

2012 Annual Report

Implementation of the Accountability & Transparency Review Team Report

January 2013

ATRT Overview

The Accountability & Transparency Review Team (ATRT) Final Report ([PDF online](#)) called for evaluation of, and reporting on, all of the Report's recommendations, and the Affirmation of Commitments' (AoC) accountability and transparency obligations:

Recommendation 27. The Board should regularly evaluate progress against [the ATRT] recommendations and the accountability and transparency commitments in the AoC, and in general analyze the accountability and transparency performance of the whole organization so as to once a year report to the community on progress made and to prepare for the next ATRT review. All evaluations should be overseen by the Board.

This report addresses ATRT recommendation 27 and suggests additional assessment activities to help ensure ICANN's accountability and transparency efforts are appropriately evaluated, measured and benchmarked.

Augmenting this report are the frequent status updates and previous reports provided to the public over the last two years on ATRT progress:

- Reports from the Board at the [March 2011](#) and [June 2011](#) ICANN meetings detailing which recommendations have been fully implemented, and the status and schedule for implementing the remaining recommendations;
- An overview in ICANN's Annual Reports for [FY2011](#) and (soon to be published) FY2012 of achievements and progress made on the ATRT recommendations and AoC commitments;
- Public forums on ATRT activities at ICANN's October 2011 and June 2012 meetings, and a public webinar;
- Regular [status reports](#) and highlights of completed ATRT tasks publicly posted on ICANN's accountability and transparency webpage, including "ATRT Implementation Summary," "ATRT at-a-glance;" and
- Ongoing [Metrics](#) for ATRT-specific projects.

The [ATRT Report](#) was submitted to the Board on 31 December 2010. The Board posted it for public comment and community discussion, and considered the Report's 27 recommendations and proposed implementation plans, which addressed four areas for improvement:

- Board governance, performance, and composition;
- Governmental Advisory Committee's (GAC's) role, effectiveness and Interaction with the Board;
- Public input for policy development and multilingualism; and
- Review mechanisms for Board decisions.

On [24 June 2011](#), the Board acknowledged that implementing the recommendations will strengthen ICANN's global, multi-stakeholder model, accepted the Recommendations,¹ and directed the CEO to proceed with their implementation. The Board [designated](#) Board Committees, the Nominating Committee, and a new Board-GAC Working Group to address specified ATRT recommendations. Board committee and working group involvement in the review and implementation of recommendations resulted in further direction and refinement of the implementation plans and completion timeframes.

Implementation Overview

For all ATRT recommendation projects, key tasks were completed and incorporated into ICANN's standard operating procedures (SOPs) to improve accountability and transparency in the identified areas. An important, although often overlooked, consequence of the 27 ATRT recommendations is that they also stimulated long-term improvement efforts related to the Board, GAC, public input, and policy development, and review of Board decisions. Because these areas have been highlighted by the ATRT as important to ICANN's accountability and transparency, iterative improvements are underway or under discussion. ICANN expects to continue to make advances in these areas over the long-term. Continuous improvement, however, can make identifying a specific completion point for ATRT recommendation projects more challenging, and refinement of the implementation process (including success criteria) is recommended for the next ATRT round.

¹ Acceptance of Recommendation 5 regarding Board compensation was delayed for independent study and review, and then was subsequently accepted and implemented.

In the implementation phase, closely related ATRT recommendations were combined, resulting in 24 ATRT projects supported by various ICANN staff members and guided by Board Committees and the Board-GAC Working Group (see ATRT Implementation Summary Table in addendum).

At the end of fiscal year 2012 (30 June 2012), tasks for 15 of the 24 recommendation projects (63%) had been implemented and incorporated in ICANN's SOPs. In fiscal year 2013, 100% of the ATRT project tasks were completed as planned and incorporated in ICANN's SOPs. Although key tasks enumerated for the ATRT recommendation projects are completed, this does not mean that work in these areas has ceased. As noted above, many of these projects have been used as "stepping off points" for further, long-term improvements (more information is provided below). Of particular note is work arising out of ATRT recommendation 23 on obtaining input from a committee of independent experts on restructuring review mechanisms. The Board accepted recommendations offered by an Accountability Structures Expert Panel and subsequent implementation work is ongoing. Similarly, the establishment of a GAC advice register and processes to inform and engage the GAC earlier in policy development efforts has resulted in ongoing discussions and proposals for additional improvements.

Fiscal Year 2012

The following advancements were completed in fiscal year 2012, which ended 30 June 2012.

To provide better access to, and insight into, Board decisions, ICANN incorporated the following into its:

- Posting of extensive [Board meeting information](#), [briefing materials](#) and [rationales](#) for Board actions (Recommendation 7);
- Publishing [conditions for redaction](#) of posted Board briefing materials (Recommendation 8);
- Providing translations from English into the five UN Languages of approved [Board resolutions and minutes](#) of Board meetings, which are posted within the 21-day timeframe (Recommendation 19);

To improve ICANN's review mechanisms for Board Decisions, ICANN's SOPs now includes:

- A revamped "Reconsideration Requests" [webpage](#) providing the public with a standard timeline, format, and explanations for all Reconsideration Requests (all part of SOPs) (Recommendation 26);
- A Board-[approved](#) Ombudsman framework that is consistent with international standards (Recommendation 24);

To improve the process for selecting ICANN Directors and address recommendations on Board composition, ICANN incorporated the following into its SOPs:

- The [Nominating Committee](#) (NomCom) annually consults with the ICANN community and public on skill set requirements to consider when making appointments to leadership positions (as part of its SOPs) (Recommendation 3);
- The Board provided [skill set information for the 2012 NomCom](#) as part of its SOPs (Recommendation 1);
- The NomCom created, and the Board approved, new NomCom [procedures](#), [guidelines](#), [transparency guidelines](#), and [code of conduct](#) (Recommendation 3);
- Interim training and orientation services were provided for Board members (Recommendation 2);
- The [Board approved compensation](#) to voting Directors for their services to ICANN, and accordingly revised the "ICANN Conflicts of Interest Policy and ICANN Bylaws" (Recommendation 5);

To help advance the effectiveness of the Governmental Advisory Committee (GAC) and its interaction with the Board, ICANN's annual work plans and SOPs reflects the following:

- ICANN Increased resources for interpretation of GAC sessions & for translation of GAC documents (Recommendation 14);
- ICANN Increased resources for members' travel support with a focus on those GAC members from developing economies (Recommendation 14);
- ICANN increased support to GAC processes and involvement in ICANN (Recommendations 12, 13, 14);
- The Board-GAC Working Group [agreed on what constitutes GAC advice](#) (Recommendation 9);
- The GAC [revised its Operating Principles regarding GAC advice](#) in particular definition of GAC consensus (Recommendation 9);
- A formal, documented process for requesting and tracking GAC advice and Board actions in response has been agreed and a [GAC Advice Online Register](#) has been launched (Recommendation 10, 11);
- A new format of GAC communiqué has been adopted to clearly distinguish GAC advice (Recommendation 10);
- Board-GAC face-to-face interactions were increased and are part of the SOPs (Recommendation 11);
- Mechanisms to notify the GAC on [policy issues and public comment](#) periods and to sensitize ICANN Staff to GAC concerns are being implemented (Recommendations 12, 13);

- The [GAC website](#) was redesigned (Recommendations 12, 13);
- Board/GAC face-to-face meetings and discussions of policy issues are planned for each ICANN meeting, and topic-focused meeting are held as needed (e.g. new gTLDs) (Recommendations 12, 13);
- GAC capacity building continues as a key focus; Non-GAC governments were invited to meetings; and GAC introduction programs were added to SOPs (Recommendation 14);
- Regional plans were developed for increasing governments' involvement in the GAC and ICANN issues (Recommendation 14);
- Staff members raised awareness in regions about the role of GAC and ICANN, and GAC membership also was promoted through the [Fellowship](#) program (Recommendation 14);

To improve the processes ICANN uses to gain public input and develop policy, and advance multilingualism, ICANN's SOPs now includes:

- ICANN's [Bylaws](#) were translated into multiple languages (Recommendation 18);
- ICANN's [Public Comment Webpage](#) was revamped to make it easier to find and understand opportunities for public comment, and a list of up-coming [comment periods is posted here](#) (Recommendation 15, 21);
- A new stratified, prioritized public notice and comment process was implemented, including a comment/reply cycle for each issue under [public comment](#) (Recommendation 15, 16, 17).
- To help ensure ICANN staffing arrangements are appropriately multilingual, job postings and related forms were updated and language-training programs are now offered for ICANN staff (Recommendation 22);

To evaluate and report on ATRT implementation progress, ICANN incorporated the following in its SOPs:

- [Regular, public status reports on implementation](#) (Recommendation 27);
- Detailed, public progress reports (June 2011) (Recommendation 27);
- ICANN's Annual Reports highlighting achievements and progress made on the ATRT recommendations and AoC commitments (Recommendation 27);
- Metrics for completed Recommendations, which are provided on an [ATRT "dashboard"](#) (Recommendation 27);

Fiscal Year 2013

The following advancements were completed in fiscal year 2013, which will end 30 June 2013.

To provide better access to, and insight into, Board decisions, ICANN incorporated the following into its SOPs:

- The Board [identified functions](#) for which community consultation clearly is or is not required (PDPs and organizational administrative functions) and launched a long-term effort for additional improvements (Recommendation 6);
- Mechanisms ([input tracking checklist](#)) were established to ensure all inputs identified in checklists are provided to the Board within decision-making process (Recommendation 20).

To improve the process for selecting ICANN Directors and address recommendations on Board composition, ICANN incorporated the following into its SOPs:

- Skill set identification and skill building plans were finalized, documented, and embedded in Board Governance Committee plans and SOPs (Recommendation 1, 2);
- Board member training was benchmarked and a training plan was instituted and embedded in SOPs (Recommendation 2);
- Board effectiveness training sessions were completed, Board information and communication tools were upgraded, and a Board Procedure Manual (v1) was completed (Recommendation 4).

To improve ICANN's mechanisms for review of Board decisions:

- An Expert Panel submitted its review and recommendation for changes to ICANN's accountability structures, including the Reconsideration Request process and the Independent Review process (Recommendations 23, 25);
- The Panel's output was posted for public comment and the Board subsequently accepted the recommendations and directed new staff implementation efforts (Recommendations 23, 25)

To help advance the effectiveness of the GAC and its interaction with the Board, ICANN's work plans and SOPs reflect the following:

- Increase support to GAC processes and involvement in ICANN (Recommendations 12, 13, 14);
- Provide monthly "Early Policy Engagement" report & related processes (Recommendations 12, 13);
- Training of GAC members on myICANN for notice of latest policy activities, and governments' access to ICANN information (Recommendations 12, 13, 14);
- Appointment of Tarek Kamel to focus on government engagement for ICANN (Recommendation 14);

- Advance regional plans for increasing governments’ involvement in the GAC and ICANN issues, such as the Initial Plan for the [African Strategy](#) (Recommendation 14);
- Using the measurement of current GAC membership and resource allocations to create a baseline for future, annual metrics (Recommendation 14);
- Joint hosting of the High Level Meeting (HLM) by the Canadian Government and the GAC was recognized in a GAC Communiqué and Board resolution as helping to increase awareness and government engagement in ICANN, and follow-up activity was noted (Recommendation 14).

To improve the processes ICANN uses to gain public input and develop policy, and advance multilingualism, ICANN’s SOPs now include:

- A public [Language Services Policy & Procedures](#) (Recommendation 18);

To evaluate and report on ATRT implementation progress, ICANN incorporated the following in its SOPs:

- Annual assessments of ATRT implementation (Recommendation 27).

Long-Term Improvements

As noted above, ATRT recommendation projects have been used as “stepping off points” for further, long-term improvements. ICANN’s Board, Staff and/or community groups are exploring ways to continue to improve accountability and transparency in key areas. The list below summarizes the known efforts and suggestions (corresponding ATRT recommendations are included for reference).

Board Operations, Composition & Review of Decisions

- How ICANN assesses the Board’s performance in this area merits continued examination and improvement as progress is tracked against skill-set benchmarks, and training and work program results. (Recommendations 1,2, 4)
- As the Nominating Committee gains experience operating under its new guidelines, procedures, transparency guidelines and code of conduct, periodic assessment is recommended to ensure objectives have been achieved. (Recommendation 3)

- Views are being solicited from the ICANN community on ways to enhance the process by which the Board seeks advice from the ICANN community beyond the traditional public comment process. This issue stems from the work undertaken in fulfillment of the ATRT recommendations (clarify distinction between PDP and executive function issues). (Recommendation 6)
- The publishing of all appropriate Board materials related to decision-making processes has been in effect for approximately two years and would benefit from assessment of its utility to confirm that objectives have been achieved. Elements of the process, such as posting Board materials when related minutes are posted rather than immediately after, or with the posting of the preliminary report for, the relevant Board meeting, have been flagged by the community for review. (Recommendation 7)
- The detail and extent of posted rationales for Board decisions also has been the subject of community comment and warrants review for additional improvements. (Recommendation 7)
- More fulsome explanations have been added to the redaction of materials, and reviewing the adequacy of the redaction guidelines and their implementation would be useful. (Recommendation 8)
- ICANN has been publishing translated Board resolutions and minutes for approximately two years. An assessment of whether this is the appropriate material for translations and to what extent these translations are accessed would be useful in guiding potential, future improvements. (Recommendation 19)
- The form for Reconsideration Requests recently was updated further to clarify the standards, and validation of its utility would be useful, recognizing that the Expert Panel revising the accountability structures might recommend additional revisions to this form (Recommendation 26)

Governmental Advisory Committee Operations, Engagement, Interaction with Board

- A significant number of improvements have been made in this area and it will continue to evolve. The GAC has instituted “pilot projects” for several of the ATRT recommendations with the intention of making iterative changes. In particular, the process for requesting and tracking GAC advice, and ensuring timely provision, consideration and follow-up for GAC advice, continues to be considered for ongoing improvements. Issues such as how the Board registers its response is under discussion. Also, the GAC has launched a pilot that provides monthly "Early Policy Engagement" reports and related processes. (Recommendations 10-13)
- Similarly, important progress has been made in increasing the support and commitment of governments to the GAC, and a number of specific tasks have been completed to advance this goal. There is no agreed upon, quantified objective for this area, however, and continued improvement is expected over time. (Recommendation 14)

Public Input and Multilingual Access

- It has been approximately a year since stratified, prioritized public Notice and Comment processes have been implemented. Reviewing the utility and adequacy of the processes would be useful. (Recommendation 15)
- The lack of prioritization and comprehensive notice (forecast) of upcoming forums has been the subject of community critique and warrants review for additional improvements. (Recommendation 15, 21)
- The comment and reply/comment cycle is under review and elements such as the length of comment periods, the desire for threaded comments, the lack of expected dialogue in the reply cycles, and the request for overlapping reply periods is under examination. (Recommendations 16 & 17)
- The delay in posting translated versions of documents posted for public comment (or the absence of translations) has been the subject of community complaints and warrants examination. (Recommendation 18)
- The lack of substantive summaries of public comments that address issues raised is a long-standing criticism of the public comment forum and largely remains unaddressed. Concerns about the delay of forum summaries and the failure to connect forum comments to Board or SO actions also continue to be voiced. Additional improvements are warranted. (Recommendations 16, 17)
- Public information on how ICANN ensures senior staffing arrangements are appropriately multilingual has been requested. (Recommendation 22)

Overall, ICANN recommends enhanced focus on evaluation, [measurement](#) and benchmarking of ICANN's accountability and transparency efforts to support long-term success.

Addendum

ATRT Implementation Summary Report 2012

www.icann.org/en/accountability

Accountability & Transparency Review Team Recommendations (Tasks for Recommendation Projects have been completed)	Work Schedule & Key Deliverables	Implementation Assignments
Board Operations, Composition & Review of Decisions		
<p>1.a-d Mechanisms for identifying collective Board skill-set; benchmarking Board/BGC skill-sets; tailoring & consulting on skills; reviewing for each NomCom; publishing outcomes & requirements with NomCom's notice.</p> <p>2. Regularly reinforce/review training & skills building.</p>	<ul style="list-style-type: none"> • Schedule: Mar. 2011 – Oct. 2012 • Conduct interim Board trainings, orientations – (Background in BGC minutes) • NomCom creates process for outreach on skills, notice & outcome reporting (see updated procedures, guidelines, transparency guidelines) • Provide skill set info for 2012 NomCom and embed in Board/BGC work plan • Benchmark Board skill sets • Design Board training program. • Training, skills building, skill set assessment processes finalized, documented, incorporated in Board/BGC work plan & standard operating procedure (SOPs) 	<ul style="list-style-type: none"> • Board/BGC • NomCom • Staff: Board Support (Legal)
<p>3. Increase transparency of NomCom's deliberations & decision-making process. ASAP but starting no later than next Nom Com.</p>	<ul style="list-style-type: none"> • Schedule: Mar. 2011 – June 2012. • Consultations, information sharing by 2011, 2012 NomCom • Create new NomCom procedures, guidelines, transparency guidelines, code of conduct • Board review & approval of above • NomCom SOP includes annual consultation w/ community & Board on required skill sets, regularly informing community about timeline & activities, NoCom openly justifies its selections related to required skill sets. • Documented, embedded in SOPs 	<ul style="list-style-type: none"> • Board/BGC • NomCom • Staff: Nom Com Support
<p>4. Continue to enhance Board performance & work practices.</p>	<ul style="list-style-type: none"> • Schedule: Mar. 2011 – Oct. 2012. • Complete Board Committee 2011, 2012 work plans incorporating Rec. 4 objectives (Background in Board Committee minutes) • Complete Board appraisal • Conduct two Board effectiveness Training sessions in 2012. • Update information tools and work flow processes • Implement upgrade of current Board information and communication tools • Introduce version 1 of Board Procedure Manual, embed in SOPs 	<ul style="list-style-type: none"> • Board/BGC • Staff: Board Support (Legal)
<p>5. Implement compensation scheme for voting Board Directors.</p>	<ul style="list-style-type: none"> • Schedule: Mar. 2011 – Feb. 2012 • Complete research Conduct Public comment • Board decision on compensation • Documented/embedded in SOPs 	<ul style="list-style-type: none"> • Board/BGC • Staff: Board Support (Legal)
<p>6. Clarify distinction between PDP & executive function issues</p>	<ul style="list-style-type: none"> • Schedule: Mar. 2011 – Dec. 2012. • Conduct research – (Research for public comment stratification also applied here.) 	<ul style="list-style-type: none"> • Board/BGC • Staff: Board Support (Legal)

	<ul style="list-style-type: none"> Propose categorization/consultation procedures Finalize/post paper on consultations procedures & embed in SOPs 	
7. 1 Promptly publish all appropriate Board materials related to decision-making processes.	<ul style="list-style-type: none"> Schedule: June 2010 – Sept 2011. Post Board materials, Directors statements Procedures documented, embedded in SOPs 	<ul style="list-style-type: none"> Board/BGC Staff: Board Support (Legal)
7.2 Publish rationale for Board decisions and for accepting or rejecting public & community input.	<ul style="list-style-type: none"> Schedule: June 2010 – Oct. 2011 Regularly post rationales Finalize rationale template, document & embed procedures in SOPs 	<ul style="list-style-type: none"> Board/BGC Staff: Board Support (Legal)
8. Publish redaction conditions.	<ul style="list-style-type: none"> Schedule: Mar. 2011. Post Redaction Guidelines, embed procedures in SOPs 	<ul style="list-style-type: none"> Board/BGC Staff: Board Support (Legal)
19. Publish translated Board material within 21 days.	<ul style="list-style-type: none"> Schedule: Mar. 2011 - April 2011. Develop process for translation of materials Implement translation process, regularly posting translated Board material; document and embed in SOPs 	<ul style="list-style-type: none"> Board /BGC Staff: Board Support (Legal)
20. Ensure/certify that inputs in policymaking processes are considered by the Board.	<ul style="list-style-type: none"> Schedule: Apr. 2011 – Oct. 2012 Develop, get input on checklist for use w/ SO/AC input Develop mechanism to ensure all inputs identified in checklists are provided to Board within decision-making process Finalize, document and embed in SOPs 	<ul style="list-style-type: none"> Board/BGC Staff: Board Support (Legal)
23. Get input from committee of independent experts on restructuring review mechanisms	<ul style="list-style-type: none"> Schedule: June 2011 – Dec 2012 Solicit experts, select Accountability Structures Expert Panel (ASEP) Post ASEP plan & schedule for developing recommendations to Board. Complete public session to inform ASEP work Post ASEP recommendations for public comment Board adopted ASEP recommendations and directed staff implementation work. 	<ul style="list-style-type: none"> Board/BGC Staff: Legal
25. Clarify standard for Reconsideration requests.		
24. Assess Ombudsman relationship and confirm framework is consistent with international standards.	<ul style="list-style-type: none"> Schedule: Jan 2012 – June 2012 Ombudsman review and develop recommendation for BGC BGC review and approval of recommended tasks, if any Tasks completed, changes adopted and embedded in SOPs. 	<ul style="list-style-type: none"> Board/BGC Staff: Legal, Ombudsman
26. Adopt standard timeline & format for Reconsideration Requests.	<ul style="list-style-type: none"> Schedule: June 2011 Modify Reconsideration webpage Implement graphic timeline, template, rationale statements 	<ul style="list-style-type: none"> Board/BGC Staff: Legal

- Implement additional clarifications, [document and embed in SOPs](#)

Governmental Advisory Committee Operations, Engagement, Interaction with Board

9. Clarify what constitutes GAC public policy “advice” under the Bylaws.	<ul style="list-style-type: none"> • Schedule: Oct 2011 – June 2012 • Board-GAC Working Group agrees on what constitutes GAC advice • The GAC revised its Operating Principles on GAC advice • Public notified and clarification embedded in SOPs 	<ul style="list-style-type: none"> • Board/Board-GAC WG • Staff: GAC Liaison
10. Create formal, documented process for requesting, tracking GAC advice.*	<ul style="list-style-type: none"> • Schedule: Sept 2011 – June 2012* • Board, GAC consider and revise straw man “advice register” • Institute a new format of GAC communiqué • Post register and embed in SOPs 	<ul style="list-style-type: none"> • Board/Board-GAC WG • Staff: Board Support (Legal), GAC Liaison
11. Ensure timely provision & consideration of GAC advice and mechanisms for Board follow-up.*	<ul style="list-style-type: none"> • Schedule: March 2012 – Oct 2012* • Board/GAC face-to-face interaction increased (See ICANN meeting schedules) • Establish advice register • Embed in SOPs 	<ul style="list-style-type: none"> • Board/Board-GAC WG • Staff: GAC Liaison
12. & 13. Board, acting through the JWG, should develop & implement a process to engage the GAC earlier in the policy development process; ensure GAC is fully informed of policy agenda & policy staff is aware of GAC concerns.*	<ul style="list-style-type: none"> • Schedule: March 2012 – Oct. 2012* • Submit proposed implementation plan to WG • Provide mechanism to notify GAC on policy issues and public comment periods, including provide monthly "Early Policy Engagement" report & related processes (Oct 2012) • Redesign of GAC website & launch of GAC advice registry • Conduct/embed in SOPs Board/GAC face-to-face meeting & discussion of policy issues at each ICANN meeting • Increase support to GAC processes & involvement in ICANN • Supporting GAC members’ use of myICANN for delivery of latest policy activities • GAC acknowledges progress, engages in pilot projects (Oct 2012) 	<ul style="list-style-type: none"> • Board/Board-GAC WG • Staff: CEO’s Office, Policy
14. Increase support & commitment of governments to the GAC process.*	<ul style="list-style-type: none"> • Schedule: March 2012 – Oct. 2012* • Create GAC Capacity Building WG; Non-GAC govts invited to meetings & GAC introductions added • Increase resources for interpretation of GAC sessions & for translation of GAC documents • Increase resources for members travel support with a focus on those GAC members from developing economies. • Staff members raise awareness in regions about role of GAC & ICANN; GAC membership also promoted through Fellowship program. • Increase support to GAC processes & involvement in ICANN (Oct 2012) • Appointment of Tarek Kamel to focus on govt. engagement for ICANN 	<ul style="list-style-type: none"> • Board/Board-GAC WG • Staff: CEO’s office

- Use the measurement of current GAC membership and resource allocations to create a baseline for future, annual metrics
- Launch of myICANN increases govts' access to key information
- [Joint hosting of the HLM](#) by Canadian Govt/GAC as pilot
- GAC communiqué & Board resolution to recognize GAC HLM efforts on increasing awareness/ government engagement in ICANN and note long-term efforts

Public input & Multilingual Access

15. Implement stratified, prioritized public Notice & Comment processes.

- Schedule: June 2011 – Jan. 2012
- [Update processes & templates, and publish & maintain](#) annual list of upcoming forums
- [Redesign public comment webpage](#)
- [Incorporate Stratification, Prioritization and Technical Forum Improvements](#)
- [Document and embed in SOPs](#)

- Board /PPC
- Staff: Policy

16. & 17. Provide “Comment” cycle & a “Reply Comment” comment cycles; review and adjust fixed timelines for Notice & Comment

- Schedule: Aug. 2011 – Jan. 2012
- [Initial detailed implementation plan approved/posted](#)
- Develop and [solicit public comment](#) on proposals for Comment/Reply Cycles and Technical Forum Improvements
- [Implement](#), as needed, [document/embed in SOPs](#)

- Board /PPC
- Staff: Policy

18. Ensure multilingual access in PDP to maximum extent feasible.

- Schedule: Oct 2010 – Oct 2012
- Update Language Services Policies and Procedures document for review
- Post Language Services Policies and Procedures document for [Public Comment](#) (including SO/AC comment)
- [Finalize Language Services Policies and Procedures, and document and embed in SOPs](#)))

- Board /PPC
- Staff: Communications

21. Create annual public comment forecast.

- Schedule: June 2011.
- [Publish 2011 list](#) and develop annual process
- [Repeat annually, document/embed in SOPs](#)

- Board /PPC
- Staff: Policy

22. Ensure senior staffing arrangements are appropriately multilingual.

- Schedule: Mar. – Oct. 2011.
- Update HR process to incorporate multilingual objectives - [update all job postings, revise candidate review forms and position descriptions](#)
- Staff language training program provided
- Processes embedded in SOPs

- Board/EXEC
- Staff: HR

Measuring Success

27. Evaluate and report on progress on recommendations and accountability & transparency commitments in the AoC.

- Schedule: Mar. 2011 - Sept. 2012 & annually.
- [Status report posted March 2011](#), [implementation report posted June 2011](#)
- [Regular status reports on implementation](#) posted, embedded in SOPs
- Metrics for completed recommendations/[ATRT "dashboard"](#) (more added as implementation of projects continue)
- Annual assessment/report, embedded in SOPs

- Board/EXEC
- Staff: CEO's Office

*The Governmental Advisory Committee is discussing the GAC-driven ATRT Recommendation Projects, its commitment to ongoing improvements, and evolving goals in this area. Although identified tasks have been implemented, work will continue over the long-term.
