NomCom support staff to determine what budgetary requirements for the course are necessary, and, if required, initiate budget request for future budget cycles <ol style="list-style-type: none"> 6. Make budget request as part of ICANN's budget cycle. 7. Once budget is secured, work with NomCom support staff to contract vendor, and determine when training for future NomComs can start/take place.
Metrics to measure successful implementation	Appropriate training courses have been designed and incoming NomCom members are being trained on an annual basis. Funding is secured via NomCom's budget.
Task(s) Owner	<ul style="list-style-type: none"> • NomComRIWG responsible for tasks 1-6, with ICANN org support • ICANN org is responsible for task 7 • Standing Committee to provide oversight / coordinate improvements as necessary • NomCom leadership to secure funding through future budget cycles.
Task(s) Costs	Due to economies of scale, recommendations 2,3, and 4 (all pertaining to establishing training for NomCom members/leadership) should be implemented together. The resulting, combined costs for all three recommendations are likely to be in the region of an initial USD 25,000-35,000k, followed by recurring annual costs of between USD 12,000-28,000 USD. These figures reflect estimates provided by ICANN.org. Actual costs may vary, and funding will be subject to securing appropriate budget through ICANN's annual budget cycle (see task list above).

Recommendation 3

Recommendation	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.
Independent Examiner's Finding	The leadership structure of the NomCom generally works well, although the effectiveness of the NomCom depends heavily on the effectiveness of the Chair.
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: A better informed NomCom leadership may lead to better and more effectively chaired NomCom.
How soon can the implementation start?	Task List can be started as soon as the Board has approved the Detailed Implementation Plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 30 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to identify, in consultation with current and former NomCom and Board members, what kind of course, online/in-person etc., might meet the needs of the NomCom and also addresses the issue identified by the independent examiner. 2. NomComRIWG to work with current/former NomCom and NomCom support staff to identify content requirements for the training course, as well as logistical dependencies. 3. NomComRIWG to make a FY21 budget request for possible pilot program. 4. NomComRIWG to determine what metrics should be applied to determine success of training program. 5. Based on steps 1-4, NomComRIWG to: <ol style="list-style-type: none"> a. Work with ICANN org to identify suitable vendors b. Work with current/former NomCom members and NomCom support staff to agree on final course logistics and course content c. Work with NomCom support staff to determine what budgetary requirements for the course are necessary, and, if required, initiate budget request for future budget cycles

	<ol style="list-style-type: none"> 6. Make budget request as part of ICANN’s budget cycle. 7. Once budget is secured, work with NomCom support staff to contract vendor, and determine when training for future NomComs can start/take place. 8. Work with current/former NomCom and Board members and Standing Committee to determine optimum timing for the appointment of NomCom Leadership and ensure this is reflected in the Board and NomCom calendars
Metrics to measure successful implementation	<p>Appropriate training courses have been designed and incoming NomCom members are being trained on an annual basis. Funding is secured via NomCom’s budget.</p> <p>The Board and NomCom annual calendars reflect deadlines for the appointment of NomCom leadership</p>
Task(s) Owner	<ul style="list-style-type: none"> • NomComRIWG responsible for tasks 1-6, with ICANN org support • ICANN org is responsible for task 7 • Standing Committee to provide oversight / coordinate improvements as necessary • NomCom leadership to secure funding through future budget cycles
Task(s) Costs	<p>Due to economies of scale, recommendations 2,3, and 4 (all pertaining to establishing training for NomCom members/leadership) should be implemented together. The resulting, combined costs for all three recommendations are likely to be in the region of an initial USD 25,000-35,000k, followed by reoccurring, annual costs of between USD 12,000-28,000 USD. These figures reflect estimates provided by ICANN.org. Actual costs may vary, and funding will be subject to securing appropriate budget through ICANN’s annual budget cycle (see task list above).</p>

Recommendation 4

Recommendation	Formalize training for NomCom members in the candidate evaluation process.
Independent Examiner's 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.
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: 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.
How soon can the implementation start?	Task List can be started as soon as the Board has approved the Detailed Implementation Plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 30 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to identify, in consultation with current and former NomCom members, what kind of course, online/in-person, etc., might meet the needs of the NomCom members and addresses the issue identified by the independent examiner. 2. NomComRIWG to work with current/former NomCom members and NomCom support staff to identify content requirements for the training course, as well as any logistical and timing dependencies. 3. NomComRIWG to determine what metrics should be applied to determine success of training program. 4. Based on steps 1-3, NomComRIWG to: <ol style="list-style-type: none"> a. Work with ICANN org to identify suitable vendors b. Work with current/former NomCom members and NomCom support staff to agree on final course logistics and course content c. Work with NomCom support staff to determine what budgetary requirements for the course are necessary, and, if required, initiate budget request. 5. Once budget is secured, work with NomCom support staff to contract vendor, and determine when training for future

	NomComs leadership can start/take place.
Metrics to measure successful implementation	Appropriate training courses have been designed and incoming NomCom members are being trained on an annual basis.
Task(s) Owner	<ul style="list-style-type: none"> • NomComRIWG responsible for tasks 1-4, with ICANN org support • ICANN org responsible for task 5 • Standing Committee to provide oversight / coordinate improvements as necessary • appropriate leadership to secure funding through future budget cycles
Task(s) Costs	Due to economies of scale, recommendations 2,3, and 4 (all pertaining to establishing training for appropriate members/leadership) should be implemented together. The resulting, combined costs for all three recommendations are likely to be in the region of an initial USD 25,000-35,000k, followed by reoccurring, annual costs of between USD 12,000-28,000 USD. These figures reflect estimates provided by ICANN.org. Actual costs may vary, and funding will be subject to securing appropriate budget through ICANN's annual budget cycle (see task list above).

Recommendation 5

Recommendation	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.
Independent Examiner's Finding	There is a lack of understanding around the role of, and consensus regarding, the effectiveness of the professional recruitment firm OB Brussels.
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: Clarifying the role of recruiting consultant will increase transparency and accountability of the NomCom processes and may further increase community confidence in the NomCom's appointments.
How soon can the implementation start?	As soon as the Board has approved the Detailed Implementation Plan. Implementation of codifying this as a standing procedure should be completed when next NomCom is seating at the end of ICANN's 2021 AGM.
Dependency	The NomCom must have finalized the job descriptions for the positions they are tasked to fill before the professional recruitment consultant(s) start their work. BGC must provide timely advice regarding job description, i.e. before the incoming NomCom takes its seats.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Short: 0-10 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. Enquire with ICANN staff and the current NomCom what the contractually defined role of the recruiting consultant(s) is and whether further details are required. 2. Revisit the current timeline for BGC and others to provide the incoming NomCom with timely job descriptions and other relevant information for the recruitment process. 3. Create an overview document that summarizes the consultant(s)' role (paying attention to the need for capacity outreach to under-represented regions with similar proficiency) 4. Ensure that there is an ongoing outreach effort to under-represented regions within ICANN. This should be done in coordination with the marketing efforts, detailed in

	<p>recommendation 13.</p> <ol style="list-style-type: none"> 5. Draft a proposed role description for a professional recruiting consultant(s), based on input received and any additional NomCom RIWG's input 6. Provide the document to ICANN org and ask for feedback/concerns 7. Finalize proposed role description for a professional consultant(s) based on NomComRIWG consensus 8. Post role description on ICANN.org 9. NomComRIWG to establish metrics for the Standing Committee and/or ICANN.org to use to assess the consultant's performance. 10. NomCom Standing Committee (see Recommendation #24) and/or ICANN.org to maintain and, if needed, update the role and responsibilities of the recruiting company
Metrics to measure successful implementation	An updated job description for the recruitment consultant should be published, adhering to all applicable confidential issues related to procurement and contracting.
Task(s) Owner	NomComRIWG is the owner of all tasks – up to and including step 7.
Task(s) Costs	n/a

Recommendation 6

Recommendation	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.
Independent Examiner's Findings	The role and effectiveness of the professional evaluation firm (previously OB Frankfurt), generates some disagreement within the ICANN community.
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 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.
How soon can the implementation start?	As soon as the Board has accepted the Detailed Implementation Plan
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Short: 0-10 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to decide what the process is of hiring an evaluation consultant and how it fits with the NomCom's annual selection cycle. <ul style="list-style-type: none"> ○ Note: On an annual basis, each NomCom will determine whether the evaluation consultant will be relied on for their particular cycle. ○ Enquire with ICANN Org and the current/former NomCom members what are the responsibilities of the evaluation consultant vis-à-vis the current job descriptions for the vacancies to be filled by the NomCom. ○ Create an overview document that summarizes the responses 2. Draft a proposed role description and Statement of Work for a professional evaluation consultant, based on input 3. Ensure the written job descriptions described in Recommendation #15 are utilized 4. Finalize proposed role description for a professional evaluation consultant based on NomComRIWG consensus 5. NomCom standing committee (Rec #24) to maintain and, if needed, update the role and responsibilities document of the evaluation consultant role – and publish it where

	appropriate.
Metrics to measure successful implementation	The role of the evaluation consultant is published. The decision on continued use of evaluation consultant is based on relevant input and feedback from current NomCom and NomCom support staff.
Task(s) Owner	NomComRIWG is the owner of all tasks.
Task(s) Costs	n/a

Recommendation 7

Recommendation	NomCom members, except for leadership positions, should serve two-year terms, and be limited to a maximum of two terms.
Independent Examiner's 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.
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 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.
How soon can the implementation start?	The process for Bylaw change can be initiated as soon as the ICANN Board has approved the Detailed Implementation Plan. Bundling this Bylaw change with the one required for recommendation 9 will be considered.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Medium: < 20 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provide by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to determine which NomCom seats will be elected initially for one year and which seats immediately for two-year terms. Note: the seats that will be initially elected for one year will turn into two-year positions in the following year, resulting in half of the NomCom being replaced each year going forward. 2. NomComRIWG to work with ICANN org to draft changes to Bylaws language. <ol style="list-style-type: none"> a. NomComRIWG to decide whether term limits are 'consecutive' vs 'life-time' limits. b. If term limits refer to consecutive terms, determine the minimum gap between terms c. How to deal with NomCom members who have been appointed by different SO/ACs. d. NomComRIWG to assess whether past NomCom terms are counted towards the life-time limit in (a). e. Decide criteria determining how partial terms served impact the term restrictions. 3. NomComRIWG to initiate, with support of ICANN org, process to change ICANN Bylaws

	<ol style="list-style-type: none"> 4. Inform bodies appointing members to the NomCom about new term conditions going forward, based on outcome of steps above and changed Bylaws text. 5. Review and update NomCom Operating Procedures.
Metrics to measure successful implementation	Completed process to amend the Bylaws to provide for 2-year terms for all NomCom appointees, with half of the NomCom members being appointed every year. A rejection of the proposed Bylaws change, maintaining the status quo, may be one of the acceptable outcomes.
Task(s) Owner	NomComRIWG is the owner of all tasks, with support from ICANN.org.
Task(s) Cost	n/a

Recommendation 8

Recommendation	Maintain the current size of NomCom.
Independent Examiner's Finding	The current size of the NomCom is appropriate.
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
How soon can the implementation start?	n/a
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Not applicable
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	n/a
Metrics to measure successful implementation	n/a
Task(s) Owner	NomComRIWG is the owner of all tasks.
Task(s) Costs	n/a

Recommendation 9

Recommendation	All NomCom members should be fully participating and voting members, except for NomCom leadership.
Independent Examiner's Finding	There is concern over the role and participation of non-voting members.
Expected budget implications once implemented (high, medium, low)	Low: No budget implications are anticipated.
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)	Low
How soon can the implementation start?	The process for Bylaw change can be initiated as soon as the ICANN Board has approved the Detailed Implementation Plan. Bundling this Bylaw change with the one required for recommendation 7 will be considered.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Medium: ≤ 20 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to reach out to all bodies that are appointing NomCom members about planned Bylaws change, including rationale, as detailed in the Final Report 2. NomComRIWG, with support from ICANN org, to initiate process to change ICANN's Bylaws, Section 8.2., to allocate the same voting and participation rights for all NomCom members. 3. If Bylaws are changed, review and update the NomCom Operating Procedures. 4. Ensure that all appointing organizations are aware of the changes in the Bylaws regarding NomCom members' participation rights.
Metrics to measure successful implementation	Completed process to amend the Bylaws to allow for all NomCom members to become full voting members. A rejection of the proposed Bylaws change, maintaining the status quo, may be one of the outcomes.
Task(s) Owner	NomComRIWG is the owner of all tasks.

Task(s) Costs	n/a
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Recommendation 10

Recommendation	Representation on the NomCom should be re-balanced immediately and then be reviewed every five years.
Independent Examiner's Finding	There is concern that the NomCom may not accurately represent constituencies (both across SOs/ACs and within SOs/ACs).
Expected budget implications once implemented (high, medium, low)	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)	High: Equal representation by all ICANN community bodies on the NomCom is the basis for the committee's impartial and community-serving work.
How soon can the implementation start?	The NomComRIWG's discussion on rebalancing can be started as soon as the Board has approved the detailed implementation plan. Completion will take time and may require a number of public comment periods, as well as a Bylaw change.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 36 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to define relevant terms included in the recommendation and identify the intended purpose of the recommendation – as detailed in the final report. 2. NomComRIWG to determine what principles were used to determine the current NomCom's composition. 3. NomComRIWG to decide what principles should apply to determine the optimum NomCom's composition, based on the current ICANN community. 4. Perform a gap analysis between the outcome of steps 2 and 3 5. NomComRIWG to examine the gap analysis and decide which principles should apply. Based on this, the NomComRIWG to decide, inter alia: <ul style="list-style-type: none"> • Whether "rebalancing" in this context means to rebalance the seat allocations to all SO and ACs or whether the overall seats allocated to each SO and AC should remain constant and the SOs and ACs should, if desired, reallocate 'their' seats to ensure adequate representation of all their constituent groupings.

	<ul style="list-style-type: none"> • Decide whether the GAC seat, even if unfilled, should remain allocated to the GAC or whether it should be 'absorbed' by another SO/AC. • Determine if we envision a future where there might be more SO/ACs and whether this would have an impact on the proposed review period of five years <ol style="list-style-type: none"> 6. NomComRIWG to draft one or more rebalanced NomCom seat allocation scenarios and present this to the community for input via public comment and/or face-to-face interaction with the community during a public meeting, webinar, etc. 7. NomComRIWG to revise the rebalancing proposal and initiate Bylaw change – which includes, among other, another public comment period. 8. Bylaw change is accepted and NomCom is rebalanced or Bylaw change is rejected, and status quo is maintained.
Metrics to measure successful implementation	Completed process to amend the Bylaws to rebalance the NomCom. A rejection of the proposed Bylaws change, maintaining the status quo, may be one of the acceptable outcomes.
Task(s) Owner	NomComRIWG, ICANN community, ICANN org, ICANN Board.
Task(s) Costs	n/a

Recommendation 11

Recommendation	The senior staff member supporting NomCom should be accountable to and report to the office of the CEO.
Independent Examiner's 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.
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.
How soon can the implementation start?	As soon as WS2 recommendation #7 is implemented. However, a clarification on current reporting structures may be obtained from ICANN org as soon as the Board has adopted the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 30 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. Assess WS2 recommendation #7 for potential impact: https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en 2. NomComRIWG to communicate with ICANN org about NomCom support reporting structure 3. NomComRIWG to assess what options there are, according to implemented WS2 Rec #7, for NomComRIWG to provide input into the reporting structure. 4. Further steps depend on outcome of task 3.
Metrics to measure successful implementation	NomComRIWG has provided meaningful input into the reporting structure of NomCom support staff, in accordance with the implementation of WS2 Recommendation #7.
Task(s) Owner	NomComRIWG is the owner of all tasks.
Task(s) Costs	n/a

Recommendation 12

Recommendation	NomCom leadership should have input on the NomCom budget and staffing resources.
Independent Examiner's 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.
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.
How soon can the implementation start?	Implementation can start as soon as the Board has adopted the detailed implementation plan. However, setting up and fine-tuning the processes may take one or more budgeting cycles.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	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. 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 https://www.icann.org/public-comments/ccwg-acct-ws2-final-2018-03-30-en . If/When the recommendation is implemented, workflow should be adjusted to agree with the implemented recommendation.
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG, with support/input from ICANN org, to identify a process, including detailed mechanism and appropriate timing, for NomCom leadership to provide meaningful input on resources via ICANN's annual budget cycle. 2. NomComRIWG to discuss with NomCom support staff and current NomCom leadership the feasibility of identified process. 3. NomComRIWG to coordinate with NomCom staff and NomCom leadership to assure leadership has the support needed to provide meaningful input. 4. NomComRIWG to devise any applicable metrics. 5. Review and Update NomCom Operating Procedure to reflect budget input of NomCom leadership. 6. Identify the role of the Standing Committee to assist with this recommendation, once implemented.

Metrics to measure successful implementation	NomCom leadership is set up to provide meaningful input the NomCom's annual budget via ICANN's budget cycle.
Task(s) Owner	NomComRIWG and ICANN org
Task(s) Costs	n/a

Recommendation 13

<p>Recommendation</p>	<p>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.</p>
<p>Independent Examiner’s Finding</p>	<p>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.</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: More transparency and increased understanding of how the NomCom works may increase acceptance and accountability of its work.</p>
<p>How soon can the implementation start?</p>	<p>As soon as the Board accepts the detailed implementation plan.</p>
<p>Duration: 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>Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)</p>	<ol style="list-style-type: none"> 1. NomComRIWG to consult with current/former NomCom members and NomCom support staff to document the NomCom’s annual cycle; including (but not limited to) appointment of the leadership team, seating of the incoming members, communication with Board and other ICANN bodies about skill requirements for new appointees, recruitment outreach, interviews, selection, and announcement of incoming appointees. 2. NomComRIWG to draft up a process diagram incorporating all relevant steps in the NomCom’s lifecycle, ensuring the process includes: determination by the current NomCom if they are going to follow the previously codified process; if not, how they plan to / have already communicate(d) the change to the ICANN community. 3. NomComRIWG to consult with current/former NomCom members and NomCom staff to enquire about comprehensiveness of diagram, including whether too little or too much details are included in the draft. 4. NomComRIWG to update/finalize diagram

	<ol style="list-style-type: none"> 5. NomComRIWG to reach out to decide if additional visual improvements to the diagram are desired and whether ICANN org can provide needed services. 6. If a third-party vendor is required, NomComRIWG to enquire with NomCom support staff if current budget allows for the procurement of a third-party vendor; if it does not: NomComRIWG to coordinate a budget request for the next fiscal year via ICANN's annual budget cycle. 7. NomComRIWG to publish diagram where appropriate and publicize among the community. 8. The Standing Committee to ensure that the diagram is periodically reviewed and updated, if required and that the community is duly updated about any those process updates. 9. Standing Committee to ensure that any deviation from the standard process by the NomCom is clearly communicated to the ICANN community
Metrics to measure successful implementation	A comprehensive process diagram of the NomCom's annual cycle is published and maintained in a transparent and accessible manner. Any deviations from this process by the NomCom is transparently communicated to the ICANN community.
Task(s) Owner	NomCom RIWG, ICANN org.
Task(s) Costs	ICANN Comms has indicated that they could provide visual aids for a basic process diagram, absorbing the costs into their annual operational budget. Only if a third-party vendor is required, costs are likely to be, according to ICANN org, between 2000 and 6000 USD.

Recommendation 14

Recommendation	Formalize communication between the NomCom and the Board, SOs/ACs, and the PTI Board to understand needed competencies and experience.
Independent Examiner's 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.
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 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.
How soon can the implementation start?	<p>As soon as the Board has accepted the detailed implementation plan.</p> <p>Recommendation should be implemented together with Recommendation 16</p> <p>[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.]</p>
<p>Duration: 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>	Medium: ≤ 20 months
<p>Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)</p>	<p>Note: these steps pertain to both recommendation 14 and 16, therefore, the information exchanged refers to both: the experience and skills need for future appointments, and the report on performance of potentially re-applying NomCom appointees (subject to all confidentiality requirements).</p> <ol style="list-style-type: none"> 1. NomComRIWG to work with the current/former NomCom members and NomCom support staff to understand what information is currently shared between the NomCom and the

	<p>bodies to which the NomCom makes appointments, including the timing of these communications.</p> <ol style="list-style-type: none"> 2. NomComRIWG, in coordination with the current/former NomCom members and NomCom support staff and the bodies that receive NomCom appointees, to identify what additional information (if any) can be shared. 3. NomComRIWG, in coordination with the current/former NomCom members, NomCom support staff and the bodies that receive NomCom appointees, to identify whether improvements should be made to the timing of this exchange of information. 4. NomComRIWG to draft a communication process and timeline, including desired information to be shared, that the NomCom and the bodies that receive NomCom appointees should follow each year, including what information should be shared with the recruitment agency(ies). 5. If applicable, updates should be made to the NomCom's operating procedures.
Metrics to measure successful implementation	A communication plan between the ICANN Board, the PTI Board, the SO/ACs and the NomCom has been established to ensure each incoming NomCom is aware of needed competencies and experience and the current NomCom has information (subject to all confidentiality requirements) about performance of current appointees.
Task(s) Owners	NomComRIWG
Task(s) Costs	n/a

Recommendation 15

<p>Recommendation</p>	<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 basis for recruiting and evaluation efforts.</p>
<p>Independent Examiner’s Finding</p>	<p>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.</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>How soon can the implementation start?</p>	<p>As soon as the Board has accepted the detailed implementation plan.</p>
<p>Duration: 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>Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)</p>	<ol style="list-style-type: none"> 1. NomComRIWG to await and collect the finalized job descriptions as per Rec 14. 2. NomComRIWG to establish the process for the NomCom to make sure that when publishing the job descriptions, the NomCom is transparent if it decides to include other factors than those received through the suggestive Board advice or input from other bodies that receive NomCom appointees. 3. NomCom with support of NomCom support staff to update the NomCom Operating Procedure Manual with this new process 4. Assure that the NomCom Standing Committee (Rec #24) performs annual outreach to Board, SO/AC, and PTI Board to receive feedback on specific needed competencies

Metrics to measure successful implementation	NomCom Operating Procedures Manual is updated to reflect process. Job description(s) are updated annually and form(s) a basis for recruitment.
Task(s) Owner:	NomComRIWG
Task(s) Costs:	n/a

Recommendation 16

Recommendation	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.
Independent Examiner's 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.
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.
How soon can the implementation start?	At the same time as recommendation #14
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Medium: ≤ 20 months This should be implemented together with Recommendation #14.
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<p>Note: these steps pertain to both recommendation 14 and 16, therefore, the information exchanged refers to both: the experience and skills need for future appointments, and the report on performance of potentially re-applying NomCom appointees (subject to all confidentiality requirements).</p> <ol style="list-style-type: none"> 1. NomComRIWG to work with the current/former NomCom members and NomCom support staff to understand what information is currently shared between the NomCom and the bodies to which the NomCom makes appointments, including the timing of these communications. 2. NomComRIWG, in coordination with the current/former NomCom members, NomCom support staff and the bodies that receive NomCom appointees, to identify what additional information (if any) can be shared. 3. NomComRIWG, in coordination with the current/former NomCom members, NomCom support staff and the bodies that receive NomCom appointees, to identify whether improvements should be made to the timing of this exchange of information.

	<ol style="list-style-type: none"> 4. NomComRIWG to draft a communication process and timeline, including desired information to be shared, that the NomCom and the bodies that receive NomCom appointees should follow each year, including what information should be shared with the recruitment agency(ies). 5. If applicable, updates should be made to the NomCom's operating procedures.
Metrics to measure successful implementation	A communication plan between the ICANN Board, the PTI Board, the SO/ACs and the NomCom has been established to ensure each incoming NomCom is aware on a timely basis of needed competencies and experience and has information (subject to all confidentiality requirements) about performance of outgoing appointees.
Task(s) Owner:	NomCom RIWG
Task(s) Costs:	n/a

Recommendation 17

Recommendation	Maintain current diversity requirements for NomCom appointees.
Independent Examiner's Finding	There is some disagreement over whether the NomCom should incorporate additional diversity requirements for its appointees.
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)	n/a
How soon can the implementation start?	n/a
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	n/a
High-level implementation steps, proposed by the IPT and accepted by the Board	n/a
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	Invite bodies receiving NomCom appointees, as part of the implementation of recommendations 14 and 16 to include any relevant information on desired diversity in their annual communication/advice to the NomCom.
Metrics to measure successful implementation	Annual communications to receiving bodies includes a reminder to specify desired diversity for new appointees.
Task(s) Owner	NomComRIWG
Task(s) Cost	n/a

Recommendation 18

Recommendation	Publish a candidate communication schedule and codify a communication process with candidates.
Independent Examiner's 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.
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)	Low: Implementation of this recommendation will help set expectations for candidates progressing through the evaluation process and provide additional transparency and accountability of the NomCom's processes.
How soon can the implementation start?	As soon as the Board has accepted the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Short: 0-10 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to gain an overview of the current candidate communications of the NomCom by enquiring with current/former NomCom members and NomCom Staff. 2. NomComRIWG to talk to previous NomCom appointees to understand how they perceived the communication process. 3. NomComRIWG to propose a communication schedule including timing of communications with both successful and unsuccessful candidates. 4. NomComRIWG to discuss with current/former NomCom members, NomCom staff, and previous NomCom appointees whether proposed communication schedule meets requirements and what further improvements could be made. 5. Finalize communication process; this should include annual surveys of all NomCom applicants. 6. Update NomCom's workflow (recommendation 13). 7. Publish communication schedule and timelines for candidate communications. 8. Ensure the Standing Committee reviews the annual applicant survey results and makes any changes as needed for the following year.

Metrics to measure successful implementation	A communication schedule, that fits into the NomCom's work cycle and meets the needs of applicants and the NomCom is agreed upon, published, and adhered to.
Task(s) Owner	NomComRIWG
Task(s) Costs	n/a

Recommendation 19

Recommendation	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.
Independent Examiner's 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.
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: 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.
Dependencies: Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Implementation of Recommendations #14, #15, #17
How soon can the implementation start?	After recs #14, #15, #17 have been implemented.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Medium: ≤ 20 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to reach out to NomCom, NomCom support staff, ICANN communication team, and the recruitment consultant(s), to understand what the state of current outreach and marketing is with regard to ensuring a diverse candidate pool in response to the NomCom's annual recruitment efforts. 2. NomComRIWG to identify possible improvements to the marketing plan and decide, in cooperation with the current NomCom, ICANN org, and the Standing Committee (if already in place), what additional efforts should be undertaken to target candidates for future NomCom's recruitment cycles. 3. This marketing effort should also help educate potential outside candidates about ICANN. 4. NomCom to conduct annual measurements related to the

	<p>quality of the applicant pool.</p> <p>5. Standing Committee (or NomComRIWG as long as the Standing Committee is not yet in place) to assess effectiveness of outreach/marketing efforts on an annual basis and work with the NomCom, ICANN org and the recruitment consultant(s) to make improvements for the following year as required.</p>
Metrics to measure successful implementation	Effective communication between Standing Committee, recruitment consultant(s), the NomCom, and ICANN org is established, to maximize the effectiveness of candidate outreach on an annual basis, with an increase in the quality of applicants.
Task(s) Owner(s)	NomComRIWG, NomCom Standing Committee
Task(s) Costs	Cost will depend on what additional outreach/marketing may be required. Social media campaigns will cost no less than 2000 USD, and costs can be significantly higher than that. In case additional costs incur, and these cannot be absorbed by the NomCom's annual budget, the NomComRIWG or (if in place) the Standing Committee will work with the NomCom and NomCom support staff to make appropriate budget requests via ICANN's annual budget cycle.

Recommendation 20

<p>Recommendation</p>	<p>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.</p>
<p>Independent Examiner’s Finding</p>	<p>The NomCom does not always evaluate candidates in a consistent manner.</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: Additional work by the firm could free up the NomCom to focus their attention on the most promising candidates.</p>
<p>Dependencies: Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Implementation of 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.]</p>
<p>How soon can the implementation start?</p>	<p>As soon as the Board accepts the detailed implementation plan.</p>
<p>Duration: 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>Task List, Sequencing: Proposed detailed implementation steps (based on high-level steps provided by the IPT)</p>	<p>Note: Use of an evaluation consultant is determined by each NomCom. See Recommendation #6 (re: continued use of evaluation consultant).</p> <ol style="list-style-type: none"> 1. Consult with current and past NomComs as well as NomCom support staff to determine what candidate attributes/data should be anonymized during the blind assessment (and when to reveal all data points), including steps to prevent: <ol style="list-style-type: none"> a. losing access to candidate data prior to sharing with the NomCom b. limiting the NomCom’s choices of candidates c. making the firm’s recommendation for a short list binding on the NomCom 2. NomComRIWG to establish when in the NomCom cycle the short list should be produced to have maximum benefit for the NomCom.

	<ol style="list-style-type: none"> 3. If necessary, NomComRIWG to work with ICANN org to amend evaluation firm contract with the need to provide blind assessments and propose a deep-dive shortlist of the applicant pool (in accordance with 2 above), while preserving all application materials and making them available to the NomCom if so requested. 4. Establish a feedback mechanism to assess the effectiveness of the evaluation consultant providing a deep-dive shortlist to the NomCom and adjust the consultant's remit for the following year, if necessary (to be maintained by NomCom Standing Committee, see Recommendation #24).
Metrics to measure successful implementation	Evaluation consultant has provided the NomCom with a deep-dive shortlist and, if needed, the contract with the evaluation consultant has been adapted accordingly.
Task(s) Owner(s)	NomComRIWG, Evaluation Consultant, NomCom
Task(s) Costs	n/a

Recommendation 21

Recommendation	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.
Independent Examiner's Finding	The NomCom does not always evaluate candidates in a consistent manner.
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.
Dependencies: Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	A clear understanding what processes need to be captured in the toolkit. Establishment of the NomCom Standing Committee or interim Standing Committee
How soon can the implementation start?	As soon as the Board accepts the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 30 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. Determine what process information, and other relevant data (including diversity requirements), needs to be captured in the tool by: <ol style="list-style-type: none"> a. Consulting current and former NomCom members b. Consulting those bodies that appoint members to the NomCom c. Consulting with NomCom support staff d. Consulting with other sources to determine industry best practices, possibly ICANN HR 2. Decide which additional tools should be part of a toolkit. 3. Outreach to current and former NomCom members to solicit input what the toolkit should contain. 4. Draft the tool kit components based on feedback and NomComRIWG input. 5. Ensure that the evaluation toolkit information is shared in a timely manner with the incoming NomCom and overall

	<p>community.</p> <ol style="list-style-type: none"> 6. Incoming NomCom should amend the toolkit based on the updated/latest job descriptions for positions to be filled. 7. Ensure the Standing Committee is aware of the necessity to maintain and update the evaluation toolkit on an annual basis accordingly to input from the outgoing NomCom, as well as each year's specific job description.
Metrics to measure successful implementation	Standardized tools are in place to evaluate and prioritize candidates and are assessed/updated annually by the Standing Committee.
Task(s) Owner(s)	NomComRIWG, NomCom Standing Committee
Task(s) Costs	n/a

Recommendation 22

Recommendation	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.
Independent Examiner's Finding	The NomCom does not always evaluate candidates in a consistent manner.
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: 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.
Dependencies: Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Recommendation #21: This will become part of the toolkit.
How soon can the implementation start?	As soon as Board accepts the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 30 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. Communicate with NomCom to capture and review what questions and evaluation tools are typically used by the NomCom during the deep-dive and final interview phases. 2. Establish which questions and tools should be included in the 'interview question library' used by every NomCom, (with the library included in the toolkit) by consulting: <ol style="list-style-type: none"> i. Current and former NomCom members ii. Current and former NomCom appointees iii. NomCom supporting staff (HR) iv. External firm(s) v. Bodies receiving NomCom appointees 3. Once finalized, integrate these questions into an interviewer evaluation form and incorporate into the evaluation toolkit (see Recommendation #21).

	<ol style="list-style-type: none"> 4. Deep-dive team assignments should consider additional factors beyond simply time zone availability, such as, e.g., potential conflicts and different cultures. 5. Each new NomCom can generate its own questions as well as pull from the 'library' to conduct a 'semi-structured' interview. 6. Instruct Standing Committee to capture the actual questions asked, scrubbing them of all identifying personal data, used at all stages, as well as seek feedback from each NomCom to assess usefulness of questions and update evaluation tool kit if and when needed.
Metrics to measure successful implementation	The questions from the past interviews have been captured and NomCom has adopted consistent interview questions and an interview evaluation form.
Task(s) Owner(s)	NomComRIWG, NomCom
Task(s) Costs	n/a

Recommendation 23

Recommendation	The NomCom should publish additional data on the candidate pool and the recruiting source of candidates.
Independent Examiner's 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.
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.
Dependencies: Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Verify whether additional data from pool of applicants is GDPR compliant
How soon can the implementation start?	As soon as the Board has accepted the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Short: 0-10 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. Work with NomCom support staff to establish what data about the candidate pool has been published over the past five years. 2. Work with NomCom support staff to determine what non-confidential, non-identifiable data has not been made public and why. 3. Consult with the wider ICANN community what additional non-confidential, non-identifiable data points should be collected and published. 4. Reach consensus within NomComRIWG on what additional data, if any, should be published going forward and capture this consensus in the toolkit. 5. Coordinate with NomCom support staff to assure the additional data is captured and published. 6. Instruct Standing Committee to oversee the continuous publication of data, as defined, and to ensure analytics/trend analysis is conducted to decide if adjustments should be

	made (and if so what kind) for future NomComs.
Metrics to measure successful implementation	All relevant data from the applicant pool and the recruiting sources are published and appropriately analyzed – in accordance with all applicable confidentiality requirements.
Task(s) Owner(s)	NomComRIWG
Task(s) Costs	n/a

Recommendation 24

Recommendation	An empowered body of current and former NomCom members should be formed to ensure greater continuity across NomCom's, and in particular, to recommend and assist in implementing improvements to NomCom operations.
Independent Examiner's Finding	No finding was associated with 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)	High: The NomCom Standing Committee will anchor institutional memory and support the NomCom's work in the long-run through a community-led effort.
Dependencies: Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Community support for the size, composition, length of terms, and competences of the NomCom Standing Committee.
How soon can the implementation start?	As soon as the Board approves the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	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.
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<p>Note: There are a number of recommendations that require the establishment of this empowered body [hereafter: Standing Committee], therefore the NomComRIWG will put in place an interim Standing Committee prior to fully implementing this recommendation.</p> <ol style="list-style-type: none"> 1. NomComRIWG to discuss the structure and charter of this Standing Committee: <ol style="list-style-type: none"> a. Nature: Cross-community group, Empowered NomCom Standing Committee, Working group b. Composition: SO/AC appointed members, NomCom members... Large vs. Small group 2. NomComRIWG to define the scope of this new body, including: <ol style="list-style-type: none"> a. Advisory/community feedback role, identify which processes are part of its remit, including but not

	<p>limited to those listed in this detailed implementation plan.</p> <ul style="list-style-type: none"> b. Avoid duplication of the NomCom's work (e.g. body will not participate in any way in the annual recruitment, evaluation or selection of candidates). c. Role of the NomCom leadership team vis-à-vis the Standing Committee. <ol style="list-style-type: none"> 3. NomComRIWG to define how communication between the body and the NomCom will be conducted, how it will be captured and how it will adhere to ICANN's transparency and accountability standards. 4. NomComRIWG to propose a membership size of the body, including its possible composition. 5. Determine performance metrics for the Standing Committee, and how to review them annually. 6. NomComRIWG, in cooperating with ICANN org to discuss what level of staff support and/or other support may be necessary to help the body perform its duties. 7. NomComRIWG to ask ICANN org to consider what level of staff support is feasible, including possible costs. 8. NomComRIWG to consult the community via public outreach and/or public comment on this new body, including scope, size, composition, need for ICANN org support and associated costs, all other possible budgetary implications, and how the body should be established (Bylaws?, NomCom Operating Procedures?). 9. Subject to feedback from public comment, NomComRIWG to refine scope, size, composition, support level, and budget. 10. NomComRIWG to initiate process to put the new body into place, i.e. Bylaw change, including additional public comment. 11. NomComRIWG to work with ICANN Board and ICANN org to initiate any budgetary requests needed for the operating of the body.
Metrics to measure successful implementation	Standing Committee is established, with a clearly defined role, membership, and operating process, the Committee is adequately funded, and has an appropriate level of ICANN org staff support.
Task(s) Owner(s)	NomComRIWG, ICANN Board, ICANN org
Task(s) Costs	Once in place, budget requirements for ICANN org support staff, budget for Standing Committee if necessary.

Recommendation 25

Recommendation	Improve NomCom selection decisions by assessing the performance and needs of all bodies receiving NomCom appointees.
Independent Examiner's Finding	No finding was associated with 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)	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.
Dependencies: 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.
How soon can the implementation start?	As soon as the Board has approved the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Medium: ≤ 20 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to consult with receiving bodies to understand what (if any) performance assessment of the body itself is conducted and what skill set needs derive from that (or any other assessment) for future NomCom appointees. 2. NomComRIWG to propose additional/improved performance and needs assessment of receiving bodies. 3. NomComRIWG to propose how the NomCom can use the information from the receiving bodies (step 1) to assess the needs of these bodies to improve NomCom's selection decisions during its annual selection cycle. 4. NomComRIWG to agree with the receiving bodies how assessment and improved selection will be incorporated into the annual selection process. 5. Incorporate this assessment into the relevant job descriptions developed annually by the NomCom. 6. NomComRIWG to determine how to facilitate the receiving bodies performing the assessments.

	<ul style="list-style-type: none"> 7. NomComRIWG to ensure that interdependency with other, relevant recommendations is taken into account. 8. Standing Committee analyze the performance assessment of the receiving bodies on an annual basis and make adjustments (if/when needed) for the subsequent NomCom.
Metrics to measure successful implementation	NomCom makes improved selection decisions, based, e.g., on a qualitative survey of the receiving bodies, by appropriately assessing the performance and needs of all bodies receiving NomCom appointees.
Task(s) Owner(s)	NomComRIWG
Task(s) Costs	n/a

Recommendation 26

Recommendation	ICANN should investigate advancing its nominations process into a Leadership Development function.
Independent Examiner's Finding	No finding was associated with 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: Depending on the design of the leadership development function, it may lead to establishing a larger pool of well-prepared ICANN community leaders.
Dependencies: Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Not applicable Broader conversation needed first with the Community?
How soon can the implementation start?	As soon as the Board has approved the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Long: ≤ 30 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. NomComRIWG to reach out to ICANN org to discuss what would be involved in developing a leadership development function for unsuccessful NomCom applicants. 2. ICANN org to provide an overview of what kind of leadership development is currently in place, or how current outreach and volunteer development efforts could be adapted to harness unsuccessful NomCom candidates. 3. NomComRIWG to discuss with current/former NomCom members and NomCom support staff how to identify unsuccessful applicants that would benefit from leadership development. 4. NomComRIWG to provide ICANN org with suggestions on what a leadership development could look like, what its goals would be, and what criteria might be relevant for its success. 5. ICANN org to investigate and to report back to NomComRIWG about the feasibility of such a leadership development function, which costs would be involved and what potential metrics for success could be applied.

	<ol style="list-style-type: none"> 6. ICANN org to launch development function if deemed feasible and potential for harnessing new volunteer talent is sufficiently high. 7. In addition, the NomComRIWG to ensure that the communication with unsuccessful candidates explains other volunteer opportunities within ICANN – such communication should be codified within the NomCom operating procedures.
Metrics to measure successful implementation	ICANN org has investigated advancing its nominations process into a Leadership Development function and has reported back to the NomComRIWG about possible ways to put this into practice.
Task(s) Owner(s)	ICANN org, NomComRIWG
Task(s) Costs	n/a

Recommendation 27

Recommendation	<p>Provide clarity on desire for and definition of “independent directors”. Upon clarification of desire and definition, determine the number of specific seats for “independent directors”.</p> <p>NomComRIWG note: This recommendation is limited only to NomCom-appointed directors of the ICANN Board.</p>
Independent Examiner’s Findings	The extent to which NomCom appointees are independent and prioritize the interests of the global Internet community in their decision-making is an area of concern within ICANN.
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>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>Note: This recommendation is unrelated to and should not be confused with the state of California’s definition for independent board directors. To help distinguish between the two, we will refer to “NomCom Independent Directors” in this recommendation.</p>
How soon can the implementation start?	As soon as the Board has approved the detailed implementation plan.
Duration: What is the anticipated duration of the implementation effort to completion? Short: 0-10 months Medium: ≤ 20 months Long: ≤ 30 months	Short: 0-10 months
Task List, Sequencing: Proposed detailed implementation steps (based on the high-level steps provided by the IPT)	<ol style="list-style-type: none"> 1. Define “NomCom independent directors”, based on the findings of the Final Report. This definition is unrelated to ICANN’s definition of “independent board directors” under California law. “Independent” in this context could include several possible factors, such as an existing relationship with an ICANN-contracted party 2. NomComRIWG to reach out to the ICANN community and the ICANN Board to obtain input into the NomComRIWG’s definition of “NomCom independent directors” and also to gauge their support of having such “NomCom independent directors” appointed by NomCom to the Board (and if so, how many). 3. NomComRIWG to develop a proposal for this recommendation regarding the need (or not) of “NomCom independent directors”. 4. NomComRIWG to determine how to incorporate our proposal into the entire NomCom’s process. 5. NomComRIWG to publish its proposed definition, purpose, and number of “NomCom independent directors” for public

	<p>comment.</p> <ol style="list-style-type: none"> 6. Based on feedback from the public comment, NomComRIWG to update its proposal for the definition of, need for, and number of NomCom independent directors and, if deemed necessary, propose a Bylaws change, or changes to the NomCom operating procures, or determine another way to codify the proposal. 7. Standing Committee to ensure on a regular basis that the new requirement is followed. 8. Based on the outcome of the implementation, determine if additional steps or safeguards need to be taken to ensure a desirable number of NomCom independent directors serves on the Board at any given time.
Metrics to measure successful implementation	ICANN community, under NomComRIWG lead, has been provided clarity on desire for and definition of “NomCom independent directors” and a determination has been made about the number of seats of NomCom appointees to the ICANN Board for “NomCom independent directors.”
Task(s) Owner(s)	NomComRIWG
Task(s) Costs	n/a

Appendix

Membership List

	Name	SO/AC Affiliation	SOI	Attendance
1	Arinola Akinyemi	GNSO-BC	PDF	18/19
2	Bruce Tonkin	ccNSO	On file	0/19
3	Cherie Lagakali	At-Large (APRALO)	On file	4/19
4	Cheryl Langdon-Orr	At-Large (APRALO)	On file	19/19
5	Dave Kissoondoyal	ALAC	On file	17/19
6	Dejan Đukić	Resigned 24 June 2019		2/19
7	Dessaegn Yehuala	RSSAC	On file	5/19
8	Elvis Ejikeme Egbuogu	GNSO/ISOC Nigeria/AFRALO	On file	12/19
9	Fanny Salyou			6/19
10	Ferran Farre	ALAC		0/19
11	Herve Mbaya			2/19
12	Ines Hfaiedh	GNSO/NCSSG/NCUC	On file	5/19
13	Jay Sudowski	BC	On file	7/19
14	Ken Stubbs	GNSO/RySG	On file	7/19
15	Kristina Hakobyan	ccNSO	PDF	14/19
16	Leah Symekher	ALAC (NARALO)/NomCom	On file	15/19
17	Lilian Ivette De Luque Bruges	ALAC	On file	11/19
18	Liz Williams	No direct affiliation	On file	0/19
19	Manmeet Pal Singh	Non-Commercial Users/End Users	On file	4/19
20	Margarita Valdés Cortés	ccNSO	On file	6/19
21	Nadira Alaraj	ALAC (APRALO)	On file	16/19
22	Oswaldo Novoa	GNSO, ISPCP Constituency	On file	10/19
23	Raoul Plommer	NCUC/NPOC/NCSSG-GNSO	On file	4/19
24	Raymond Selorm Mamattah	BC	On file	7/19
25	Remmy Nweke	NPOC/NCSSG	On file	13/19
26	Satish Babu	ALAC	On file	4/19
27	Shreedeeep Rayamajhi	APRALO	On file	6/19
28	Tom Barrett	GNSO/RrSG	On file	19/19
29	Tracy Hackshaw	Individual	On file	5/19
30	Vanda Scartezini	ALAC- LACRALO	On file	14/19
31	Wale Bakare	At-Large/ALAC - EURALO	On file	3/19
32	Zahid Jamil-IG	BC	On file	2/19



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