Candidate brief for the position of

Senior Vice President
Policy Development Support
ICANN

08 July 2024

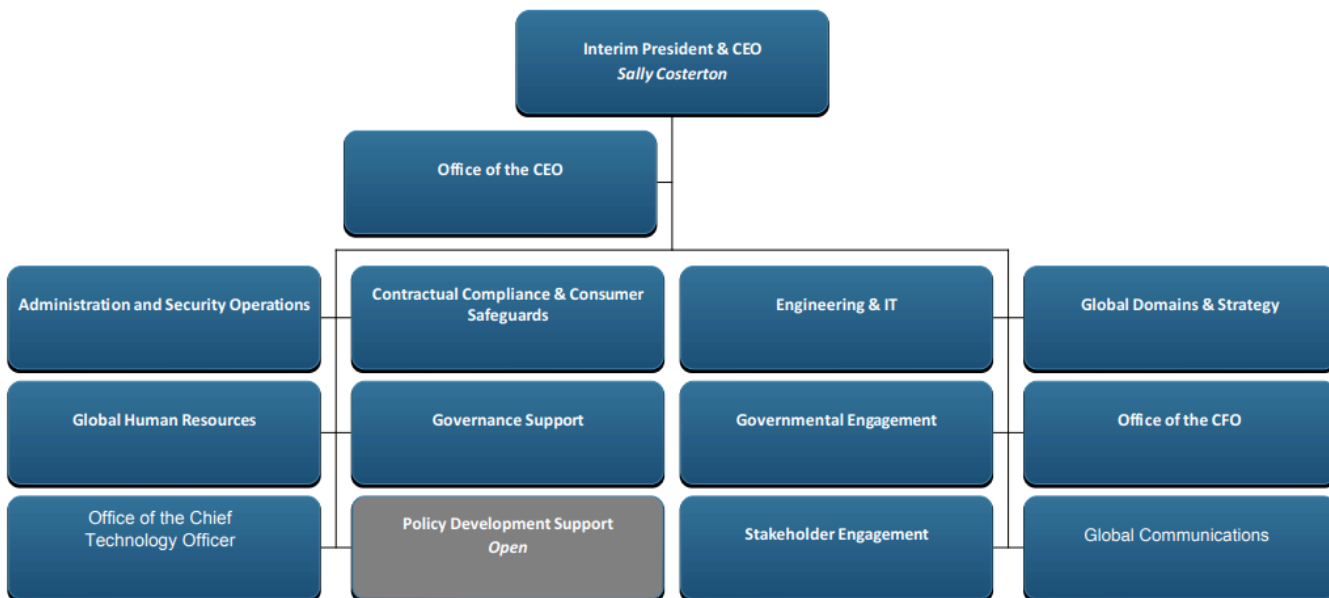One World, One Internet

ICANN

Content

About ICANN

ICANN's mission is to help ensure a stable, secure, and unified global Internet. To reach another person on the Internet, you need to type an address – a name or a number – into your computer or other device. That address must be unique so computers know where to find each other. ICANN helps coordinate and support these unique identifiers across the world. ICANN was formed in 1998 as a nonprofit public benefit corporation with a community of participants from all over the world.

ICANN is headquartered in Los Angeles,CA (USA), and has regional offices in Istanbul (Turkey), Singapore, Montevideo (Uruguay) and Brussels (Belgium). Is also has engagement centres in Beijing (PRC), Geneva (Switzerland), Nairobi (Kenya) and Washington, DC (USA).

Organization Chart

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                        Interim President & CEO
                           Sally Costerton

            Office of the CEO

Administration and      Contractual Compliance &     Engineering & IT      Global Domains & Strategy
Security Operations     Consumer Safeguards

Global Human Resources   Governance Support       Governmental Engagement   Office of the CFO

Office of the Chief      Policy Development Support   Stakeholder Engagement   Global Communications
Technology Officer              Open
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Developing Policy at ICANN

A fundamental part of ICANN's Mission is to coordinate policy development related to the Internet's system of unique identifiers. ICANN employs open and transparent policy development mechanisms that promote well-informed decisions based on expert advice, and in collaboration with entities most affected by policy development.

DNS Policy	Operational Policy	General Practices
DNS Policies are developed through formal policy development processes (PDPs), as set forth by the Bylaws	Operational Operational policies define how ICANN operates as an organisation. These policies are not subject to a policy development process (PDP), but community input is generally sought via public comment or other mean.	ICANN relies on many established practices that have not necessarily gone through a formalised Board approval process.

How is DNS Policy Developed?

The ICANN Bylaws mandate that ICANN policies are developed through a bottom-up, consenus-bases multistakeholder process. This takes place in an open and sequential way at meetings, teleconferences, and Public Comment opportunities. The ICANN Community works through 3 Supporting Organizations (SOs) and four Advisory Committees (Acs)

ICANN Supporting Organizations (SOs) develop and refine ICANN Policy

- **GNSO** (Generic Name Supporting Organization) is responsible for developing and recommending to the ICANN Board substantive policies relating to generic top-level domains.
- **ccNSO** (Country Code Names Supporting Organization) is responsible for developing and recommending to the Board global policies relating to country-code top-level domains.
- **ASO** (Address Supporting Organization (ASO) is responsible for advising the Board with respect to policy issues relating to the operation, assignment, and management of Internet addresses. Membership into the ASO is available only to Regional Internet Registries

ICANN Advisory Committees (Acs) advise the Board

- **ALAC** (At-Large Advisory Committee) is responsible for considering and providing advice on the activities of ICANN, insofar as they relate to the interests of individual Internet users.
- **SSAC** (Security and Stability Advisory Committee) is responsible for advising the ICANN community and Board on matters relating to the security and integrity of the Internet's naming and address allocation systems. SSAC is an invite-only organization
- **RSSAC** (Root Server System Advisory Committee) is responsible for advising the ICANN community and Board on matters relating to the operation, administration, security, and integrity of the Internet's Root Server System.
- **GAC** (Governmental Advisory Committee) is responsible for providing advice on the activities of ICANN as they relate to concerns of governments, particularly matters where there may be an interaction between ICANN's policies and various laws and international agreements or where they may affect public policy issues. You need to be a formally acknowledged representative of a government or international organization to become a member.

Multistakeholder Policy Development

The ICANN Policy Development Support Team facilitates bottom-up, consensus-driven processes for global gTLD, ccTLD and IP address policies.

ICANN

Generic Names Supporting Organization (GNSO)

GNSO Council is composed of 21 members — divided into 2 houses (contracted and non-contracted parties) — who work on generic top-level domain name (gTLD) policies (e.g., .com, new gTLDs).

GNSO Policy Development Process

1 IDENTIFY THE ISSUE
- GNSO Council, ICANN Board or an AC identifies issue.
- GNSO Council considers if issue will result in consensus policy.

2 SCOPE THE ISSUE
- If yes, GNSO Council requests Preliminary Issue Report.
- Staff publishes Preliminary Issue Report for Public Comment Period.
- Following Public Comment review, Final Issue Report is submitted for GNSO Council consideration.

3 INITIATE THE PDP
- GNSO Council considers Final Issue Report and decides whether to initiate PDP.
- If yes, GNSO Council develops/adopts charter for PDP WG.
- GNSO Council calls for volunteers to form PDP WG.

4 FORM A WORKING GROUP
- WG consults with Community and develops Initial Report for Public Comment Period.
- After reviews, WG submits Final Report to GNSO Council.

5 DELIBERATE THE FINAL REPORT
- GNSO Council reviews Final Report and considers adoption.
- If adopted, GNSO Council submits Final Report to ICANN Board.

6 VOTE BY ICANN BOARD
- ICANN Board consults Community and GAC.
- ICANN Board votes on Final Report recommendations.

Learn more about the GNSO
gnso.icann.org

ICANN | GNSO
Generic Names Supporting Organization

Country Code Names Supporting Organization (ccNSO)

The ccNSO (Council and members) works on global policies relating to country code top-level domain name (ccTLD) policies (e.g., .br, .uk).

ccNSO Policy Development Process

1 REQUEST AN ISSUE REPORT
- ccNSO Council, ICANN Board, Regional ccTLD organizations, SO/AC or at least 10 members of ccNSO may request Issue Report.
- ccNSO Council appoints issue manager.

2 SCOPE THE ISSUE
- Issue manager determines if issue is within the scope of ccNSO.
- ICANN Bylaws define and limit the scope of issues.

3 INITIATE THE PDP
- If issue is in scope and ccNSO Council approves Issue Report, PDP begins.
- ccNSO Council gives Public Notice and opens Public Comment Period.

4 DEVELOP POLICY
- ccNSO Council appoints WG to develop the policy.
- WG issues Initial Report.
- WG opens Public Comment Period.
- WG produces Final Report.
- ccNSO Council requests GAC input.

5 VOTE BY ccNSO (TWO STAGES)
- Stage 1. ccNSO Council deliberates Final Report and if adopted, makes recommendation to its members.
- Stage 2. If members approve, ccNSO Council submits Final Report to ICANN Board.

6 VOTE BY ICANN BOARD
- ICANN Board votes on Final Report recommendations, but national laws remain paramount.

Learn more about the ccNSO
ccnso.icann.org

ICANN | ccNSO
Country Code Names Supporting Organization

Address Supporting Organization (ASO)

ASO Address Council (AC) is composed of 15 volunteers — 3 from each of the Regional Internet Registries (RIRs)* — who work on global Internet Protocol (IP) Address Policy.

ASO Global Policy Development Process

1 IDENTIFY THE ISSUE
- Any individual may submit global policy proposal to ASO AC or RIR.
- RIR PDP generates global policy proposal.
- ICANN Board may also request global policy proposal.

2 DETERMINE REQUIREMENTS
- ASO AC appoints Policy Proposal Facilitator Team (PPFT).
- ASO AC or PPFT determine if global policy proposal requires specific IANA functions actions or outcomes.
- ASO AC oversees global PDP.

3 REVIEW BY RIRs AND ASO AC
- Five RIRs review global policy proposal.
- Five RIRs must approve identical global policy proposal.
- Five RIRs submit approved global policy proposal to ASO AC for review.

4 REVIEW BY ICANN BOARD
- ASO AC submits ratified global policy proposal to ICANN Board.
- ICANN Board may accept, reject, request changes or take no action.

*Regional Internet Registries (RIRs)
- AFRINIC — Africa
- APNIC — Asia and Pacific region
- ARIN — Canada, parts of the Caribbean and North Atlantic islands, and the U.S.
- LACNIC — Latin America and parts of the Caribbean
- RIPE NCC — Europe, the Middle East and parts of Central Asia

Learn more about the ASO
aso.icann.org

ICANN | ASO
Address Supporting Organization

GAC Governmental Advisory Committee | **PDP** Policy Development Process | **SO/AC** Supporting Organizations/Advisory Committees | **WG** Working Group

Multistakeholder Advice Development

The Policy Development Support Team facilitates bottom-up, consensus-driven processes for advice on global gTLD, ccTLD, and IP address policies.

ICANN

At-Large Advisory Committee (ALAC)

ALAC expresses the interests of individual Internet end users as part of policy development and in advice to the ICANN Board.

ALAC Advice Development Process

1 IDENTIFY THE ISSUE
- Any At-Large community member can bring up emerging issues to ALAC.

2 SCOPE THE ISSUE
- ALAC discusses issues to determine impact on individual users and scope.
- ALAC determines key elements of its position.

3 PARTICIPATION
- ALAC designates issue shepherds to participate in policy development.
- Issue shepherds lead drafting of ALAC responses.

4 ADVICE
- ALAC reviews and calls for consensus or votes on final statement.
- If ratified, ALAC sends advice to ICANN Board, ICANN org, SOs/ACs, or other ICANN community members for consideration.

FINAL STATEMENT

Learn more about the ALAC
alac.icann.org

Governmental Advisory Committee (GAC)

GAC advises ICANN Board on public policy issues, particularly in areas where ICANN policies intersect with national laws and international agreements.

GAC Advice Development Process

1 IDENTIFY THE ISSUE
- Any GAC member or observer may raise issues for discussion.
- ICANN Board may also seek GAC advice.

2 COLLECT MEMBER VIEWS
- GAC chair solicits input from GAC members, observers, or working groups.

3 ACHIEVE CONSENSUS
- GAC chair summarizes comments with aim of reaching GAC consensus.

4 DRAFT ADVICE
- GAC members, observers, or working groups contribute to draft advice.
- GAC reviews advice.

5 ISSUE ADVICE
- If consensus is reached, GAC chair issues communiqué or other formal written statement to ICANN Board.

Learn more about the GAC
gac.icann.org

ICANN | GAC
Governmental Advisory Committee

Root Server System Advisory Committee (RSSAC)

RSSAC advises ICANN Board and community on matters relating to the operation, administration, security, and integrity of the Internet's Root Server System.

RSSAC Advice Development Process

1 IDENTIFY THE ISSUE
- Any RSSAC or RSSAC Caucus member may propose work item, including requests from ICANN Board, then submits statement of work for RSSAC to consider.

2 SCOPE THE ISSUE
- RSSAC reviews statement of work.
- If approved, RSSAC creates a work party of either RSSAC or RSSAC Caucus members.

3 DEVELOP ADVICE
- Work party writes draft document, which its leader sends for review until no further comments are received.
- If RSSAC Caucus has not been involved, RSSAC work party leader may send draft document for its review.

4 RATIFY ADVICE
- Work party submits draft document to RSSAC.
- RSSAC votes on draft document.

5 PREVIEW RECOMMENDATIONS
- RSSAC may share content with those it might affect.
- RSSAC may also post approved document for Public Comment.

6 PUBLISH ADVICE
- RSSAC publishes approved document.
- RSSAC tracks and reviews effects of its recommendations.

Learn more about the RSSAC
rssac.icann.org

ICANN | RSSAC
Root Server System Advisory Committee

Security and Stability Advisory Committee (SSAC)

SSAC advises ICANN Board and community on issues relating to the security and integrity of the Internet's naming and address allocation systems.

SSAC Advice Development Process

1 IDENTIFY THE ISSUE
- SSAC members, ICANN Board, SOs/ACs, or ICANN org may request SSAC to review issue.

2 STUDY THE ISSUE
- If SSAC agrees to review issue, work party begins draft document.

3 PRELIMINARY REVIEW
- Work party may share draft document with those it might affect.
- Work party sends revisions to SSAC.
- SSAC may post draft document for Public Comment.

4 PREVIEW RECOMMENDATIONS
- SSAC reaches consensus on final document.
- SSAC chair may share final document with relevant parties in ICANN community or ICANN legal.

5 PUBLISH ADVICE
- SSAC publishes approved document.
- SSAC tracks and reviews effects of its recommendations.

Learn more about the SSAC
ssac.icann.org

ICANN | SSAC
Security and Stability Advisory Committee

SO/AC Supporting Organizations/Advisory Committees

The Opportunity

ICANN is seeking to recruit a new Senior Vice President for Policy and Advice Development to lead ICANN's global policy support function.

The Role

The Senior Vice President for Policy Development Support will lead ICANN's global policy support function, comprising more than 40 full-time staff and professional contractors. The team facilitates the development of policy recommendations and related advice by ICANN's multistakeholder community, as part of ICANN's mission to is to ensure the stable and secure operation of the Internet's unique identifier systems. ICANN's Bylaws mandate that these policies be developed through a bottom-up, consensus-based multistakeholder process. The ICANN community works through three Supporting Organizations (SOs) and four Advisory Committees (ACs).

The Senior Vice President, Policy Development Support, will manage staff teams that support each of the community groups within ICANN's multistakeholder community and perform cross-functional work across the ICANN organization. The Policy Development Support staff are located throughoutICANN's regional offices and in remote locations. Together, they provide a range of services to the ICANN community, including: (i) subject matter expertise on issues within ICANN's remit and topics relevant to the domain name industry; (ii) process guidance to ensure transparency and accountability in ICANN's policy making processes; and (iii) professional secretariat, project, and operations management and administrative services. The team works collaboratively with the ICANN community to ensure that the policy-making process is consensus-driven and globally representative, and results in global policies that are effective, timely and implementable. The team also manages important accountability mechanisms for the ICANN organization, such as Public Comment processes and the ICANN Empowered Community processes.

As the managing executive for the Policy Development Support team, the Senior Vice President, will be part of the ICANN organization's executive team. In that role, they will be expected to lead the strategic planning for their function and assume similar executive responsibilities in the organization. Specifically, the Senior Vice President, Policy Development Support, will hold executive-level responsibilities in areas including but not limited to advising ICANN's Board of Directors on policy issues, community governance, and matters impacting the multi-stakeholder community and ICANN's policy processes; and strengthening strategic relationships across the ICANN ecosystem.

Key Responsibilities

- Facilitate the development of global policies within ICANN's mission and remit, responsible for ensuring that policy development occurs through transparent, consensus-based processes involving diverse stakeholders worldwide.

- Serve as a key policy representative and speaker for the ICANN organization and within ICANN's mission and remit.

- Develop and execute plans that meet strategic objectives, goals, and targets related to ICANN's policy processes and outcomes in a timely and efficient manner.

- Manage a globally distributed and diverse staff team that performs at a consistently high level in a highly visible, high-pressure environment.

- Build and maintain strong relationships with ICANN's multistakeholder community, including leaders in the three Supporting Organizations, four Advisory Committees, and other structures recognized under the ICANN Bylaws or chartered by the ICANN community.

- Support internal and external communications, in collaboration with ICANN's Communications team, to promote and ensure awareness of key policy milestones and activities in the three Supporting Organizations and four Advisory Committees.

- Serve on the ICANN organization's executive team and in other leadership roles as requested by the ICANN President and CEO.

- Advise the CEO, executive team and ICANN Board about community-developed policy advice and proposals, and act as a key facilitator in discussions amongst the ICANN organization, Board, and community.

- Manage and strengthen collaboration across multiple functions within the ICANN organization, to ensure effective coordination and timely delivery of support across the full policy development and implementation lifecycle.

- Perform other executive management responsibilities and projects as assigned by the President and CEO.

Essential Job Functions

- Manage complex ICANN policy development and advice processes and ensure their continued utility in delivering ICANN's mission.

- Oversee the administrative management and regular operations of the Policy Development and Advice function, including staffing and budget.

- Direct and supervise approximately 40 full time staff, external vendors, and contractors, located across numerous countries and time zones.

- Actively mentor and coach motivated staff members for professional growth and advancement within the organization.

- Responsible for the regular publication of timely research reports, policy papers and communications, including topical issue reports, white papers, briefings, and other informational materials.

- Lead key cross-functional projects and programs across the organization and ensure their timely completion and delivery of planned outcomes.

- Build, maintain and deepen trusted stakeholder relationships, including with community leaders and key strategic partners.

- Collaborate effectively with diverse stakeholders to facilitate the development of effective, timely, and implementable policy outcomes.

- Conduct regular policy briefings for key external stakeholders.

- Communicate confidently and expertly to internal and external audiences, including the ICANN Board of Directors, about policy issues and ICANN's stakeholder processes.

- Ensure that functional activities are conducted in full compliance with ICANN policies and procedures and adhere to the highest ethical standards in carrying out all assigned responsibilities.

- Foster greater global understanding and awareness of ICANN mission to preserve the security, stability, and interoperability of the Internet through community engagements, policy communications, and education and outreach programs.

The Person

Qualifications

- Minimum 15 years' experience at increasingly senior levels working in Internet, technology and related policy issues required.

- Minimum 10 years' management experience with large, highly diverse staff teams across multiple languages and cultures required.

- Significant professional experience in an international environment required, including demonstrable success in collaborating with diverse stakeholders including civil society, media, industry, government, and other relevant sectors.

- Post graduate degree required, preferably in law, public policy, or a related field.

- Knowledge of the Internet and Domain Name System required; experience with multi-stakeholder governance and the domain name industry strongly preferred,

- Proven ability to communicate complex and often controversial information, concepts, policies, and positions in writing and verbally, to internal and external audiences required.

- Excellent public speaking skills required, including the ability to explain complicated processes and complex topics in plain language to multiple audiences at varying levels (including C-suite executives).

- Proven success in leading and managing complex, organization-wide programs and projects required.

- Proven ability to work collaboratively across diverse organizational structures in a high-pressure environment under constant public scrutiny required.

- Strong computer skills required, including experience with Microsoft and Google tools for drafting, editing, publishing and collaboration; familiarity with SmartSheet, Zoom, Salesforce and other tools used by the ICANN community strongly preferred.

- Experience with mediation and facilitation a plus.

- Fluency (to native level) in English, fluency in at least one other official United Nations strongly preferred.

Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.

- Work to make your candidacy as strong as it can be.

- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.

- Be inclusive, open and fair-minded.

- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.

- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.

- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.

- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If ever you feel we have not lived up to the letter or spirit of this charter, please tell us. We want to know. Email brussels@odgersberndtson.com.

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