ICANN 2015 NOMINATING COMMITTEE
FINAL REPORT

Presented to the ICANN community during ICANN #54 in Dublin, Ireland

Executive Summary

Figure 1. The 2015 Nominating Committee

The 2015 Nominating Committee (hereafter "NomCom2015") received a final total of 81 completed Statements of Interest (SOI) / applications for consideration for key leadership roles to be determined and appointed in 2015 to serve in the available ICANN leadership positions.

For reference, in 2014, the Nominating Committee had received 58 completed SOIs.

From this candidate pool, NomCom2015 selected 9 persons to fill the following positions:

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

NomCom2015 continued to adhere to the policy of balance between confidentiality and transparency established by 2013 and 2014 Nominating Committee.

The highest levels of transparency were the committee's goal, within the limits set by confidentiality requirements regarding the personal data of individual candidates. The Nominating Committee motto, "process is open, data is secret" continued to be the guiding principle this year.

This report is a chronological account of the five phases of the work cycle of the 2015 Nominating Committee.

NomCom 2015's Mission

NomCom2015 was tasked with selecting individuals to fill the following ICANN leadership positions:

- Three members of the Board of Directors – 3-year terms.
- Three members of the At Large Advisory Committee (ALAC), one each from the Africa, Asia/Australia/Pacific Islands and Latin America/Caribbean regions – 2-year terms.
- Two members of the Council of the Generic Names Supporting Organization (GNSO) – 2-year term.
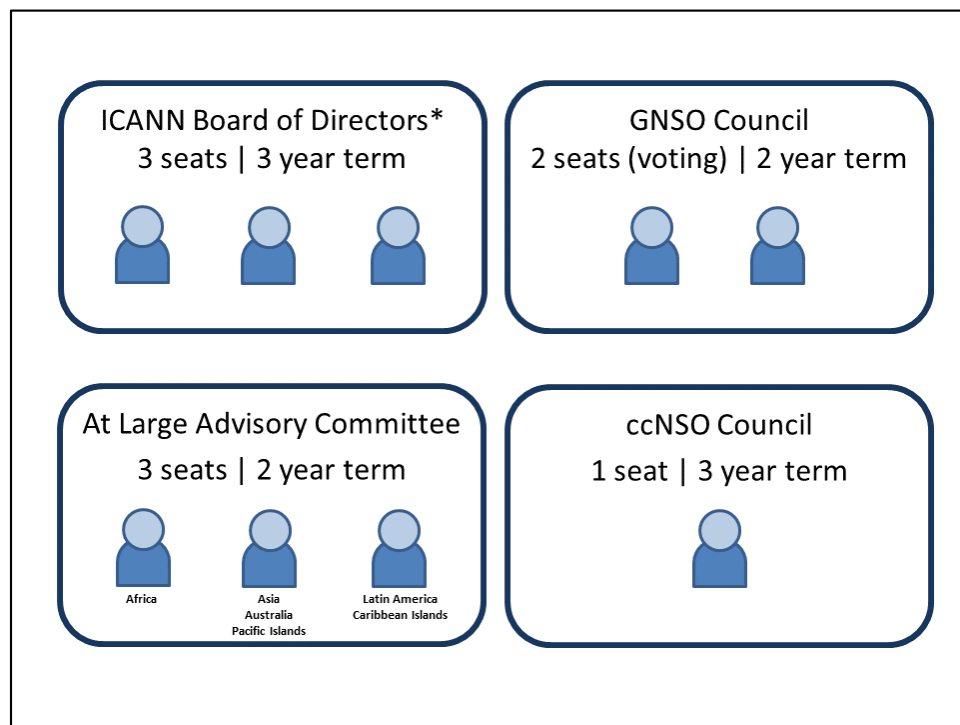- One member of the Council of the Country-Code Names Supporting Organization (ccNSO) – 3-year term.

Figure 2. Open leadership positions in 2015

ICANN's Bylaws state that there cannot be more than 5 Directors from countries of one of ICANN's Geographic Regions. The Board has to include at least one Director who is from a country in each

ICANN Geographic Region. The graph below shows the present composition (voting Directors only) of the Board in regional and gender terms.
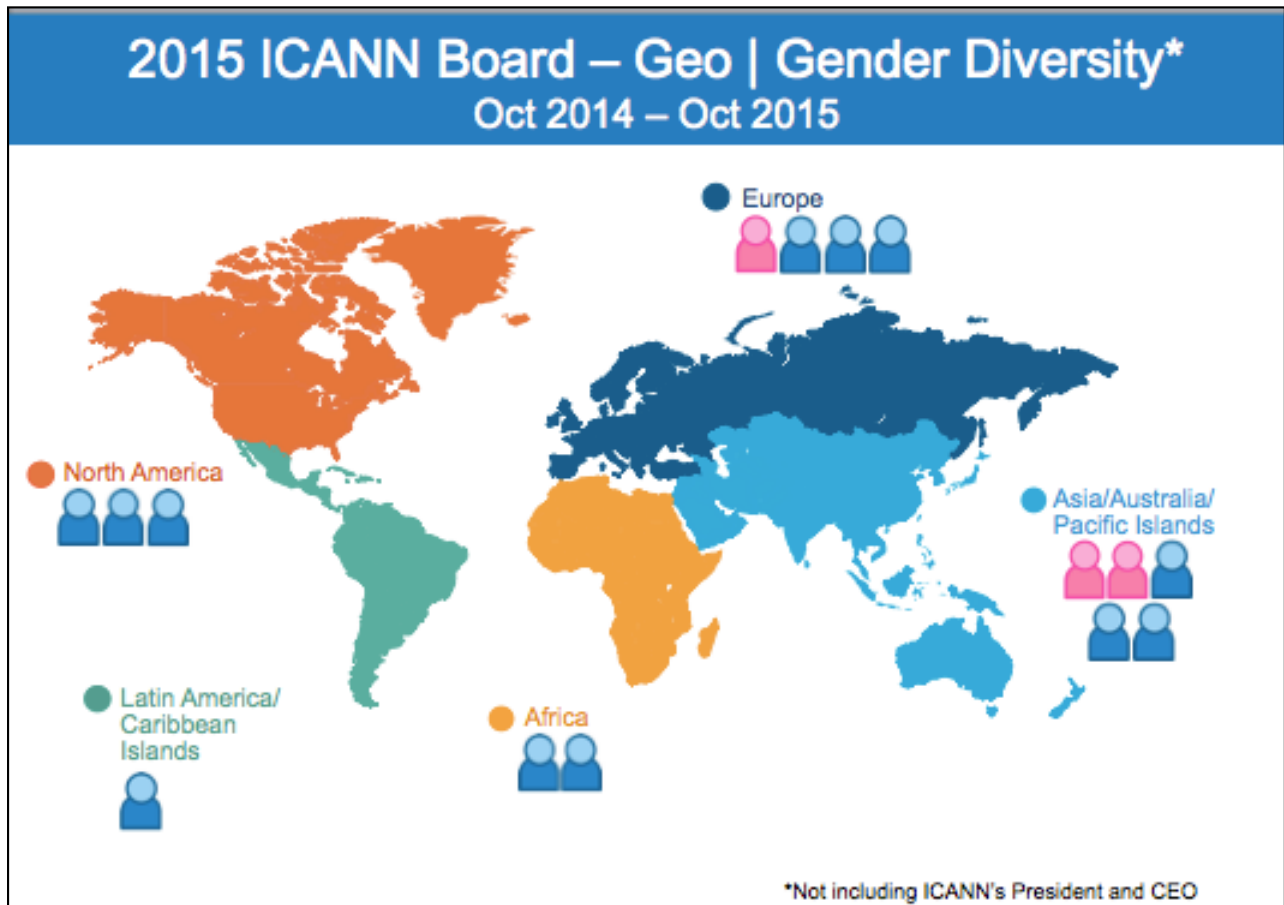

Figure 3. 2015 ICANN Board distribution

Once it had made the selections described above, NomCom2015 then undertook the further task of selecting for the North American region NomCom Appointee position on the ALAC.

This became necessary following the resignation during Q3 2015 of the person selected to this position by NomCom2014 for a planned 2-year term.

NomCom Core Objectives

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

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

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

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

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

NomCom2015 Membership and Accountability

Leadership Team (Non-Voting)

Stéphane Van Gelder (Chair), Ron Andruff (Chair Elect), Cheryl Langdon-Orr (Associate Chair)

Committee Members

Voting: Fatimata Seye Sylla (ALAC-AF), Satish Babu (ALAC-AP), Yrjö Länsipuro (ALAC-EU), Louis Houle (ALAC-NA), Sylvia Herlein Leite (ALAC-LAC), Sarah Deutsch (CBUC-Large), Zahid Jamil (CBUC-Small), Don Blumenthal (Registries Stakeholder Group), John Berryhill (Registrars Stakeholder Group), Juhani Juselius (ccNSO), Alain Bidron (ISP Constituency), Hans Petter Holen (ASO AC), Brenden Kuerbis (NCUC), John Levine (IAB for IETF) and Ellen Shankman (Intellectual Property Constituency). Non-Voting: William Manning (RSSAC) and Robert Guerra (SSAC)
For additional information on Nominating Committee members, click here or got to:
https://www.icann.org/resources/pages/2015-members-2014-11-14-en

ICANN Staff support

Joette Youkhanna and Jia-Juh Kimoto

Striving for ever greater accountability

In its effort to be as accountable to the community as possible, NomCom2015 set up a "whistleblower" e-mail address designed to allow NomCom members to report possible misconduct.

Should any such report reference a member of the NomCom2015 Leadership Team, it was decided that such emails would first be sent to ICANN support staff. Then, if the report does not reference

the NomCom Chair, staff would forward it to the Chair for processing. If the report does reference the NomCom Chair, staff would forward it to the Chair Elect for processing.

Greater interaction with the BGC

NomCom2015 has observed that in previous cycles, there was little opportunity for interaction between the NomCom and the Board committee, the Board Governance Committee (BGC) charged with overseeing its work and indeed selecting each NomCom's Chair and Chair Elect.

Ahead of ICANN #53 in Buenos Aires, Argentina, the NomCom2015 Chair reached out to the BGC Chair suggesting the two groups meet for an open discussion and an opportunity for both groups to interact and gain a better understanding of their respective work and expectations or needs.

As a result, NomCom2015 met with the BGC during ICANN #53. True to the NomCom principles, the discussion did not cover the ongoing work of the NomCom in making its selections and at no point was any candidate information disclosed to the BGC.

The meeting was considered very useful by both groups. It should be noted that the full membership of the BGC attended the meeting, and that the Board Chair also attended.

As a result, one of the recommendations NomCom2015 will be making to NomCom2016 is to meet with the BGC more than once during its cycle.

Reviewing the Nominating Committee

NomCom2015 was committed to the goals of increased transparency and accountability it inherited from the two previous cycles. In pursuit of the latter goal, that of increased accountability, NomCom2015 decided from the get-go, at its Kick-Off meeting held in Los Angeles in October 2014, that it would self-evaluate and make the results of this exercise available to the groups who select members to serve on the NomCom.
As it is a self-imposed exercise, this review process is dubbed "internal reviews" by the NomCom.

In doing this, NomCom2015 followed on from an experiment started by NomCom2014. That committee had decided to self-evaluate as a test, but had not done so at the start of its cycle. NomCom2015 therefore made it clear from the outset that members would be evaluated in this way, so that everyone, both inside and outside the committee, were made aware of this.

As far as we know, NomCom is the only ICANN group to undertake a self-evaluation of this kind, and to make the results of this evaluation public. NomCom2015 would like to recommend that other key groups, such as the ICANN Board, either self-evaluate or if they are already subject to an evaluation process of some kind, make the results of that process public.

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

Since NomCom2013, the ICANN Board Governance Committee (BGC) has had external evaluations carried out on the two members of the NomCom leadership team it selects, the Chair and the Chair Elect. For the NomCom2014 Cycle, both the Chair and the Chair Elect opted to make the results of those evaluations public (a first).

For the 2015 cycle, Stéphane Van Gelder (Chair) and Ron Andruff (Chair Elect) both committed to doing so again. In addition, the NomCom2015 Leadership Team requested that the third leadership position, that of Associate Chair, not be left out of the external review process as it had been up until now.

So for the first time, the external review process was extended to include all 3 Leadership Team positions.

Both internal and external review results are being made publicly available through this report and the NomCom2015 website.

External Reviews (Leadership Team)

- Stephane Van Gelder (Chair) – [PDF]

- Ron Andruff (Chair Elect) – [PDF]

- Cheryl Langdon-Orr (Associate Chair) – [PDF]

Internal Reviews (NomCom Members)

- 2015 NomCom Member 360 Review - Committee Aggregate Results [PDF]

- 2015 NomCom 360 Peer Reviews - Individual Reviews [PDF]

NomCom2015 Timeline

2015 NomCom Timetable

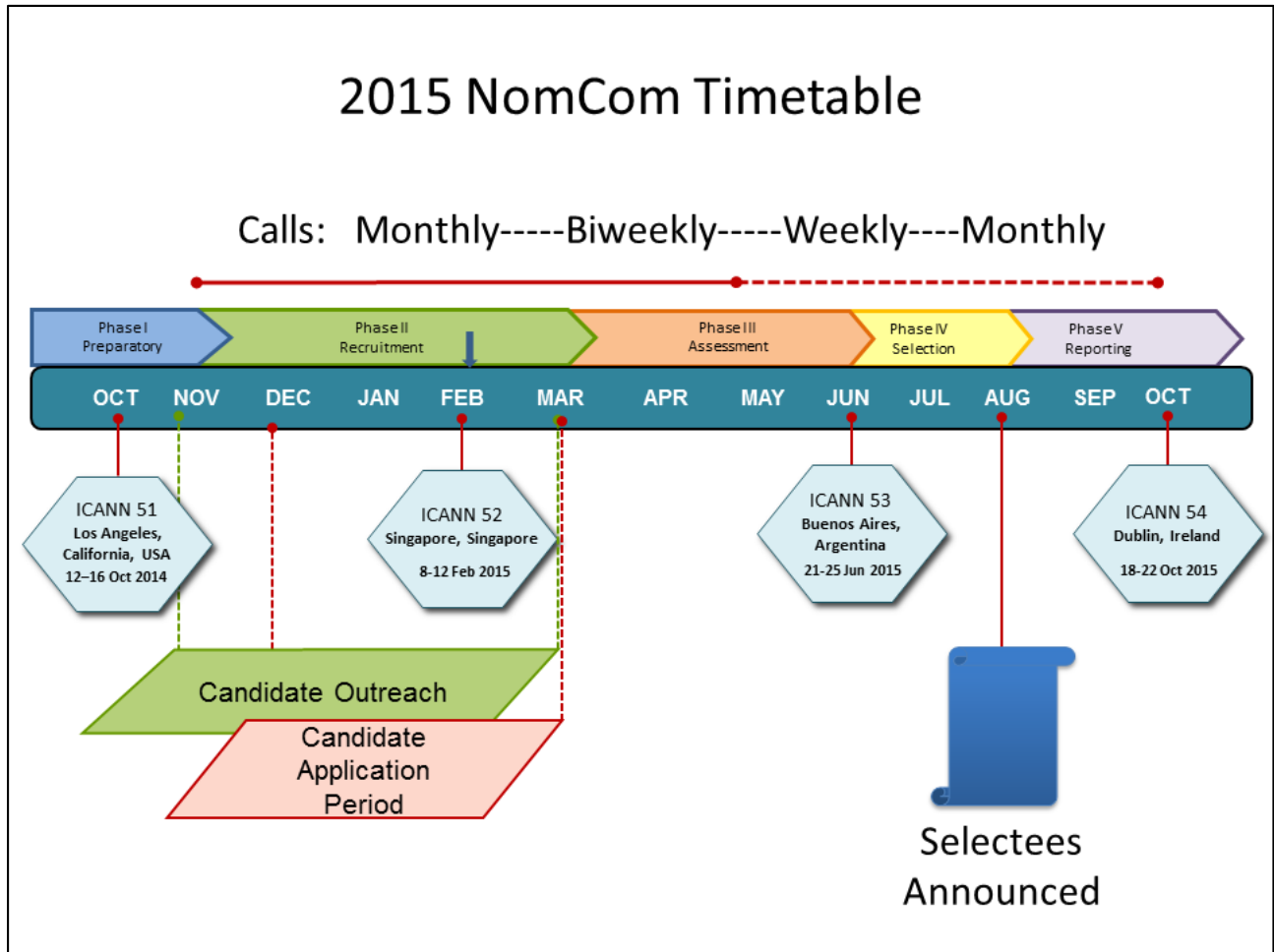Calls: Monthly-----Biweekly-----Weekly----Monthly

Figure 4. 2015 Timeline

The work cycle of NomCom2015 consisted of the following five (5) phases:

Phase 1: Preparatory

- Kick-Off meeting in Los Angeles, USA; 17 – 18 October 2014

Phase 2: Outreach and recruitment

- Opening of NomCom Application Period; 8 December 2014

- Deadline for Full Consideration by NomCom; 15 March 2015

Phase 3: Assessment

- Review and Evaluation; mid-March to mid-June 2015

Phase 4: Selection

- Face-to-Face Meeting and Selection; in June 2015 (during ICANN #53) in Buenos Aires, Argentina

- Results Announced to Secretary; September 2015

Phase 5: Reporting

- Public Meeting held for reporting to the community during the Dublin Meeting 18 – 22 October 2015

- Selected candidates take their positions at the conclusion of the Annual General Meeting (ICANN #54) in Dublin, Ireland

5. NomCom2015 Work Phases in Detail

Phase I: Preparatory

Kick-off Meeting

NomCom2015 held its kick-off meeting in Los Angeles, October 17 – 18, after ICANN #51.

Input from the Board

NomCom2015 met with Dr. Steven Crocker, the Chair of the Board, the ICANN CEO and President Mr. Fadi Chehadé and the following Members of the Board Governance Committee (BGC): Bruce Tonkin (BGC Chair up to and including ICANN #51), Cherine Chalaby and Mike Silber.

These discussions helped frame some of the requirements existing Board members felt would be valuable in NomCom2015 appointees. Examples of desirable skill sets given to NomCom2015 included:

- Experience in collaboration, i.e. in a consensus environment versus a directive one.
- Governance experience in medium and larger-sized organization with different cultures and languages. Also framed as experience of serving on a Board or consensus-building experience within a diverse group.
- Operational management excellence skills (ICANN now having 300 plus staff and a USD 150 million plus budget).
- Strong interest in putting ICANN first, acting in the collective interest.
- Strong international legal understanding.
- Operational finance capabilities.
- Risk management capabilities.
- An understanding of geo-politics.

NomCom2015 was also advised to consider what the community needs at this time (this criteria is prone to change every year) and for each body it appoints to, to balance as best possible its appointees with those selected by the sending organizations that populate the rest of those bodies.

There was emphasis placed on the need for NomCom2015 to select individuals who do not need training of how to conduct themselves as board members. Having industry skills are not enough. Consensus building with a diverse group is important as there is a level of sensitivity of different backgrounds and cultures.

An informal ranking of skills by order of importance was suggested:

1. Competence
2. Interpersonal skills
3. Skills
4. Diversity

It was further suggested the following:

- If a transition of IANA occurs, there will be a lot of pressure on ICANN being operationally excellent.
- At Board level, there needs to be improvements on policy development at an operational level, particularly in implementation.
- Compliance is more and more complex. People with an understanding of compliance would be valuable additions to the organization.
- NomCom2015 should remain aware of the additional scrutiny from the world on ICANN and that in that context, the NomCom's role is immensely important.
- ICANN's Achilles heel is lack of diversity on the Board. This may be detrimental to the work of the Board.
- Board members should be able to resist tactical desires. They should stay out of the weeds, letting management handle operations.

Presentation from the ICANN Legal Team

The ICANN Legal Team on hand to support NomCom2015 was identified as John Jeffrey, Amy Stathos and Samantha Eisner. John Jeffrey, the General Counsel of ICANN, briefed NomCom2015 on ICANN Board members' fiduciary responsibilities, conflicts, and confidentiality obligations. Mr. Jeffrey outlined the fact that ICANN now has offices in several countries and staff distributed in 14 countries around the world, adding to legal and management complexities. He also stressed that ICANN is grounded in public benefit. It is a not-for-profit responsible for public trust.

He explained that ICANN Directors are responsible for the direction of this specific entity created under a legal framework. Indeed, a Director shall perform his/her duties:
- in good faith,
- in the best interests of the organization and
- with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.

Director's legal standard is generally understood to embrace four duties: a) Care, b) Inquiry, c) Loyalty, and d) Prudent investment. Also, Directors have an affirmative personal obligation to avoid conflicts of interest. The basic elements of that policy have been elaborated in the Conflicts of Interest Policy.

Action items for the NomCom2015 cycle

Reviewing the NomCom2014 recommendations, themselves built on the experience of NomCom2013, this year's Committee took a number of important decisions during its kick-off meeting:

- Current NomCom Operating Procedures were approved for NomCom2015 use.
- It was decided to create 4 Sub-Committees (see below).
- In order to improve on the Conflict Of Interest mechanism used by previous NomComs, NomCom2015 decided to create a "Whistleblower email" to be used to declare possible conflicts to the NomCom Leadership. The system is designed to allow conflicts to be declared even if it is the Chair that is suspected of being in conflict. It is also designed to be useable by the NomCom and the community and as such, the email was published and advertised on the NomCom2015 website.

NomCom2015 affirmed a strong commitment to transparency and accountability to the Internet community. As an example, the NomCom2014 Chair and Chair Elect were the first Nominating Committee leaders to ever publish the external reviews carried out on them (see: https://www.icann.org/resources/pages/2014-2014-01-30-en#360-reviews).

NomCom2015 agreed to do the same thing. Also, building on NomCom2014's "experimentation" with Internal peer reviews (again, https://www.icann.org/resources/pages/2014-2014-01-30-en#360-reviews), NomCom2015 agreed to carry out such internal reviews and to have them published.

NomCom2015 sees this as a bold step towards ever greater transparency and accountability and notes that it is not aware of any other ICANN group, including the Board, where there is a commitment to both review the full membership and publish these reviews so that the sending organisations and the community gains better insight into the performance of the people assigned to serve on their behalf.

NomCom2015 created five sub-committees:

- Conflict Of Interest sub-committee
- Outreach sub-committee
- SOI revision sub-committee
- Transparency sub-committee
- Alternates sub-committee

These sub-committees are either tasked with constant monitoring of NomCom2015 activities (e.g. Conflict Of Interest sub-committee) or with carrying out specific tasks in order to help NomCom2015 function better.

Phase 2: Outreach and Recruitement

Outreach

NomCom2015 made strong commitments to both increase and rationalise outreach efforts. The Outreach sub-committee is a new sub-committee created to help NomCom2015 plan and organise its participation at key events during its Outreach phase. The sub-committee's work resulted in the creation of an "outreach opportunities calendar"[1] which was published on the NomCom2015 website so as to become a useful tool, not only for the Nominating Committee, but also for anyone in the community wishing to interact with committee members.

NomCom2015 decided not to squander community funds on printing of NomCom bookmarks or flyers which have been used in the past with no discernible success. NomCom2015 deemed that the traditional business cards featuring links to either apply or suggest a candidate sufficient.

Up to the end of phase 2 and beyond[2], NomCom2015 members engaged in outreach activities within their own networks and at various events around the world. Reports of these activities

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[1] https://www.icann.org/en/system/files/files/nomcom-regional-outreach-03mar15-en.pdf
[2] See Figure 4. 2015 Timeline.

were included in the Report Cards produced by the Transparency sub-committee and published on the NomCom2015 website[3].

Figure 5. Examples of NomCom2015's outreach activities

Discussions with the GAC

Although it has a place in the Nominating Committee structure[4], the Governmental Advisory Committee (GAC) has not participated in NomCom activities for a number of years. A non-voting GAC liaison seat in the NomCom is mandated by the ICANN Bylaws but has not filled by the GAC since 2007.

NomCom2015 decided to engage with the GAC in order for each group to gauge whether closer collaboration would be possible in the future.

Following weeks of planning, at ICANN #52, the GAC devoted a session[5] to the issue of activating its representation in the NomCom. Addressing the GAC session in Singapore, the NomCom2015 Chair explained the modus operandi of the NomCom and asked about the GAC's current thinking

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[3] https://www.icann.org/resources/pages/2015-report-cards-2014-11-14-en
[4] See https://www.icann.org/sites/default/files/assets/nomcom-org-chart-960x720-03mar15-en.png
[5] Transcript of the session is available at http://singapore52.icann.org/en/schedule/tue-gac-afternoon/transcript-gac-afternoon-10feb15-en

as to its engagement with the NomCom or vice versa. The GAC responded by setting up a working group on this issue.

In the discussion, GAC members expressed some degree of doubt on whether membership in the NomCom would be commensurate with the role of government representatives. Some indicated they would not be allowed to delegate such a role to an individual representing another government.

There were also concerns about whether governments in principle should be involved in the selection of Board members of a private-sector led corporation or its supporting organizations or advisory committees, and whether civil servants could commit to follow the NomCom confidentiality rules. On the other hand, an idea that the GAC, like other groups in the ICANN structure, could suggest their criteria for NomCom selections, was embraced by a number of GAC members.

The GAC working party on the issue presented options for enhanced GAC-NomCom engagement at the Buenos Aires meeting (ICANN #53).
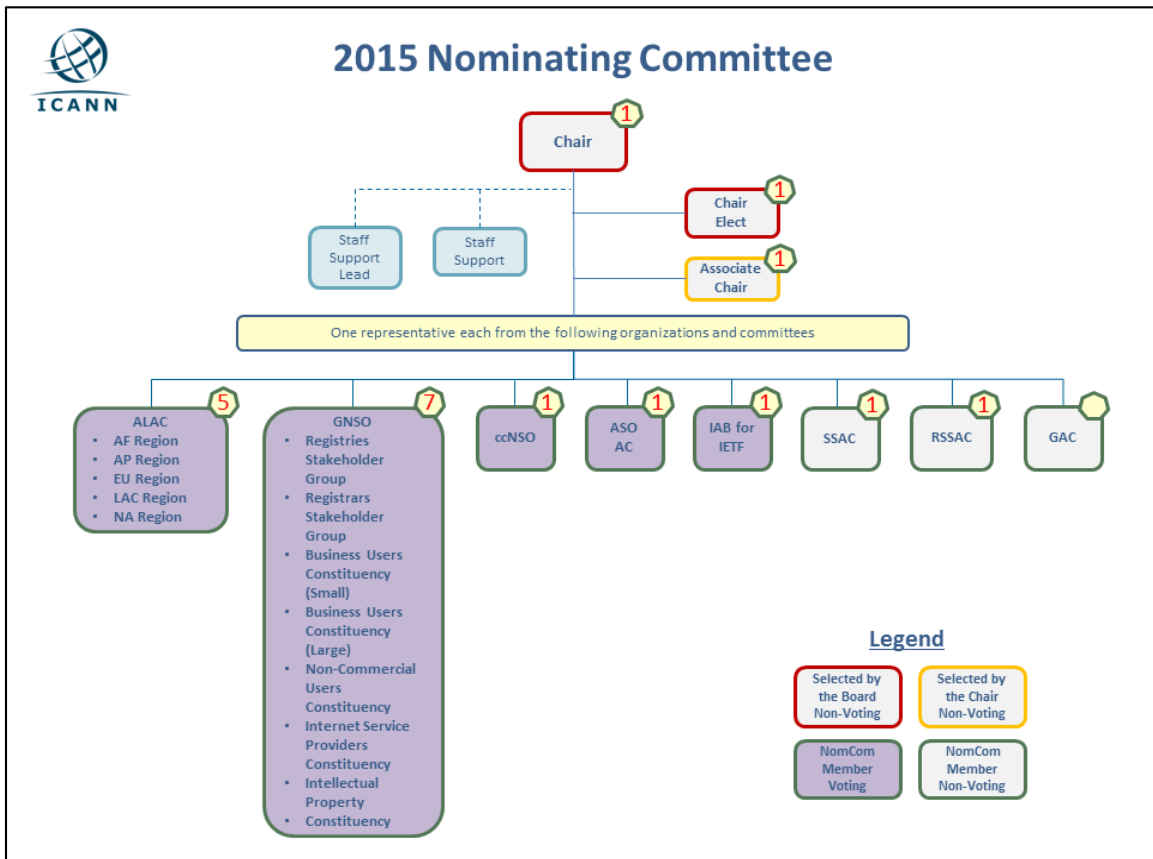

Figure 6. NomCom structure

Candidates

NomCom2015 made the conscious decision to close its application period earlier than 2014. Last year, applications could be made to the NomCom until April 1. For 2015, the cut-off date was set at March 15. This was done to ensure the evaluation phase be as effective as possible, including affording NomCom2015's external evaluator sufficient time to process the candidates shortlisted by the committee and provide NomCom2015 with comprehensive assessments.

By the close of the application period on March 15, 2015, there were 81 candidates for the 9 open positions. Some applicants were candidates just for one position, while others indicated their interest for multiple positions.

There were 51 candidates for the Board, 38 for the GNSO Council and 29 for the ccNSO Council. For the ALAC, where in 2015 there were open positions for members from AFRALO, APRALO and LACRALO, there were a total of 41 candidates: 16 from Africa, 9 from Asia/Australia/Pacific and 16 from Latin America/Caribbean.

Figure 7. 2015 applicants, regional diversity

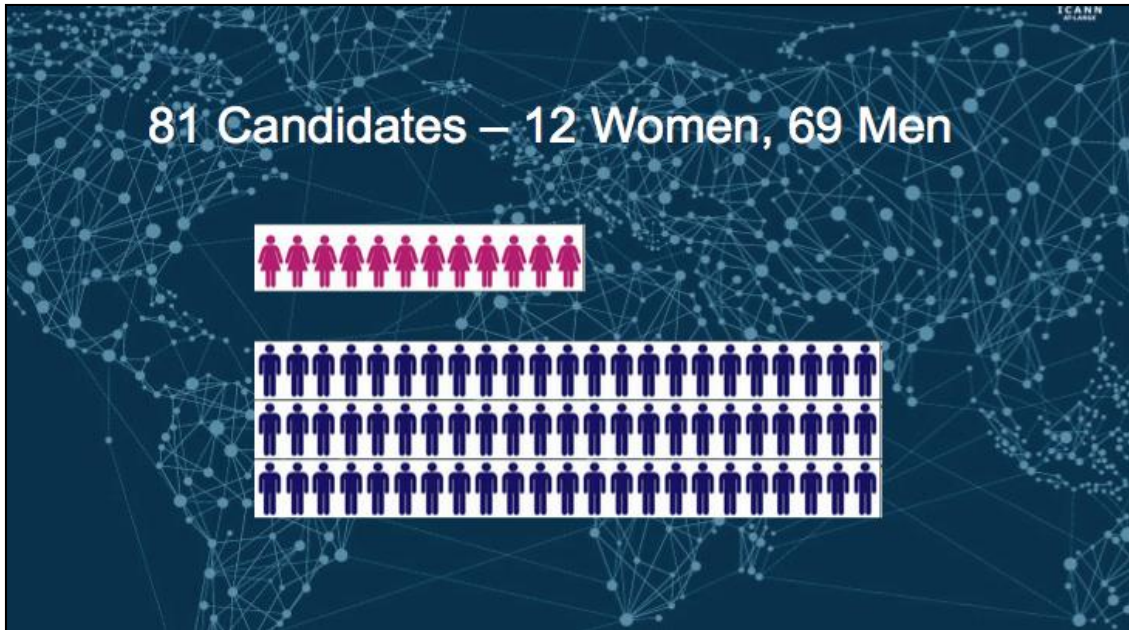Of 81 candidates, 12 were women and 69 men.

Figure 8. 2015 applicants, gender diversity

Even though there was an emphasis on women applicants in NomCom2015's outreach activities, the committee feels this result is disappointing and will recommend that subsequent NomComs redouble their efforts to achieve a better balance in the candidate pool.

Shortlisting

Our work schedule for this phase followed a pattern tested over many years, with some important improvements initiated by the 2015 NomCom.

Each group of candidates – i.e., those for the Board, GNSO, ALAC and ccNSO – in their turn was given an initial evaluation by NomCom members using an improved straw poll platform on protected Wiki pages.

Each candidate was graded by each NomCom member on a five-point scale:

- Outstanding (5 points)
- Excellent (4 points)
- Qualified (3 points)
- Marginal (2 points)
- Not recommended (1 point)

For each candidate, Staff calculated both the average grade and the variance, the latter figure indicating the degree of consensus among the committee. This additional measure was helpful in providing extra guidance to NomCom members as they made their determinations during the straw polling.

Straw polling

The straw poll for each group of candidates was followed by a NomCom call where poll results were reviewed.

Based on a list of candidates in the descending order of their averages, those that reached a certain average score were discussed at length. After deliberations, the committee decided, using an online polling feature, which candidates would be put in the "green basket", signifying that they would proceed to the next stage of the selection process.

In April and May, NomCom2015 held weekly teleconferences to determine which candidates would be shortlisted for each of the 4 groups the committee was recruiting for (Board, GNSO, ccNSO, ALAC).

For the Board, 15 candidates were selected for further assessment and telephone interviews to be carried out by Odgers Berndtson (OB), a leading recruitment firm.

Deep Diving

OB is only tasked with assessing shortlisted Board candidates.

However, NomCom members, working in pairs, were assigned to take a closer look at all the shortlisted candidates. This process, known as "deep diving", included phone interviews with candidates for GNSO, ccNSO and ALAC.

Phase 4: Selection

Board Candidate Interviews

NomCom2015 met on Sunday and Monday, 21-22 June, and on Wednesday and Thursday, 24-25 June, during ICANN#53 in a location off-site from the main meeting venue so as to guarantee full confidentiality for the candidates being interviewed.

The Committee interviewed 10 candidates for the Board. Nine were physically present, one was interviewed via remote video/audio link.

The duration of each interview was 45 minutes, preceded by 15 minutes of discussion among committee members, with deep divers taking the lead.

After each interview, the committee members discussed their impressions of the candidate for half an hour. An OB Staff member initiated the discussion by providing expert HR assessments of the candidate post interview.

Final selection

The final selection meetings were held on Friday and Saturday, 26-27 June, In Buenos Aires, after the conclusion of ICANN#53.

Friday morning, Board candidates were discussed once more, and their pool gradually winnowed down by means of straw polls. In the afternoon, the same process took place regarding NomCom Appointees to the ccNSO and GNSO. On the latter, NomCom also determined, which one of the two selectees would be assigned the Contracted Parties House and which one to the Non-Contracted Parties House.

Saturday morning, three NCAs to ALAC were selected, one each from Africa, Latin America and Asia-Pacific.

At noon on Saturday, in the first and only official vote of its regular cycle, NomCom2015 endorsed the full slate of selectees to the Board, to the Councils of ccNSO and GNSO, and to the ALAC. The vote was unanimous.

Additional ALAC Selection Process

Once the work of filling its regular slate was completed, the 2015 Nominating Committee was then called upon to select a replacement for the position of North American ALAC representative, following the resignation of its previous selectee to that position.

A new call for applications was put out following the ICANN 53 Buenos Aires meeting. We received a total of nine applications during this shortened application. The Committee then worked through several teleconference meetings to short list and make its final selection.

Phase 5: Reporting

NomCom2015 Selectees

On 25 September 2015, after the required due diligence and other verification had been carried out by ICANN Staff, NomCom2015 announced its slate of selectees.

ICANN Board of Directors

Rafael Ibarra
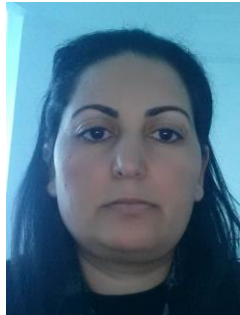Latin America/Caribbean Islands

George Sadowsky
North America

Lousewies van der Laan
Europe

At Large Advisory Committee (ALAC)

Wafa Dahmani Zaafouri
Africa

Kaili Kan
Asia/Australia/Pacific Islands

Leon Sanchez
Latin America/Caribbean Islands

Timothy Denton
North America

Generic Names Supporting Organization (GNSO)

Johan Helsingius
Europe

Hsu Phen Valerie Tan
Asia/Australia/Pacific Islands

Country Code Names Supporting Organization (ccNSO)

Christelle Vaval
Latin America/Caribbean Islands

NomCom2015 Announcement

The slate was formally announced to the community with the following message from the NomCom2015 Chair:

"As Chair, it is my honour, pleasure and duty to report that the 2015 Nominating Committee has completed the task assigned to it by the ICANN Community and made the selections shown above.

By the close of the application period on 15 March 2015, the 2015 Nominating Committee had received 81 applications for the nine positions it was tasked with filling.

Once this work was completed, the 2015 Nominating Committee was then called upon to select a replacement for the position of North American ALAC representative, following the resignation of its previous selectee to that position and received nine applications for that position.

I want to thank the Nominating Committee members for working diligently through these 2 separate processes. It is rare that a NomCom gets called back to reselect for another position once its main slate for the cycle has been decided. This year's members had to withstand the added pressure of this late selection, whilst continuing to work as a group fully independent of ICANN's SOs, ACs and the Board. They rose to this challenge and completed their assigned tasks with aplomb and integrity.

Throughout the year, the Committee has reported on its processes through Report Cards, video updates and documents published on its website.

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

Stéphane Van Gelder
2015 Nominating Committee Chair

Recommendations

2015 Recommendations to 2016 NomCom

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

NC15 Recommendation to NC16
1) NC15 Recommends a Whistleblower email for the 2016 NomCom to use if members need to report misconduct. The system should allow conflicts to be declared even if it is the Chair that is suspected of being in conflict. The system should also be designed to be useable by the community and as such, the email should be published and advertised on the NomCom2016 website. NomCom Staff should be the administrators of the mailbox and share information with ICANN Legal for further review.
2) NC15 Recommends that a professional recruiting firm be used by every NomCom as an invaluable source of assistance during the recruitment phase. However, although the firm used since 2013 has always been the same and an excellent working relationship has been built up between the NomCom and this firm, there should not be a default assumption that it will be used at every cycle. Future NomComs should explore alternatives if they are available, although NC15 suggests that the experience knowledge and experience of the Nominating Committee process built up by this firm might be useful for future NomComs as well.
3) NC15 Recommends creating sub-committees within the NomCom to focus on particular areas (such as Conflict of Interest, Outreach, Transparency, Application Form revisions, and Alternate sub-committees). These sub-committees should report to the full committee and any conclusions drawn should be passed on to the next NomCom cycle so that it is not lost.
4) NC15 Recommends on Outreach: • Create a geographic & open position matrix to determine regions to focus outreach efforts. • Develop a global calendar of events that will take place from now through to the end of the application period. • Use social media (including existing ICANN Twitter and Facebook accounts and get support from ICANNs Communications team. • Review 'candidate call' invitation (on web site; in print materials) to ensure that the language used is understood globally and recommend revised language where needed. • Create outreach materials such as PPT presentation available to all members for their use and an Outreach video that can be used for event presentation or for posting on various lists or social media, etc.).

5) Transparency: NC15 Recommends -
- Adopting the balance between confidentiality and transparency established by previous NomComs: maximal transparency within the limits set by confidentiality requirements regarding the personal data of individual candidates. "Process is open, data is secret".
- Issue regular Report Cards during the entire NomCom cycle. Adopt a concise and factual writing style.
- Attract more community participation to NomCom open meetings at ICANN meetings by:
  - Targeting invitations to ICANN SO/ACs.
  - Structuring these meetings to make participation as meaningful as possible.
  - Request from ICANN meeting staff that NomCom open meetings be held in a room that is central in the venue, easily accessible, and accommodating to the community.
- Encourage NomCom members to use their own accounts to disseminate information about the NomCom process.
- Make the Leadership Team's video interview on the ICANN web page a regular feature at all important junctures of the NomCom cycle.
- Write a detailed and comprehensive Final Report to help interested readers follow the NomCom work step by step and post an announcement of the Final Report on the ICANN web page.

6) NC15 Recommends Application Form Revisions: continue working with ICANN staff on developing, testing, and improving the application tools.
- Create a Survey Plug in to obtain feedback from all Candidates to provide deeper insight into the effectiveness of the application process.
- Send a "Thank you note" from Nom Com Chair, thanking the Candidates for filling out the application, explaining the process that will then occur (in broad strokes) and requesting their feedback to improve the application process.
- Create surveys for the various NomCom processes to understand how well/poorly the NomCom process is received by people who participate in it.

7) NC15 Recommends Management of Alternates, creation of a holdover pool: the following should be enacted by future NomComs and added to the NomCom Bylaws:
1. Alternate Committee as a Standing Committee: the Alternate Committee to be appointed prior to the candidate selection process, and shall be maintained as a standing committee throughout the Nominating Committee term.
2. Alternates Preliminarily Designated During Selection: As candidate selection proceeds, the Nominating Committee may determine that a non-selected candidate who has otherwise been considered for selection by the Nominating Committee, is or is not suitable for consideration as an alternate candidate. Alternate candidates shall be candidates considered qualified for the positions for which they have been designated an alternate. If no candidate is considered qualified, then there shall be no alternate candidate for the position. The Alternate Committee will maintain a list of candidates who have not been selected, but whom the Nominating Committee has designated for consideration as alternates.

3. Availability of Candidates: Candidates considered alternate candidates shall be given the option of maintaining status as an alternate candidate at or after the Nominating Committee selections are made, and to consent to additional due diligence to be prepared for appointment if necessary. Candidates designated as alternate candidates shall inform the Nominating Committee of any change in status or qualifications that may affect their suitability for appointment for as long as such candidates remain an alternate candidate. Alternate Candidates shall be required to maintain confidentiality of such status, and designation as an alternate shall not be a consideration in evaluating the candidate for selection, other than to fill a vacancy, during a successive Nominating Committee term.

4. Holdover Pool: After the Nominating Committee has made its selections for the present term, the Alternate Committee will present the list of accumulated alternate candidates to the Nominating Committee for designation to the Holdover Pool. In the case of positions to bodies having numerical geographic limits, consideration in designation of alternates shall be given to the least-represented ICANN geographical region in that body. At the conclusion of the Nominating Committee term, the alternate candidates in the Holdover Pool and their application materials shall be maintained by ICANN Nominating Committee staff, and provided to the successive Nominating Committee in the event of a vacancy.   The successive Nominating Committee shall not be bound by any determination of the suitability of an alternate candidate from the Holdover Pool.

5. Vacancy: When a vacancy in a Nominating Committee-appointed position occurs, the Nominating Committee shall consider whether to leave the position vacant for the remainder of the term, or filling the remainder term of the vacancy from among:

    a. Candidates evaluated by the Nominating Committee, provided the Nominating Committee has proceeded to the candidate evaluation stage.

    b. Candidates from the Holdover Pool. If the Nominating Committee has not proceeded to the candidate evaluation stage, or if the Nominating Committee otherwise so requests, staff will provide the Holdover Pool materials to the Nominating Committee. The Nominating Committee may consider other candidates at the recommendation of the community who may be former or present but term-limited holders of the vacant position; and may further issue a public call for candidates, supplemental to the general call for candidates and specific to interim appointment to the vacant position.

Note: Perhaps ICANN NomCom staff can maintain the holdover pool and deliver it to the next NomCom.

8) NC15 Recommends it should be made very clear to NomCom applicants that there is an expectation for them, if selected, to complete the term they have been selected for. "Position hopping" should be avoided. This is where NomCom Appointees resign from a position they have been appointed to, just to take up another ICANN volunteer position

9) NC15 Recommends meeting with the BGC more than once during its cycle.	
10) NC15 Recommends that other key groups, such as the ICANN Board, either self-evaluate or if they are already subject to an evaluation process of some kind, make the results of that process public.	
11) NC15 Recommends redouble their efforts to achieve a better gender balance in the candidate pool. Even though there was an emphasis on women applicants in NomCom2015's outreach activities, the committee feels this result is disappointing.	

2014 Recommendations to 2015 NomCom

The following table is a set of a recommendations that were made by the 2014 NomCom to 2015 NomCom. 2015 NomCom provided responses below.

NomCom14 Recommendation to NC15	NomCom15 Response
1. **NomCom14 recommended** that Nominating Committees (NomCom) continue to develop openness and transparency of the NomCom processes, while maintaining the absolute confidentiality and privacy of candidate information. These principles and practices should 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.	This recommendation was fully endorsed, accepted and executed by the NC15.
2. **NomCom14 recommended** improving 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. 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.	This recommendation was fully endorsed, accepted and executed by the NC15.

3. **NomCom14 recommended** that NomCom physical meeting schedules should include training on candidate interview techniques and relevant other recruitment/HR skills to enhance and further developed in NomComs.	This recommendation was fully endorsed, accepted and executed by the NC15.
4. **NomCom14 recommended** that NomComs continue to refine and redevelop the tools for the SOI and Recommendation forms 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. 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 NC15.
5. **NomCom14 recommended** that NomComs continue to explore options and develop new outreach methods, 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 NC15. Additional efforts were made using Social Networks, but our highly compressed work schedule time frame this year limited our progress on this action.
6. **NomCom14 recommended** that NomComs continue to explore options and ways of setting 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 NC15. 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.

7. **NomCom14 recommended** that NomComs should have all candidates, whether recruited by NomCom and other ICANN community outreach, or from any contracted professional recruitment agency, should continue to use the same common SOI format and style when completing their application.	This recommendation was fully endorsed, accepted and executed by the NomCom14
8. **NomCom14 recommended** that NomComs ensure 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 NC15.
9. **NomCom14 recommended** 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.	This recommendation was fully endorsed, accepted and executed by the NC15.
10. **NomCom14 recommended** that NomComs continue to enhance and improve the remote participation aspects possible in interview sessions, and to provide 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. 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 partially executed by the NC15. Noting that during candidate interviews in Buenos Aires, one NomCom Member attended remotely for all sessions and one candidate was interviewed remotely. Better facilities set up aided the effectiveness and efficiency of this interaction greatly.
11. **NomCom14 recommended** that 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	This recommendation was fully endorsed, accepted and executed by the NC15.

unsuccessful candidates (encouraging the latter to continue volunteering for ICANN work) and the preparation of the announcement of NomCom appointments. NomComs should 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. **NomCom14 recommended** that 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. However, activity on this was stalled at the late drafting of recommendations stage, when ICANN's Board Working Group Report on Nominating Committee (BWG-NomCom) will be further discussed in public at the 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.	This recommendation was fully endorsed, accepted and partially executed by the NC15.

Thanks and Acknowledgments

The Nominating Committee carries out a crucial service to the ICANN Community: recruiting distinguished individuals to dedicate their time, energy and expertise to the work of ICANN.

It could not do so without the help of many individuals and groups. NomCom2015 thanks them all, including the ICANN Board and the Board Governance Committee, the leadership of all Supporting Organizations and Advisory Committees as well as their members, all ICANN Staff that help the Committee, with a special mention to our extremely dedicated Support Staff: Joette Youkhanna and Jia-Juh Kimoto.

NomCom2015 also thanks Odgers Berndtson offices in Brussels and Frankfurt for the extremely valuable expertise and assistance they continue to provide to the Nominating Committee.

As Chair, I want to extend a special thanks to my fellow Committee members and to my fellow Leadership Team members, Cheryl Langdon-Orr (Associate Chair) and Ron Andruff (Chair Elect). It has been a pleasure working with a group of people so diligent, talented and tireless in their pursuit of the best possible result for the ICANN Community.

It is my belief that the 2015 Nominating Committee's selectees are exactly that.

Stéphane Van Gelder
2015 Nominating Committee Chair

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

ICANN 2015 Nominating Committee webpage: https://www.icann.org/nomcom2015