ABU DHABI – A Conversation with the ICANN Complaints Officer
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KRISTA PAPAC: Okay, I think we'll go ahead and get started. Good morning everybody and welcome to the Conversation with the Complaints Officer session. We have an hour and 15 minutes for this morning's session, and I'm planning to present some information for about 20 to 30 minutes, and then open it up for questions to hear feedback from all of you, which is really in my opinion the most important part. But I'd like to use the slides as a way to sort of level set the information that people have and talk a little bit about what's been going on in the Complaints Office. So, if you can move ahead two slides please, Antonietta. Thank you.

So basically, what I'm going to talk about with the slide portion of this is talk a little bit about why we established the Complaints Office, what the objectives of the Complaints Office are, what sort of complaints should be coming to the Complaints Office, who can submit complaints, how you do that and what happens once you submit one.

Then I thought it would be interesting to share a little bit of data on the complaints we've gotten so far, and some of the early observations I have just in working through this office. And then talk about what's next, kind of coming up in the next six months or so for the Complaints Office, and then after that I'll open it up to hear your guys' feedback and any questions you have.

Next slide please. So the Establishment of the Complaints Office, it's only been around for a short while and I thought it might be interesting just to tell the sort of behind the scenes story about why ICANN decided to do this. So when our new CEO came to ICANN about 18 months ago, Göran, well he's not new anymore I guess, but Göran Marby he would get all kinds of emails, phone calls from people that had issues, a problem that needed to be solved or a process that wasn't working.

And Göran wasn't quite sure what to do with these things and so he would go to my boss, John Jeffrey, and you know, ask John, "What should I do with this?" And John would field it out to some part of the organization. And after a few months of this, Göran said, "Why don't we have a Complaints Office like a centralized place for these sort of things to go to; and you're my general council, I don't want you being the Complaints Officer, I need you to be general council. So we should think about setting up some sort of centralized location to do this," and the idea was born.

Then in March of this year we announced that the Complaints Officer had been selected, started taking complaints in April of this year and actually officially opened the Complaints Office in May of this year. I've been publishing reports of the activities of the office. I'm getting to a monthly basis now; the first couple months were a little bumpy and took a little trial and error to get it right. But I do publish a report, an updated report, approximately five business days after the end of each month where you can go and look and see what's transpired since the last report.

Next slide please. So one of the first things we did when the Complaints Office was being set up is establish objectives for the Office. And so the primary objectives are to further demonstrate accountability and transparency of the ICANN organization. And many of you will know this or maybe all of you know this, we have Bylaws mandated accountability mechanisms, but they sort of address specific things and again, are tied to the Bylaws. We wanted more of an operational mechanism for accountability and so that's what one of the main objectives of the office is.

We also needed to my point about what Göran was experiencing and John was experiencing, is we needed a standardized process for handling and resolving issues. And we also needed it to be centralized so that it would enable visibility and consistency for how we handle the things that come in. And then by centralizing it, you know, it enables you to identity trends and see more clearly where issues are coming from, and if there's something bigger going on that should be looked at.

And then of course, while we have tremendous people working at ICANN and they work very hard and they do very good work, we are like everybody else in this room in the world imperfect, and we're always striving to be the very best that we can be and this is a mechanism that can help us to accomplish that. And by centralizing things, it provides again this visibility that we really didn't have before, especially on issues that might spend multiple department. It's really hard to get that visibility if you don't have some centralization.

And then from a communications perspective, by having more transparency in this, more open dialogue with people, it helps to improve trust and better communication. And then we really, again, want to be able to demonstrate to the community and to the global internet users and Domain Name System users that we do hold ourselves accountable for the work that we deliver. And so again, by having that transparency mechanism it's showing one, we're not afraid to say, "Hey there's a problem over here," and two, "We're going to fix it and here's how we're going to do it." And all of that is published and done transparently.

Next slide please. So one of the very first questions I usually get from people after the "What is the Complaints Office anyway?", is, "What type of complaints should go to the Complaints Office?" And I'm sure you guys have maybe heard this before, we say complaints regarding the ICANN organization and ones that don't fall into an existing complaints process. And what that means is, it's a complaint about the ICANN org as the corporation and the work it's delivering.

So some examples are, maybe you've received an inaccurate deliverable and something we were giving to you, such as invoices or reports or even public comment summaries. You guys know we publish tons and tons of reports. If there's missed expectations or deadlines; if an issue that you were working with somebody on didn't get resolved satisfactorily. Those are some examples.

With respect to existing complaints processes, some easy examples are Contractual Compliance. I think everyone's probably familiar with that department. If somebody has an issue with a contracted party, a registry or registrar, and they think that they have broken some promise from their contract, they go to the Contractual Compliance Department for help. So if someone were to come to me and say, “The WHOIS for this domain name is inaccurate;” that’s not something I can help them with, they need to go through the Contractual Compliance process.

Another existing complaints mechanism that I mentioned earlier are the Accountability Mechanisms. So the reconsideration request process, the document information disclosure process; the ombudsman is another Accountability Mechanism. Things that fall into the scope of those would be referred to those to be handled.

The next slide please. So another question I get very frequently is, “Who can submit a complaint?”, and, “How do I do that?”, and, “What happens once I submit a complaint?” So the short answer is: anybody can submit a complaint. I’ll take in anything and look at anything, and depending on what it is, it either stays with the Complaints Office or it goes again to one of these other existing processes. And so, often times complaints come directly to me from an external party and then goes to processing after that.

Another way that complaints come in is an external party submits something to someone else in the organization. Maybe they have an issue with something, they don’t know there’s a Complaints Office, so they reach out to another department or staff member. And then that staff member would come to me and say, "Hey, I think this is a complaint. We've let the complainant know it can be handled in the Complaints Office."

And then a third way that we've been getting complaints or issues escalated to the Complaints Office is, an employee of the organization sees something that's going on with an external party and thinks like, "This is something that the Complaint Officer could really help with," and they'll just refer it internally to be looked at.

How to submit a complaint; also an easy answer: you can just email complaints@icann.org. There is on the Complaints Office webpage, which I'll provide the different links at the end of this deck and the deck's already published, so you guys if you want the links you can go get them there, but we do have a standardized form, it's a fillable PDF. It works better for some people than for others. I'm not sure why it's -- I think it's what type of software and computer you have. But you do not have to fill out the fillable PDF, you can email me, you can send the Complaints Office address, you can send a Word document.

The one thing I ask people is to provide as much information as you can. The type of information we're looking for to kind of help us figure out what's going on is in the fillable PDF, but it doesn't necessarily have to include all of that, but it will give you a sense of what's useful to us to make the process go a little smoother.

And then what happens once we get complaints? So the first thing that happens is we look at what's been received to determine if it belongs with the Complaints Officer or if it belongs in some other department. So again, if somebody came in, an email came to this address and they had a problem with WHOIS inaccuracy, that would be determined to be out of scope and it would be referred to Contractual Compliance where they would get the help they needed.

If it's determined that it's in-scope, then the first thing we do is write back to -- in all cases we write back to the party and let them know, you know, "This is out of-scope, but here's how you can get help," or, "We've received this, it's going to be handled through the complaints process." Part of that first message lets them know -- even though I've tried to put this wording anywhere I can, on the website, in my email signature etc., but we want to make sure people are aware that this will be published, and that this is a transparent process. So there are some standard texts that we provide in there making sure they're aware of it.

And then do some expectation setting about what happens next. And then the complaint itself gets published, and then once the response is finalized, that gets sent to the complainant and that is also published.

The other thing I want to mention is, again, this is a transparent process. The way we talk about it is we're as transparent as possible. There are certain things that we redact, such as people's contact information, the sensible things anybody would redact, but they're people's contact information. If a complaint references a staff member's name, we redact that, cause this is really not about the staff; this is not about people, this is about identifying issues or problems, or opportunities where we can improve what we're doing. So it's really about the organization and the work it delivers, not about any individual person.

And once in a while someone asks -- I had one complainant that was from a business, but he didn't want his individual name published but the business name could be published, and so we redacted his name at his request.

Next slide please. So here I wanted to provide some information, an overview of the type of complaints, In-Scope complaints that we've received so far. This data is for anything we've received through the end of last month, which was the last reporting period. This month is not over yet, so we're a couple days shy of the updated info. But now you guys have something to look forward to in the next week or so, the updated report.

So, so far we've received 18 In-Scope complaints. Of those 18, 14 have been responded to and therefore closed. And then there's four that are still open. The four that are open are in what we are calling the "evaluate and consider" process, which is basically where we're doing the research trying to figure out what happened, understand a process or which departments are involved and whatever the issue is. And then once we finish evaluate and consider, we can go into the response phase, which is where we draft the response. Once that's finished, the final draft is ready, or the final response is ready, it gets sent to the complainant and then that's when we close out the complaint.

I thought it would be interesting also to show the complaints by department. I really didn't know what to expect when I took this job and started building out this department. I didn't know -- there's certain things we know people express frustration with or where there are issues, but I didn't know if we would just have two departments that we'd get complaints about all the time, cause it's sort of the hot buttons of people. It turns out the 18 complaints have been across eights departments, which is a pretty good scope or stretch.

The way the department gets assigned by the way is, I look at the issue and I identify the department that has the most subject matter expertise related to the issue. So it doesn't necessarily like I'll pick on -- not pick on, but I'll talk about communications cause that's the first one. Just because communications is a department it fell under, it doesn't mean there was a communication problem necessarily.

In fact, in the case of the coms ones, one of them was that somebody wanted their ICANN.org profile taken down or whatever. Within ICANN the communications department owns the website, so that seemed like the right place to put it. So it's not that communications put out a communication that was problematic or whatever, it's that this was related to ICANN.org and we needed to get that profile taken down.

And the other example for communications is somebody had submitted a CV for I think a Cross-Community Working Group and I don't think they were selected for it, and they wanted their CV taken down. So once again, just because it falls under a department doesn't mean that there's necessarily an issue with that department. It means they're the department most enabled to help and then they help own the issue and work with the other departments that might be involved, like IT or whatever.

So you'll see communication has had two related to that department. Contractual Compliance has had six. Finances had one. The Global Domains Division, five. Human Resources, one. The Multi -- I can never say this without stumbling, Multistakeholder Strategy and Strategic Initiatives team has had one. The Policy Development Department had one, and then the Public Responsibility Support team has had one.

Next slide please. So Out-of-Scope Complaints have been a really interesting learning for me. You'll see right away there's been 495 Out-of-Scope Complaints that have come to the Complaints Department, as opposed to 18 In-Scope Complaints. I've been categorizing them into three buckets. The biggest bucket, not surprisingly. is things that are coming to me that belong to another complaints process.

The second bucket is an inquiry bucket and what that is, is I've had different people come to me mostly, if not all, but mostly community members, they want to come talk and say "Help me understand what your office is doing. I have a problem, I don't know if it belongs with you. Tell me what would happen if it does belong with you?" That sort of conversation. If that does not then turn into an actual complaint, they don't submit a complaint, I put it in the inquiry bucket cause I still want to track, you know, what people are coming to me for and what's going on.

And then blank is people submit blank things or we get things that don't really make sense. There's nonsensical text in the message we get. We always write back and say "Hey, we don't have enough information. Could you please expand on it?" If they don't get back to us, then it just gets closed as a blank submission.

Under other complaints process, I don't really think this is a -- well, I guess I was a little surprised at first, but it was again a big learning for me. So it's not surprising anymore, but the two main buckets where I get things are -- that don't belong to me are the Contractual Compliance tickets and things that are out of ICANN's scope.

So Contractual Compliance tickets, 262 of the 495 have been things that have something to do with Contractual Compliance. And sort of the thing that I've realized, and it sounds so silly in hindsight, that I didn't realize this sooner, but most of the people that are submitting tickets to Compliance are end users or registrants.

Frankly, I'm sometimes surprised that the people that actually even find ICANN, because we're such an unknown in the bigger, greater world; but often times, those people, they have a complaint, it's about their registrar or their registry or something that happened to their domain name, and a lot of people in the world aren't familiar with the term Contractual Compliance, so they go to our website, they're thinking, "Oh I have this complaint, I'm so mad. Oh, there's a Complaints Office." Click, click, click.

So one of the things we're looking at is sort of a short-term way to try and better direct them so they can get to Compliance a little faster. They do get what they need, they do get rerouted pretty quickly, but it would just make things easier on them and make it less frustrating.

And then for those of you who went to the opening ceremony, Göran talked about an initiative that the board just approved recently, and that's beginning early in January with the Information Transparency Initiative. Which is really looking at all of the data and documents and the website itself, and how do we make it easier to navigate? So, that's a much longer term fix, but I think there's some things we can do in the short-term to kind of better help -- help people help self-guide themselves.

The other bucket, the out of ICANN's scope bucket, is -- I think that one's harder to solve. These are things that come in – we get anything from people who -- someone got hold of a picture of them and has been publishing it on a webpage and they don't want it on that person's webpage and they want ICANN to make them take down the picture, or they don't like -- you know, there's other content related issues.

We even get people that write to us and their Facebook account has been hacked or their Twitter account has been hacked and they want us to fix it. And so, all of those are clearly outside of ICANN's scope and we have to sort of educate people about that.

And then there's a few other buckets in here, ccTLDs, and also not surprising that people get confused about whether ICANN can help them with a country code top level domain or not.

Next slide please. So, some early observations; with respect to In-Scope submissions, we've gotten complaints where there is a problem, like ICANN has either made a mistake or our process is broken. And so, we've been able to identify places that we can make corrections and then we've corrected those things. Some of the things that get corrected take a little bit longer, so part of the response is just explaining or letting people know, "Here's what we're doing to fix it and here's the timeline." But you know, the whole goal of this is to find areas where we can improve and we're finding that. So that's been really helpful.

And just to give a few examples of some things that we've identified them and we're working to fix or have fixed. As we've grown, and everybody knows we've grown a lot, and very quickly over a very short period of time, internal communications has been something we've really been focusing on over the past year, year and a half, improving it and it has gotten a lot better. But we still have an opportunity to communicate internally a little bit better when we have process changes that have multifunctional impacts.

So we've had things happen where even though we did a bunch of internal communications they still didn't get to the people that needed them, and so then a mistake happened and somebody, you know, had a problem and it ended up with the Complaints Office.

Another example is there's been processes such as billing or certain contracted party transactions that have had hiccups that we've been able to fix or we're working towards fixing them, we're looking at how to fix them. This was the goal but it's also working. These complaints really create an opportunity for the ICANN organization to learn and think differently about how to solve a problem. So it's sort of that saying, you know, change the conversation.

So a lot of the issues that we do identify are not a surprise to anybody. It's like, "Oh yes, we've been having that problem, we've been trying to fix it, but because it comes in through this different mechanism that has different visibility -- it's not my department and it's not our department." So a different person thinking differently about it, it actually creates opportunities to maybe do things differently that we hadn't thought about before. So that's been really helpful.

This next one's my favorite; you know, one of my biggest concerns going into this is making sure that the staff don't see this as a negative thing. This is really a tool for everybody. It's a tool for the community, it's a tool for the organization, and I've gotten to work with, as you see, a bunch of different departments on this and everybody is so enthusiastic and collaborative and helpful and eager to fix things. It's been really fun to have that and to have that same level of enthusiasm.

Göran and I have a running joke that we're the only two people that get excited when a complaint comes in. Which is true, but when I actually go to the staff that is on the working level of these issues, they also are enthusiastic and really want to figure out how to fix things.

And then the last thing that I actually really did not expect is -- and this applies mostly to the ICANN community rather than like users and registrants who aren't active in ICANN, but a lot of the enquiries I've gotten, the reason that they haven't turned into complaints is because people don't want to be seen as complaining, you know, they don't want that stigma maybe. And so, one of the things I really try to stress to people is well, it's the Complaints Office. This isn't really about complaining, it really is like we want you guys to help us understand where there are problems, and where we can potentially fix things, and it's much more of a positive thing and it's not meant to be a, you know -- to have this negative connotation.

And then on the out-of-scope complaints, I kind of talked about this one when I was talking about the number of out-of-scope complaints. But you know one of the things is -- although I've been in this industry since 2001 and I've worked in a lot of different registry-registrar data escrow, and now for the organization, I haven't worked that closely with registrants until this role because when I worked in registrar I worked more in the brand space and that's just a different kind of registrant.

But people really don't understand what I can and can't do for them. Meaning, you know, they think that we can go change a policy, the organization can go change a policy. ICANN, you know, the complete three-pronged board community organization can change a policy, but ICANN the organization cannot do that. And so helping people understand like what our scope is, they often think we have law enforcement capabilities, like we're police and we can go do things. So that is a really significant thing that happens a lot and I don't know how solvable it is, but I definitely see that a lot.

And then the thing I kind of mentioned earlier, we have lots of mechanisms for people to submit issues and to come to us for help, and while we're very clear on what goes where, it's not clear to the people that are looking for help, and so figuring out how to better do that is something, I think that's a little bit easier than getting them to understand what our Bylaws say and our remit is.

Next slide. So, what's next for the Complaints Office? So right now, we've been working since actually probably May or June on creating a ticketing system to have a little bit more automation around tracking and reporting. Because the volume isn't too terrible right now, the more manual process isn't debilitating by any means, but you know, having that ticketing system in place so that if the volume goes up and just making things a little bit more automated and making reporting easier will be helpful.

I intend to create service level targets. I've been thinking about that actually from the beginning. I still haven't figured out what they should be. Really, every complaint I've gotten is so different; a couple of them have some similarities, but they're mostly very different. The process for them has evolved; first of all, evolved since the beginning, but also tends to be different.

And it also depends on the amount of departments that are impacted or that have something to do with the issues. So when there's three departments that have something to do with it, you know, I go around and talk to all three departments and by the time I get done with that, I have new information. So I need to go back and start with like the first department again and talk to them some more. And so, really being able to set a service level target that makes sense it's kind of difficult, but I have some ideas for some maybe initial ones and then try to evolve them over time as we get a little more experience.

Another thing is, I want to standardize the format for when I collect information from inside the organization. Right now I have a very ad hoc process, and while it's working, I think I could maybe streamline things a little bit by creating a standardized format and using that to collect information, and then from there building on it.

The report that I publish, I've gotten some feedback from people, some suggestions, and I have some sort of my own suggestions. But doing things like adding a brief description of what the complaint's about. So right now it just has like a category, I think it's what it's called. So that category might say compliance or public comment, but when you guys go look at that page or someone goes and looks at that page, you can't tell if that's something you want to read or not. So maybe if I can put just a short couple -- you know, a sentence in there that will give you a little better sense of the ones you might want to read or not read.

This came out of the Asia-Pacific region when I was out there doing a webinar with them and it's a great suggestion, which is to identify what part of the world the complaint's coming from. So I don't do that right now, it's not a data point that I collect, but it might be interesting to see, you know, which region of the world these come from. So I'm going to figure out a good way to do that.

And then to maybe identify what category the complainant is. Are they a user, are they a registrant, are they a contracted party, or someone from a service organization, or advisory committee, etc.

And then lastly, I will be issuing a semi-annual report; the first one will be for the period that ends December 31st and it will be actually for this entire year since it didn't make sense to do a report from May 1st to June 30th. Right now, we're targeting to hopefully have it published within either 60 or 90 days after the end of the year. It will just be a summary of what we have seen and what's happened over the year, as well as some of these trends and these observations that we're seeing.

Next Slide please. So now you guys don't have to listen to me just drone on anymore. This is the conversation with the ICANN community part. I put some questions up here just to stimulate thinking or what have you. But really, I'm anxious to hear from you guys; any questions you have, clarifications, etc., suggestions, feedback, and It can be related to these questions or anything else for that matter. So thank you for the opportunity to share that information and I will open it up for questions.

MARK ANDERSON: Hi Krista, Mark Anderson. I'll get you started, I guess. I was wondering if you could talk a little bit about how your role sort of overlaps and conflicts with the on spot Ombudsman. I know that was one of the things that came up and I know you did a joint blog post, but it might be interesting to hear from your perspective how that works.

KRISTA PAPAC: Thanks, Mark, that's a really common question too, and thank you for referencing the blog post. To Mark's point, there is a blog post; I think in the links at the end of this, I think I linked to it for those people who are interested.

Yeah, so I'm going to give you the layman's version of the answer whatever. But the difference is -- so the Ombudsman's role is, one, it's a confidential process. Two, he reports to the board; I report to the organization, to the general council of the organization. And his role mostly centers around the idea of fairness and people feeling like something unfair has occurred within the community.

So, a lot of things can actually be unfairness between community members themselves, or in cases where they think that ICANN has -- the organization, the staff or the board has done something that they feel is unfair. But again, it's a confidential process where the Complaints Officer is -- I report to the organization, of course. I'm looking at issues with the organization, is a process broken, are we missing timelines?

So it's not -- I mean, you could argue that it has something to do with fairness, someone could say, "It's unfair that you didn't give me my thing on time," and that becomes a slippery -- you know, that could go either way, frankly. But really, mine's more operationally focused, organizationally focused, activities of what the company is doing as opposed to -- often time it does include community members.

And then another thing -- just about that, because I get this question too, “Well, if it’s an unfairness thing that could go to you or it could go to the Ombudsman, how does that get resolved?” Herb and I work really closely together. I don’t know anything about his conflicts. Not in the context of I know what he is working on, but in the context of like somewhat people will write to both of us and we’ll be like “Hey, what are you thinking?”

Usually, what we end up doing is telling the people like, “You’ve got two options; you can go Ombudsman or you can go Complaints, here’s what those two options are and, you know, it’s kind of your call what you want to do.” Or in cases where it’s clear cut that it’s mine or it’s clear cut that it’s Herb’s, then we just direct them down the correct path. So I hope that helps. Okay, thanks.

KYLE: Hi, this is Kyle. My question is more along the lines of how you collected those metrics? So, when people send an email, are you manually gathering those up? That’s it.

KRISTA PAPAC: Thanks, Kyle. That's a great question. I like to tell stories, so I hope you guys don't mind. So, when I first opened the Complaints Office, they come in through e-mail. So the first answer is, they do come in through e-mail. I actually would go through each of them myself and I learnt so much. It was just such an eye opener and it goes back to the whole like I could see what registrants and users experiences are, and how things can be so confusing to them, and while we all know that, I've just never seen it first hand in that respect, and it was really educational.

And I would track those and I created text that I would respond to them, and I would explain, you know, this is what -- like the compliance is the most common one, you know, "This is what compliance does, this Is what the Complaints Office is. Here's why you would go to one or the other, and here's how you can get what you need, like go here, fill out your compliance ticket form, whatever."

So I did that for I think two, two and a half months, and then those types of things actually often times go to our global support center, which we just have an awesome team of global support folks who get these types of questions much more; I mean, much bigger numbers than even I get on a regular basis.

They have very helpful text that they use and so we created a process now where -- excuse me, global support actually goes through the email box, looks for the ones that don't belong to complaints, pulls them into our ticketing system that we use for customer support and then handles the response, you know, explains -- you know, the Complaints Officer does this, this and that, and we have people who are much better at handling these types of issues and referring and managing them.

And so, the metrics now are pulled from the ticketing system. I was counting them manually, initially, for the first couple of months, but now we pull them from the ticketing system. And I'm going to point out George over here because he's my reports guy and he's always helping me figure out -- we keep refining it to make sure we're getting like the right data and it's easy to pull.

MARK ANDERSON: Mark Anderson again. You mentioned George, so your data staff of one. What is your staff? Are there plans to grow house?

KRISTA PAPAC: That's a great question, and George does not work for me, which probably makes his life way easier. So, the Complaints Office itself is just me. However, as I mentioned earlier, I report to the general council. We actually have quite a bit of support in the general council's office that I can leverage for sort of some of the business management aspects. We have a coms team within, there's a lot of coms around this.

Here is my coms person, who's also awesome, Emily. So, Emily supports me as well as other members of the coms team on a lot of the communications related stuffs. The global support team is actually, I'm going to not get the number exactly right, but there is like 10 or 12 people in global support. So I have actually quite a bit of resources, they're just not strictly dedicated to me. So that's the first part.

The second part is yeah, we expect to build a team for this. It's sort of -- I'm a big proponent of only asking for resources when I really need them, so that like then I get them because my boss knows I'm only asking because I actually really need them.

Right now, while there are times that I could use an additional resource in the department, it's really not enough volume, and it's not that I don't have resources elsewhere to sort of support me, but I'm anticipating maybe by like our next fiscal year that we might want to add one or two people, sort of depending on what happens with volume. But yeah, the idea is that there would be a team. I'm waiting for the time when it makes sense to ask for that team. So, thank you.

TAPANI TARVAINEN: Tapani Tarvainen from NCSG. A thing I like to ask people in your position in general; so hypothetical, nothing concrete here. Your report to the general council, what if somebody complains specifically about him?

KRISTA PAPAC: That's a great question, and we've talked about that a lot as well. I have somewhat of a dotted line toward CEO as well. So in the case of someone complaining about the general council, I would work more directly with the CEO about that problem.

When something comes in, first of all just to kind of reiterate, what I do is I look at it and then I go talk to the people I think have information about it. So if something came in about my boss, I would go talk to him and say like, "Hey, this thing came in, what happened here? Blah blah blah." But if it became something that's a conflict, first of all, he more than anybody would not want me to be conflicted; it's the lawyer in him, right?

But if there's an issue there, I would work directly with the CEO. Conversely, if there was something about the CEO, I would already be working directly with my boss. But you know, we would create that separation, so they're sort of my two go to guys if either one of them is in trouble.

No questions? Was my presentation that informative? That's not possible. I'm sorry, then there's no questions in the chat, Antonietta? Okay. Well, if there's nothing else, I will wrap up this session. Thank you guys so much. I really appreciate it. And just to reiterate. Oh, sorry Antonietta, can you forward to the helpful links? I just want to explain what's there.

So there's a Complaints Office webpage. It's actually pretty easy to find if you self-navigate to. If you just click on the Resources button across the top bar of ICANN.org, it's in the dropdown list, there's a Complaints Office one. But that's the direct link. On the Complaints Office webpage there is a subpage that has the report; the joint blog that Mark plugged for me, thanks Mark, is at the bottom of the main Complaints Office page, if you're interested in reading that.

There's some other blogs in there about announcing the office and such, but the Ombudsman one seems to be the one people are most interested in. And then we did create a frequently asked questions document that's there. I published the link for the English one, but the slide I couldn't fit it all on this page. There's the six other UN languages, so for those of you that want to read the frequently asked questions document in one of those languages, those are available.

And you know, the email address is really hard: complaints@ICANN.org, but if you have suggestions, feedback, you have something you think may be a complaint or may not, or you're not sure where to go, you know, please write to me. That's what I'm here for. I want this to be successful for all of us, and particularly for the organization, so help us help ourselves. And with that, I will close the session. Thank you, everybody.

[END OF TRANSCRIPTION]