ICANN 2014 Nominating Committee

Final Report

Presented to the ICANN Community in Los Angeles at ICANN Meeting #51 October 16, 2014

2014 Nominating Committee

FINAL REPORT
16 October 2014

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Final Report to the ICANN Community

1. Executive Summary

The 2014 Nominating Committee received a final total of 58 completed Statements of Interest (SOI) / applications for consideration for key leadership roles to be determined and appointed in 2014 to serve in the available ICANN leadership positions. From this candidate pool, the committee selected six (6) persons for the positions required to be filled.

The 2014 Nominating Committee built upon the new practices and procedures developed by the 2013 NomCom, in order to continue to enhance our institutional confidence, transparency and accountability. Key to this is the striking of 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 2014 Nominating Committee.

Key Outcomes and Activities of the 2014 Nominating Committee (NomCom)

❏ The 2014 NomCom continued to build on the changes implemented by the 2013 NomCom relating to greater transparency and accountability, by having more open meetings and regular reporting to the community.

❏ Implemented a new application process and online (wiki based) system; received fifty eight (58) Statements of Interest (SOIs) for six (6) ICANN leadership positions.

❏ Announced the 2014 NomCom selected nominees on 15 August 2014 (https://www.icann.org/news/announcement-2014-08-15-en)

❏ The 2014 NomCom will have a public meeting during ICANN 51 in Los Angeles to update and provide the community with a full and comprehensive report

2. *The Task of the Committee for 2014.*

The task given to the 2014 Nominating Committee (NomCom14) was to select:

★ Two members of the Board of Directors of ICANN

★ Two members of the At Large Advisory Committee (ALAC) (one each from the European and Northern American Regions)

★ One member of the Council of the Generic Names Supporting Organization (GNSO)

★ One member of the Council of the Country Code Names Supporting Organization (ccNSO)

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

❏ Advance ICANN's core mission and values. (*See* Bylaws Article I, Sections 1 and 2 at http://www.icann.org/general/bylaws.htm#I-1 and http://www.icann.org/general/bylaws.htm#I-2).

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

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

❏ Meet the expectations of the Internet community by acting with fairness and integrity, and by providing transparency of objectives, criteria, procedures, and mechanisms for receiving input, while respecting candidates' privacy and maintaining the confidentiality that is necessary to assure open and frank communications within NomCom

3. 2014 NomCom Members, Accountability and Transparency including Peer Reviews

Leadership Team *Non-Voting*: Cheryl Langdon-Orr (Chair), Stéphane Van Gelder (Chair Elect), Yrjö Länsipuro (Associate Chair)

Voting Members:

Ron Andruff (CBUC - Small), Satish Babu (ALAC - AP), John Berryhill (Registrars SG), Alain Bidron (ISP), Don Blumenthal (Registries SG, Veronica Cretu (ALAC-EU), Sarah B. Deutsch (CBUC - Large), Hans Petter Holen (ASO), Louis Houle (ALAC-NA), Juhani Juselius (ccNSO), Brenden Kuerbis (NCUC), John McElwaine (IPC), Russ Mundy (IAB/IETF), Vanda Scartezini (ALAC-LAC), and Fatimata Seye Sylla (ALAC-AF). **Non-Voting Members***:* Robert Guerra (SSAC) and Bill Manning (RSSAC)

For additional information on Nominating Committee members, click here

Increased Transparency and Accountability:

In the later part of the 2013 Nominating Committee's activities the ICANN Board Governance Committee (BGC) requested that as an aid to their determination the effectiveness of the Chair Elect to serve as Chair in the following year's NomCom, the BGC would conduct a peer review or 360 Review process with an external consulting company for both the Chair and Chair Elect.

In 2014 this practice was continued and completed during August. Stéphane Van Gelder (Chair Elect) and Cheryl Langdon-Orr (Chair) agreed that as the feedback from such an exercise is not only a useful tool for personal development of our leadership skills and behaviour styles, as well as a tool for assessment of performance of the Chair and Chair Elect by the BGC, but is also a mechanism for use in our accountability to the wider ICANN Community and that in keeping with the current NomCom aim of continued improvement in our practices and particularly our transparency; We have requested our reports be made available for public review, and they are available on the main NomCom web page and linked to this report.

External 360 Reviews – NomCom Chair and Chair Elect

· Chair – Cheryl Langdon-Orr [PDF, 210 KB]
· Chair Elect – Stéphane Van Gelder [PDF, 207 KB]

In keeping with our commitment to continuous improvement and enhanced feedback on NomCom Member performance and activities to the ICANN Community and their sending entities, NomCom14 Members also conducted an internal peer review exercise, (inclusive of the Leadership Team as a separate sub set of questions) which we believe was a valuable exercise that should be repeated in future NomComs, but at an earlier point in the work plan than we were able to do.

Below is a graphic representation of some of the aggregated results of this activity for the Voting and Non-Voting Members, more detailed and individual results for all members are being made available to the ICANN Community and can be found on the 2014 NomCom webpage [click here].

360 Peer Review Aggregated Averages by Question
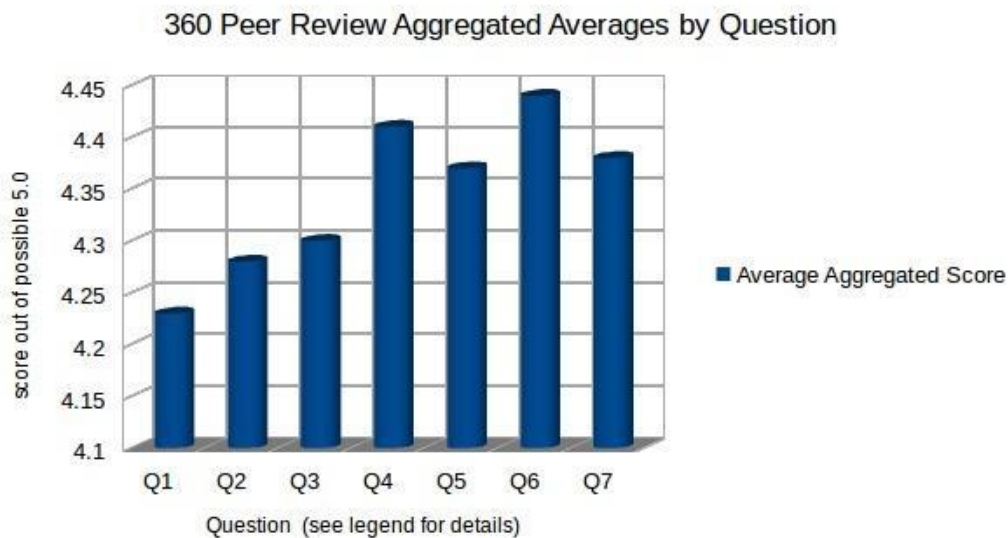
2014 NomCom Member 360 Review Aggregate Results

Q1. Contributed effectively to preparatory work of the Committee including Sub Teams and during teleconferences. **4.23**

Q2. Collaborated effectively and shared the workload, during Deep Diving of the shortlisted candidates. **4.28**

Q3. Contributed positively to discussions during deliberations about SOI's. **4.30**

Q4. Always appeared to act in the best interests of ICANN and to further NomCom's mission. **4.41**

Q5. Was fully engaged and effective in presenting their opinions on shortlisted candidates during final deliberations. **4.37**

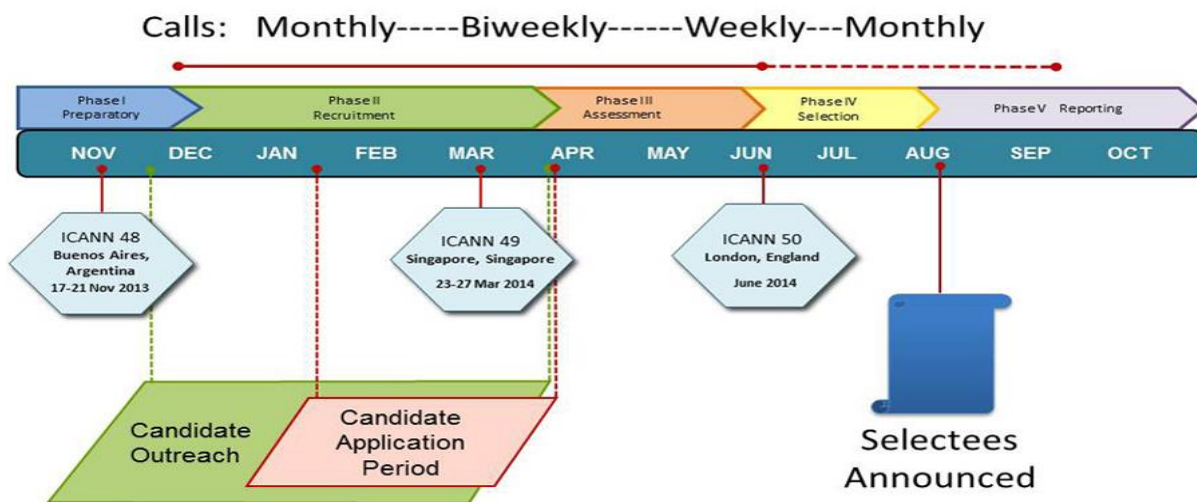Q6. Is respectful of the opinions of other Members of the Committee. **4.44**

Q7. Is an integral part of the 2014 NomCom Team. **4.38**

The 2014 NomCom overall rating on a scale of 1 - 5 with 5.0 being the highest possible rating is: **4.34**

4. The 2014 NomCom Timeline

2014 NomCom Timetable

The work cycle of the 2014 NomCom consisted of the following five (5) phases:

Phase 1: Preparatory

- Initial meeting of 2014 NomCom in Buenos Aires, Argentina; 22 – 23 November 2013

Phase 2: Outreach and recruitment

- Opening of NomCom Application Period; 31 January 2014
- Deadline for Full Consideration by NomCom; 1 April 2014

Phase 3: Assessment

- Review and Evaluation; April to mid-June 2014

Phase 4: Selection

- Face-to-Face Meeting and Selection; in June 2014 (during ICANN #50 Meeting) in London, England
- Results Announced to Secretary; mid-August 2014

Phase 5: Reporting

- Public Meeting to be held for reporting to the community during the Los Angeles Meeting 12 – 16 October 2014
- Selected candidates take their positions at the conclusion of the Annual General Meeting of ICANN during the October 2014 meeting #51 in Los Angeles, California

4.1. Phase I: Preparatory

4.1.1. Kick-off Meeting

The kick-off meeting of the 2013 NomCom was held in Buenos Aires, November 22 –23, after the 48th ICANN meeting.

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, the ICANN CEO and President Mr. Fadi Chehadé and Members of the Board Governance Committee (BGC) including Mr. Bruce Tonkin, the BGC Chair, discussing with them the skill sets for Board candidates. The NomCom was advised about diversity desirability, and that the skill set advice from 2013 was to be somewhat clarified and updated, noting 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, and that we should also consider the particular skills which are needed for certain Board committees. NomCom14 was also promised access to information about the results of a "360 degrees review" of those Board members whose terms were ending in 2014 and who might seek re-selection if NomCom appointed or selection if they might apply from the position of holding current Board seat form an AC or SO. Meetings were also held with representatives of ICANN's SO's and ALAC, NomCom was informed of their current desirable criteria, experience and skill sets sort after for 2014 appointments.

During this meeting John Jeffrey, the General Counsel of ICANN, briefed the 2014 NomCom on various Corporate Governance matters and explained the fiduciary responsibilities of Board members in an entity like ICANN. As well as the recently modified Conflict of Interest policy, this is primarily related to financial interests. And reconfirmed that our plans to continue to increase NomCom's transparency and openness, was sound; reaffirming that our confidentiality applies to candidate identity, and not to our processes.

4.1.1.2 NomCom Rules of Procedure

In discussing its Rules of Procedure, NomCom14 followed on from the 2013 NomCom and their striking of 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 confidential".

NomCom14 continued to build on this principle, by conducting at least one of its working meetings at every ICANN public meeting as being fully open to the community, and to continue the 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 continue the recording of all meetings with the exception of those where candidates were discussed.

The NomCom14 also discussed and adopted the Recommendations by the 2013 NomCom and undertook further refinements of the 2013 NomCom Rules of Procedure, for use by NomCom14.

Most importantly it was agreed that a major overhaul of the platforms, and mechanisms used in the lodgement of Statement of Interest and the wiki and web based procedures and processes that follow in a NomCom year which had been recognised as well overdue, should be fast tracked in the start-up phase of the NomCom14 work year.

So with dedicated sub committees looking at:
- Update and complete review of the NomCom14 Operating Procedures
- Refinement and redevelopment of the web or wiki based application and ongoing processing of candidates
- Exploration of desirable changes to ICANN Bylaws relating to NomCom

NomCom14 undertook, its work on these focus areas, through to end January when the Web, wiki and application SC delivered a set of radical changes and modifications to application methodologies and processing; and work plan procedures in advance of our opening for candidate applications at the end of Jan 2014; through to mid-March when we published our Operating Procedures; and through to early April when the draft ICANN Bylaw changes proposals document prepared and agreed to by the full Committee was discussed with ICANN Legal Department, until being 'put on hold' with the announcement of the impending Board Work Group Report on Nominating Committee (BWG-NC) that began in March and whose report is currently out for Public Comment until October 21 see https://www.icann.org/public-comments/bwg-nomcom-2014-08-21-en

It is recommended by NomCom14 the 2015 NomCom continue refinement of these newly piloted online tools and processes having learned many lessons from our pilot experiences this year. To aid in this process a web and wiki update subcommittee of NomCom14 has

undertaken a review process since the London meeting and preparatory work plans for updates and modifications identified by our Members during our processes have been produced for the consideration of the 2015 NomCom

For the evaluation phase, we adopted the model, previously used by several successive NomComs, of allocating candidates in coloured 'labels' known as "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 and Berndtson (OB) for the evaluation of Board candidates (OB Frankfurt) and 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. Listing of these outreach activities is found on the NomCom14 web/wiki site and in the regular [Report Cards] distributed to the ICANN Community. Some main efforts were made at:

- APRICOT 2014 Petaling Jaya, Malaysia
  18-28 February 2014
- Open Consultation and MAG Meeting Geneva, Switzerland
  19-20 February 2014
- 49th Meeting Singapore, Singapore
  23-27 March 2014

4.2.2. External Recruitment Assistance

After the Kick Off NomCom14 meeting in Buenos Aires, the committee based on previous NomCom experience including that of the 2013 NomCom agreed to in principle use external recruitment assistance. It was further decided that the benefit of using the firm that had already developed considerable experience via prior NomComs' and more generally with ICANN would be a good choice in this matter for 2014.

Stéphane Van Gelder as Chair Elect, and staff engaged in negotiations with the Brussels office of Odgers and Berndtson initially for this year's contract building on the relationship previously developed with prior

contract and specifically in 2013. The brief discussed specifically and introduced all additional criteria and desirability's outlined and identified during the work of the NomCom14 in Buenos Aires with all receiving organisations and entities in ICANN including the Leadership of the AC/SOs as well as the Board Governance Committee, Board Chair and CEO.

To best guide OB Brussels in selecting potential candidates, NomCom drew-up an ideal candidate's profile based on discussions with the ICANN community, and developed from that utilized by the 2013 NomCom. Additionally the lead in Board candidate search for our contract from OB Brussels attended the Singapore ICANN Meeting to fully discuss with the NomCom14 what the desirable and essential quality and criteria was for this year's search. Additionally it should be noted that the OB Brussels lead also attended the NomCom Meetings and In-Service Training conducted during the ICANN Singapore meeting.

4.3. Phase III: Evaluation

4.3.1. Candidates

By the close of the application period on April 1st, 2014, the following announcement was released and some fifty eight (58) completed Statements of Interest were received. Several candidates asked to be considered for more than one position.

Regional and Diversity Breakdown

2014 Statements of Interest by Region NomCom 14

- Africa
- Asia Pacific
- Europe
- Latin America/Caribbean
- North America
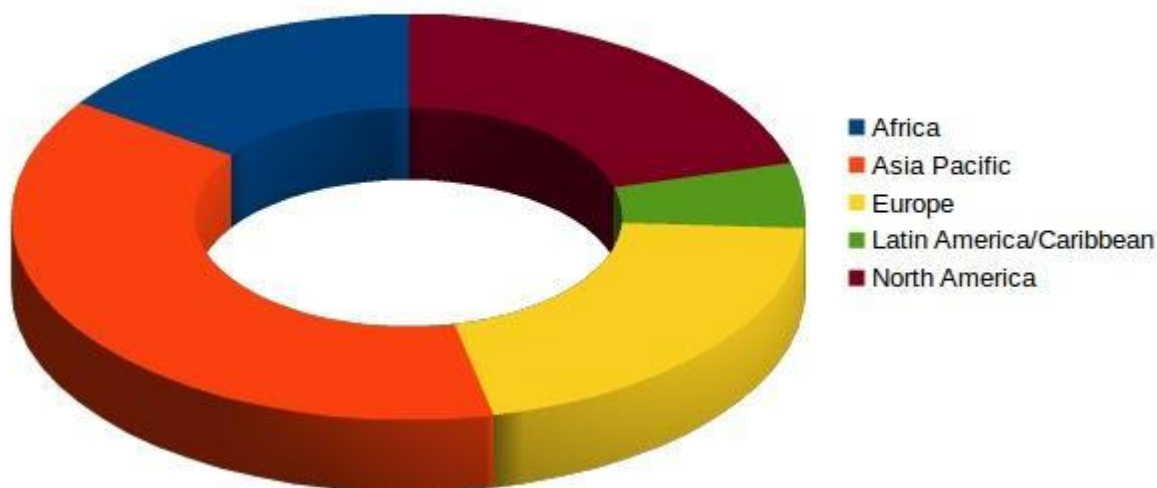
As shown in the preceding figure the regional breakdown of this year's candidates is:

9 from Africa

22 from Asia/Australia/Pacific Islands

12 from Europe

3 from Latin America/Caribbean Islands

12 from North America

Of these fifty eight (58) Statements of Interest received from candidates during its open nomination period from 31 January 2014 to 1 April 2014 from all over the world twelve (12) were female and forty six (46) male.

2014 Statements of Interests by Gender NomCom 14

■ Female Candidates
■ Male Candidates

4.3.2. First Evaluation Rounds

On NomCom's protected Wiki pages, straw poll functionality had been created, in which each candidate could be evaluated either as Excellent [4], Well qualified [3], Average [2] or Not recommended [1]. (Numerical values used for polling are shown here 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 the 15-20 candidates to be assigned to Odgers and Berndtson Frankfurt (OB Frankfurt) for phone interviews and evaluation. From the beginning of April NomCom14 operated under a weekly call regime offered in rotating hrs of 1300 and 1900 UTC, through to the London Meeting in June.

During these meeting by mid-April a total of 15 candidates were selected, by a combination of straw polling and phone conference deliberations, for interview and assessment by OB Frankfurt office.

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

4.3.3. Interviews and Evaluation by Odgers and Berndtson Frankfurt

For each of the shortlisted 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 Rounds

The objective of the second round was to cut the numbers down to a manageable size before the final selection meeting in London.

Experience from previous NomComs had shown that ten (10) Board candidates are the maximum that can be interviewed without undue stress during two days at the end of an ICANN meeting. However as NomCom14 intended to allow for follow up interviews the usual 'program' of interviews being held on the Wednesday and Thursday followed by deliberations and decision making on the Friday and Saturday of the midyear ICANN meeting, NomCom14 used a split week system starting initial interview work on the Sunday and follow up interviews later in the week as well as limiting the number to be interviewed to what we found to be a nicely manageable six (6) candidates for Board roles. Also where this Final short listing had also applied for other appointments into AC/SO's the Deep Dive Teams did not undertake any phone interview as for other final listed candidates for these roles, but rather additional matters were covered during our face to face interview opportunity in London.

For the other positions, short lists were created during May, using the same processes utilized for shortlisted Board candidates, while the shortlisted Board candidates were evaluated by OB Frankfurt.

Eight "Deep Diver Teams" (DDTs) were set up among committee members, each assigned to take a closer look at two (2) to three (3) candidates for AC/SO positions and one (1) or two (2) Board Candidates and to help as advisors/advocates to the NomCom at the meetings where candidates were being discussed. Each of the DDTs, therefore, had a workload of either three (3) or four (4) candidates to thoroughly review and a general template of what to be researched and analysed was created to allow for consistency in approach by each DDT.

At its meetings during May 2014, the NomCom reviewed the shortlisted candidates for the AC/SO appointments, in terms of key requirements: for each role as outlined generally and specifically where provided from the receiving SO and the ALAC, this included but was not limited to their relevant experience, regional or international exposure as thought leaders, any previous activity in multi-stakeholder environments and familiarity with Internet/ICANN and entity they were being considered to be appointed to. Out of these weekly 90 -180 min meetings it was decided to then put forward three (3) or up to five (5) candidates being considered for each seat to further review and follow-up interview to the Deep Dive Teams (DDTs) to be also carried out by these DDT's during June using a standardised format and set of interview points / questions developed by NomCom14.

On June 4th the NomCom reviewed the shortlisted 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 six (6) prospective Board candidates to face to face interview with the full 2014 NomCom in London.

To ensure that candidates who may be selected for Interview in London were able to travel, all fifteen (15) shortlisted candidates who were under consideration were requested to confirm their availability to attend interview in London, and to make provisional arrangements for travel and to begin any necessary visa approval processes in good time, noting that if they were not selected to shortlist (we advised them if this was the case) in good time before ICANN #50 in London, that ICANN would cover any expenses incurred.

At its meeting on June 11th, the NomCom reviewed the specific interview points and questions (which included a set of question options dependent on given answers and responses for use in the London interviews for the Board, these questions had been developed by the NomCom14 based upon their experiences and specific learning out of the in service training received on 'Interviewing Skills and Techniques',

during the Singapore ICANN Meeting earlier in the year, and we also had the benefit of an 'external review' of these, at drafting stage by the professional trainer who had conducted our course, allowing us to make timely further refinements agreed to at this June 11th Meeting. At this meeting the NomCom14 further finalised planning and scheduling for our activities in London.

4.4. Phase IV: Selection

4.4.1. Board Candidate Interviews

These were conducted Face to Face (F2F) with the full NomCom14 in London; other positions phone interviews in Mid-June where candidate was not a Board aspirant shortlisted OR attending ICANN #50 in another capacity, some F2F in London.

Interviews and selected follow-up interviews were scheduled and conducted all day on Sunday 22nd and Wednesday 25th as well as half or part days on half day Monday 23rd and Thursday 26th June. All of these interviews were held 'off-site' at a nearby hotel, and ample time (taken up by post interview discussion and pre interview preparation) ensured there was no risk of overlap between candidates arriving and leaving the venue or being easily observed by the wider ICANN Community, and on one occasion when function for another group within ICANN was being held at our venue a time when an interviewee was leaving, that person was escorted by alternate route from the hotel to further reduce risk of their activity with us being exposed.

Each was preceded by an internal discussion, where Deep Diving Teams 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 on and discussed the candidate's interview performance, and the decision was made where desirable for a follow-up interview. Noting that as explained to each candidate when greeted for initial interview, any follow-up interview they may be requested to attend, was not a 'next step' towards selection, but rather an opportunity for the NomCom to interact further with the candidate and explore any further questions, issues or matters that arose during the NomCom analysis of their initial interaction.

Previous NomComs have held, and the 2013 NomCom specifically pointed out that the Final Selection interviews are a crucial moment in

the work of any NomCom and they proposed that specific time should be found for follow-up interviews with the most promising candidates, during the Final Selection Meeting of following NomComs. NomCom14 ensured that this was planned for and timetabled into our meeting work plan, and this proved particularly useful in our view and we recommend that this practise (though it does probably require that as we did, a NomCom reduce to an 'ideal managed number of candidates' for final consideration at a selection meeting in advance of that meeting, otherwise too many person hours would be required on-site) be continued by future NomComs.

The 2013 NomCom also suggested that NomCom members should receive some instruction in relevant HR (i.e. Interview and assessment) skills. NomCom14 responded to this by holding an Interview skills Training Session utilizing a recognised local expert in this training during the ICANN #49 Singapore Meeting, this had several benefits including but not limited to, a clear understanding of the task ahead, development of clear and unambiguously meaningful interview points and questions and the development of Interview Skills and experiences in a controlled environment well before the critical London Meeting was held, It should also be noted that in London a "rehearsal" interview was conducted as a warm up exercise before the Final selection candidates were dealt with.

4.4.2. Final Selection Meeting

Was held on Friday and Saturday, June 27-28, at the Hilton London Metropole hotel and convention centre where the ICANN Meeting #50 had been held earlier that week. Our work consisted of two days of detailed discussions about all of the candidates we had shortlisted for consideration to fill 2 Board of Director seats, 2 ALAC seats, 1 GNSO and 1 ccNSO seat. Discussions and deliberations were inter-spaced with straw polling to further reduce the pool to a final set of names per position. The voting members polled the final set of names thereby established, resulting in the final slate of the appointees for each position being determined the final set of our proposed appointees for the Board, GNSO Council, ccNSO Council, and the ALAC.

This work was demanding but collegial, and due to the efficiencies of this year's committee undertaking our tasks we could see we would complete well within the allocated time, which allowed us to enjoy a group dinner out on the Friday evening. By close off of our business on the 28 June our selections had been made in a congenial, highly cooperative and collaborative manner resulting in our unanimous decision for all the appointments to the ICANN Board, ccNSO Council, GNSO Council and ALAC, that were then sent to Mr. John Jeffrey, in his capacity as

Company Secretary and for ICANN Legal Department to arrange for the required 'Due Diligence' to be undertaken by an external service provider.

4.5. Phase V: Reporting

4.5.1 Announcement of 2014 NomCom Selectees

NomCom announced on 15 August 2014, their selected nominees for the six (6) leadership positions within ICANN, as listed below in alphabetical order by family name for each receiving ICANN Entity:

Board of Directors

Steve Crocker
North America

Asha Hemrajani
Asia/Australia/Pacific Islands

ALAC

Alan Greenberg
North America

Jimmy Schulz
Europe

ccNSO Council

GNSO Council

Ching Chiao
Asia/Australia/Pacific Islands

Carlos Raul Gutierrez
Latin America/Caribbean Islands

Those selected will take up their positions after the end of 's Annual General Meeting, which will take place during the Public meeting scheduled for October 12 - 16, 2014, in Los Angeles, California, USA.

The NomCom is charged with recruiting and selecting a portion of ICANN's leadership. The NomCom is mandated to ensure that ICANN's overall leadership is diverse in geography, culture, skills, experience, and perspective. The basic criteria is that selectees are people of integrity, objectivity and sound judgment, can support decision-making within groups, can work effectively in English, have an understanding of ICANN's mission and operation, are committed to its success, experienced in world affairs, contribute to cultural, professional and geographic expertise, and can work long and hard, generally as volunteers, in the global public trust.

Balancing Confidentiality with Transparency

From the Announcement on Selectees to Leadership Roles in ICANN from the 2014 Nominating Committee on August 15th, while discussing the 2014 Nominating Committee results, Cheryl Langdon-Orr, the Chair of the 2014 NomCom, shared the following:

> *"It is with great pleasure that I can today report, to the Community on behalf of the highly collegiate, effective and efficient 2014 Nominating Committee, that during our recent meeting in London, United Kingdom, held at the conclusion of the #50 Meeting, we reached unanimous agreement on the final slate of selectees for the leadership roles we appointed this year.*

> *These six extraordinary leaders were from the fifty eight exceptionally high quality Statements of Interest that were received and fully completed in the extremely short (less than 60 days) application process. This year the application process itself was completely overhauled and a new online (wiki based) system developed by the 2014 Nominating Committee was piloted. We also continued to build on the changes seen from last year's NomCom relating to greater transparency and accountability, by having more open meetings, regular reporting to the community throughout the process and we hope developing greater trust and understanding of what an ICANN NomCom does. In our public meeting during ICANN #51 in Los Angeles we will deliver a full and comprehensive report and we look forward to having more community feedback and interaction then.*

5.   Recommendations

A set of 12 Recommendations were made by the 2013 NomCom (NC13) to NomCom14, these are set out in the following table, and several have already been addressed in the body of this report.

Recommendation from NC13	NomCom14 Response	NomCom14 Recommendation to NC15
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.	This recommendation was fully endorsed, accepted and executed by the NomCom14	**NomCom14 recommends** that these principles and practices be further refined and developed to continue to enhance and develop trust and understanding of NomCom activities and to maintain the highest levels of Transparency and Accountability possible.
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.	This recommendation was fully endorsed, accepted and executed by the NomCom14	**NomCom14 recommends** that these principles and practices be further refined and developed to continue to enhance and develop trust and understanding of NomCom activities and to maintain the highest levels of Transparency and Accountability possible.
3. NomCom physical meeting schedules should include training on candidate interview techniques and relevant other recruitment/HR skills.	This recommendation was fully endorsed, accepted and executed by the NomCom14	**NomCom14 recommends** that this practice be continued, enhanced and further developed in future NomComs
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.	This recommendation was fully endorsed, accepted and executed by the NomCom14. Resulting in a radically different method of candidate online applications and processing piloted this year.	**NomCom14 recommends** that future NomComs continue to refine and redevelop these tools to best suit their needs. And based on the major rebuild and new processes developed for NC14, it is strongly suggested that NC15 look to the learning and proposed improvements to web sites and wikis as well as the work done on 'building a better model' to enhance these tools and processes further in 2015.

Recommendation from NC13	NomCom14 Response	NomCom14 Recommendation to NC15
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.	This recommendation was fully endorsed, accepted and *partially* executed by the NomCom14. Additional efforts were made using Social Networks, but our highly compressed work schedule time frame this year limited our progress on this action.	**NomCom14 recommends** that future NomComs continue to explore options and ways of fulfilling this recommendation.
6. NomCom should set an aspiration goal of achieving 50-50 gender balance in the candidate pools for each group of positions.	This recommendation was fully endorsed, accepted by the NomCom14. Additional efforts were made to improve the balance of all aspects of desirable diversity in our applicants and candidates, and a gender balance aspiration is supported though not as yet reached	**NomCom14 recommends** that future NomComs continue to explore options and ways of fulfilling this recommendation.
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.	This recommendation was fully endorsed, accepted and executed by the NomCom14	**NomCom14 recommends** that future NomComs continue this practice.
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.	This recommendation was fully endorsed, accepted and executed by the NomCom14	Whilst this was achieved this year, **NomCom14 recommends** that future NomComs ensure this level of support continues.
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.	This recommendation was fully endorsed, accepted and executed by the NomCom14	**It is strongly recommended by NomCom14**, that future NomComs continue to enhance and improve the preparation, planning for and structure of interview sessions, and to provide for the opportunity for follow-up interviews.

Recommendation from NC13	NomCom14 Response	NomCom14 Recommendation to NC15
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 webpage.	This recommendation was fully endorsed, accepted and executed by the NomCom14. Noting that during candidate interviews in London, one NomCom Member attended remotely for all sessions and another did so for part of the time before arrival in London. Better facilities set up aided the effectiveness and efficiency of this interaction greatly.	**It is strongly recommended by NomCom14**, that future NomComs continue to enhance and improve the remote participation aspects possible in interview sessions, and to provide for the Advice to candidates interviewed remotely on the NomCom web page, as well as consider other in-service training aids that might enhance this in the future.
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.	This recommendation was fully endorsed, accepted and executed by the NomCom14	**It is recommended by NomCom14**, that future NomComs continue to enhance and improve this aspect of the essential communication and information sharing between the NomCom and all candidates. To this end it is proposed that methods and text used in this year could be considered as templates for NC15, who might also wish to develop more of an 'Administration Handbook' on this and other matters.
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.	This recommendation was fully endorsed, accepted and partially executed by the NomCom14. However activity on this was stalled at the late drafting of recommendations stage, when the ICANN Board's' Board Working Group Report on Nominating Committee (BWG-NomCom) which will be further discussed in public for a at ICANN #51 meeting. Please also see https://www.icann.org/public-comments/bwg-nomcom-2014-08-21-en	This recommendation and other matters arising from the Public Comments phase and future ICANN Community discussions and outcomes from the BWG - NomCom should be taken up by NC15 and where relevant future NomComs. **NomCom Members should also be actively encouraged to work with their communities to ensure good response and discussion on this report occurs.**

6. Acknowledgements and Supporting Documents

6.1 Acknowledgements

The 2014 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: 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 extraordinarily tight schedule.

Finally, as the Chair of the ICANN 2014 Nominating Committee I want to thank the Chair Elect, Stéphane Van Gelder and our Associate Chair, Yrjö Länsipuro, as well as all members of the committee for their constructive cooperative and congenial approach, and their willingness to work in an extraordinary way, effectively and diligently steering the Nominating Committee of 2014 efficiently through the entire 2014 NomCom cycle, from Buenos Aires to Los Angeles.

Cheryl Langdon-Orr
Chair, 2014 NomCom

6.2 Committee Documents

- 2014 NomCom Guidelines [PDF, 50 KB]
- 31 Jan 2014 Invitation / Call for SOI's
- 2014 NomCom Operating Procedures
- 2014 Monthly Report Cards to the Community
- 2013 NomCom Final Report [PDF, 488 KB]

For more information about the NomCom, please visit
http://nomcom.icann.org/

<Insert Here link to slides used in Reporting Session in LA>