



ICANN|56 | POLICY  
HELSINKI | FORUM  
27-30 June 2016

# Operations Update – HR Strategy Overview

Helsinki | 28 June 2016

# Strategic Plan Driven

## Planning Process



# Management System Driven



# Strategic Objective and Goals

## The HR strategy is tied to ICANN's strategic objective #3

### Objectives



1 Evolve and further **globalize** ICANN.



2 Support a healthy, stable and resilient **unique identifier ecosystem**.



3 Advance **organizational, technological and operational excellence**.



4 Promote ICANN's role and the **multistakeholder** approach.



5 Develop and implement a **global public interest** framework bounded by ICANN's mission.

### Goals 3.1 & 3.3:

- Ensure ICANN's long-term financial accountability, stability and sustainability
- Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff and stakeholders.

# Human Capital Strategy – People are ICANN's Most Important Asset

## Be a Trusted Strategic Partner

- Drive staff engagement and motivation by staff survey action planning & implementation
- Deepen engagement with Executives & SMTs
- Provide data-based recommendations to achieve organizational objectives and goals

## Develop a world class workforce

- Develop high potential leadership development program
- Promote from within
- Retention of staff is an important element of strategy

## Build HR Excellence

- EFQM – A yearly evaluation and comparison to excellent organizations
- Enhanced responsiveness
- ERP implementation – enhanced automation, reporting & data analytics

# Global HR Functions

## Employment

Talent Acquisition  
Onboarding  
Policies & Guidelines  
Employee Relations  
Org. Compliance  
Immigration  
Status change  
Exit interviews

## Total Rewards

Compensation  
Benefits  
At-Risk Rewards  
Health/Financial  
Wellness  
Mobility

## Organizational Development

Performance  
Management  
Staff/Leadership  
Development  
Change Management  
Succession Planning  
&  
Talent Management  
Org Strategy

## Operations/ HRIS

Payroll (in partnership  
with Finance)  
Compliance Reporting  
HR Systems  
Management  
Reporting  
HR Process re-  
engineering

HR Business Partner Function

# Organizational Development Focus

## Leadership Development

- Personal insight into leaders strengths and weaknesses (360° Feedback, Leadership Style, etc)
- Identify the climate leaders create for their teams and peers, and the impact of this on business results
- Incorporate real-world “business challenges” to solve critical business needs
- Executive coaching

## Organization Strategy & Talent Management

- Re-aligning or re-designing organizational structures, roles, performance metrics, and governance
- Identification of High Performers and High Potential Talent
- Effective succession planning and management
- Alignment of performance management and rewards

## Organizational Change Management

- Executive alignment to common vision
- Designing and executing communication programs that engage stakeholders at the right time w/ the right messages
- Creating and engaging a change network to support change success
- Strategic direction clearly articulated and translated to operating plans
- Measuring stakeholder commitment levels

## Team & Organizational Effectiveness

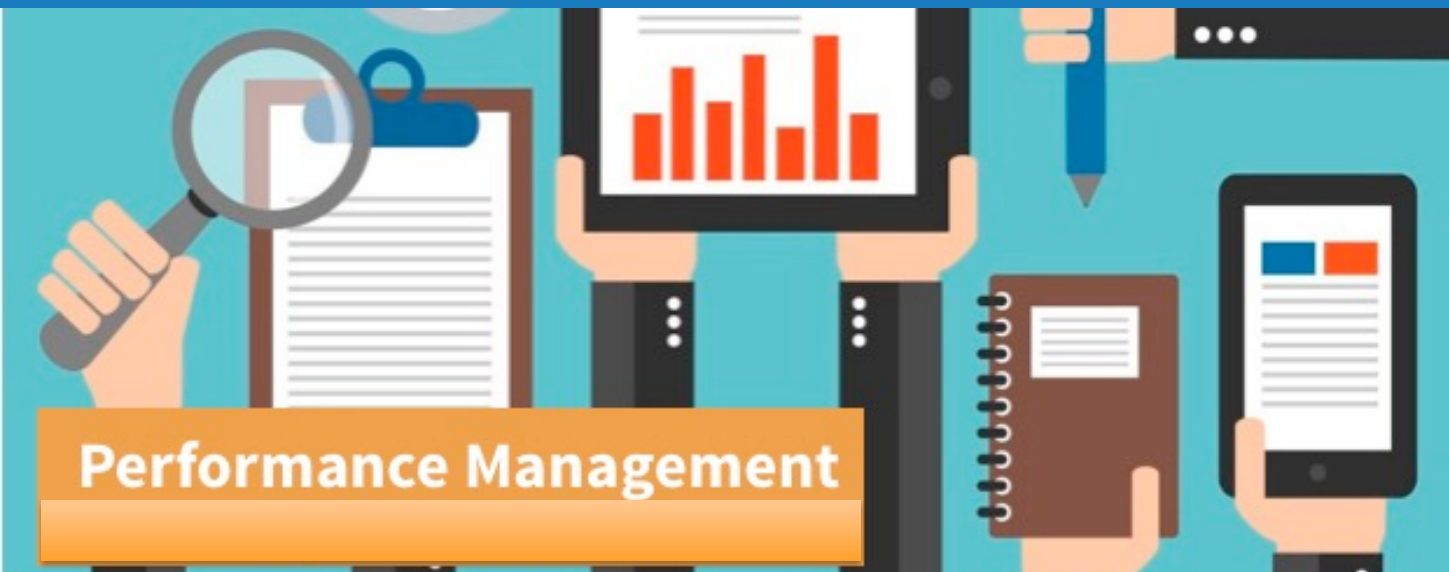
- Identifying and establishing the right mix of skills to accomplish critical organizational needs
- Motivating a team towards a common vision and business objectives
- Establishing effective working norms and collaborative processes
- Identifying roles, responsibilities, and action plans

## Learning & Skill Development

- Identify new capabilities required to enable key organizational opportunities
- Structured curriculum planning
- Delivering role-based skill development
- Ensure that learning capabilities are aligned with overall organizational goals

**Organization development (OD)** is the process of increasing organizational effectiveness and facilitating personal and organizational change through the use of interventions driven by social and behavior science knowledge.

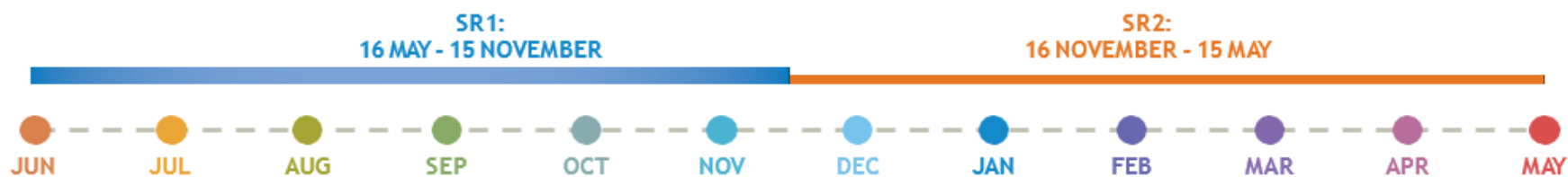
# Performance Management



## Performance Management

### SEMI-ANNUAL REVIEW CYCLES

Every year, the review cycles will start and end on the same dates.



- ◎ All staff are evaluated based on performance **goals** and **behaviors** set twice a year



# Performance Management & Compensation

## Annual Compensation/Merit Review (ACMR)



**Compensation adjustments effective July 1<sup>st</sup>**

\* Market Benchmarks include: Willis Towers Watson & Radford

# Compensation: Board of Directors Guidance

## Provide all staff with:

- Base Compensation
- At-Risk Eligibility
- Time-Off Benefits
- Health and Welfare Benefits
- Retirement Benefits

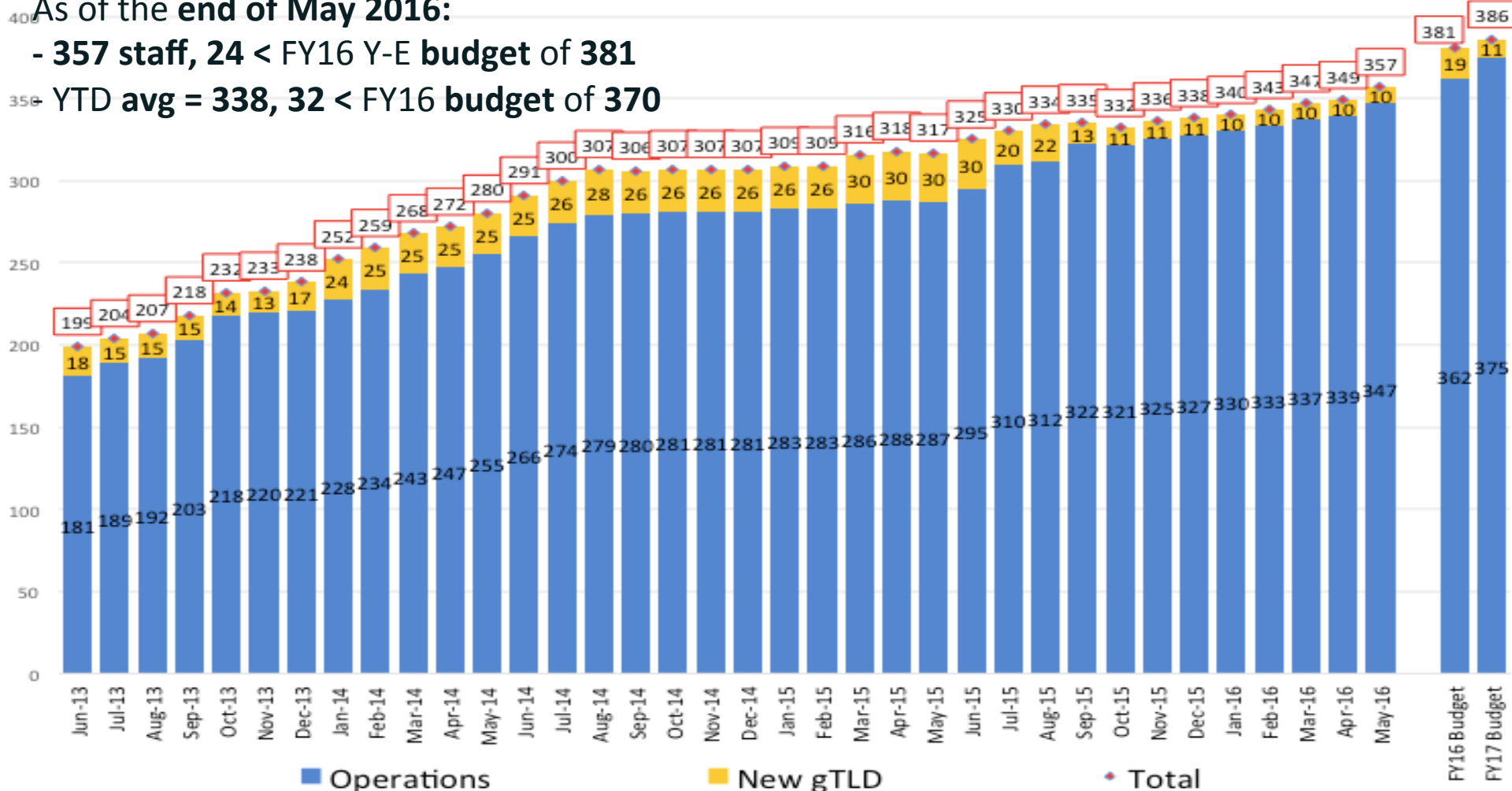
- Board guidance: ICANN should not be a leader in compensation package
- Market Qualified Compensation - within the 50<sup>th</sup> – 75<sup>th</sup> %ile of a blend of for-profit, not-for-profit, and high technology companies
- Market Qualified Benefits
- At-Risk Framework adopted in 2006, based on goal and behavior achievements

# Organization People - Trend

As of the end of May 2016:

- **357 staff, 24 < FY16 Y-E budget of 381**

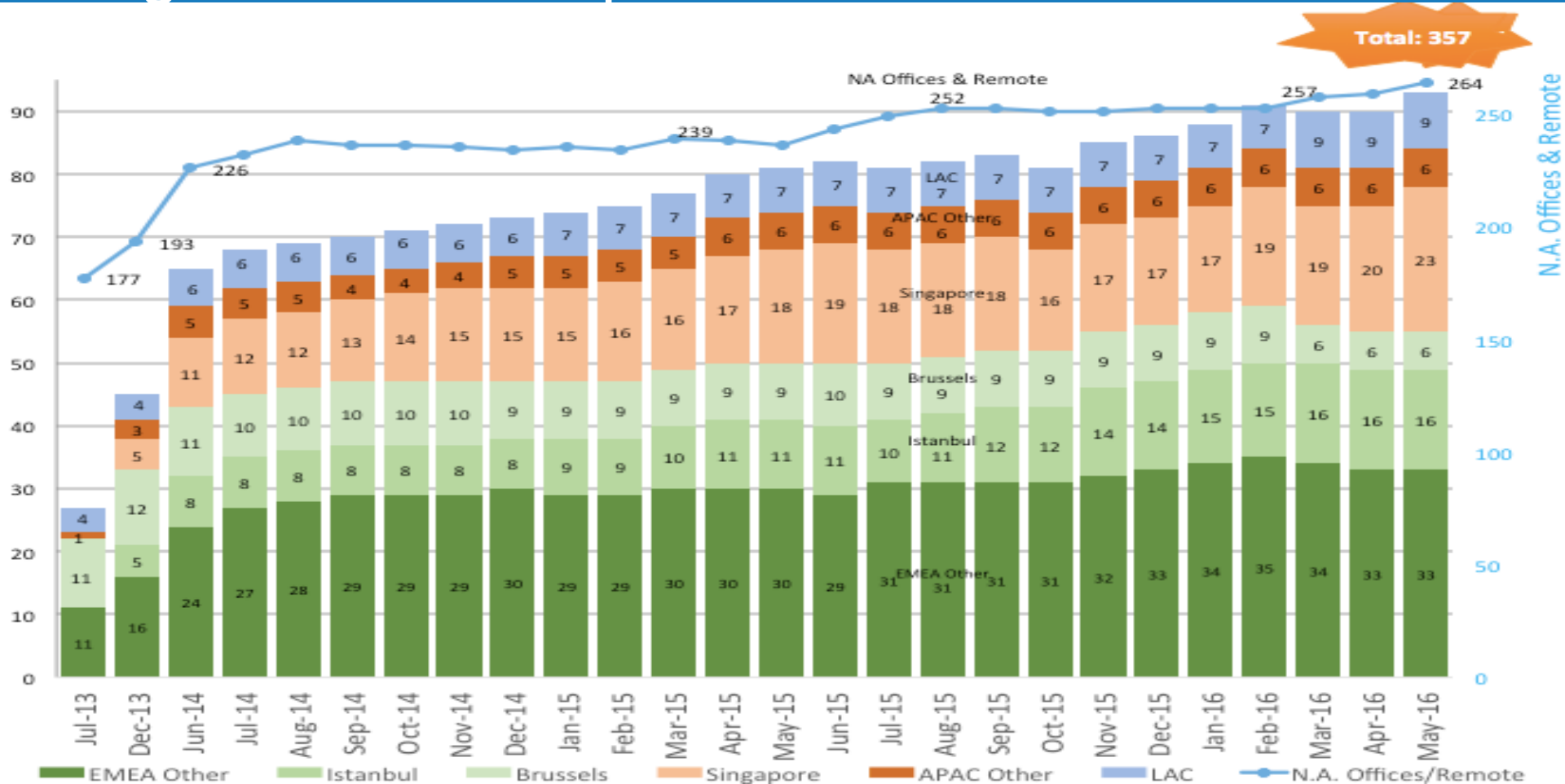
YTD avg = **338, 32 < FY16 budget of 370**



Annual growth rates (from June to June):

2013 to 2014 = 46%; 2014 to 2015 = 12%; 2015 to 2016 to-date = 10%

# Organization People – Global Reach

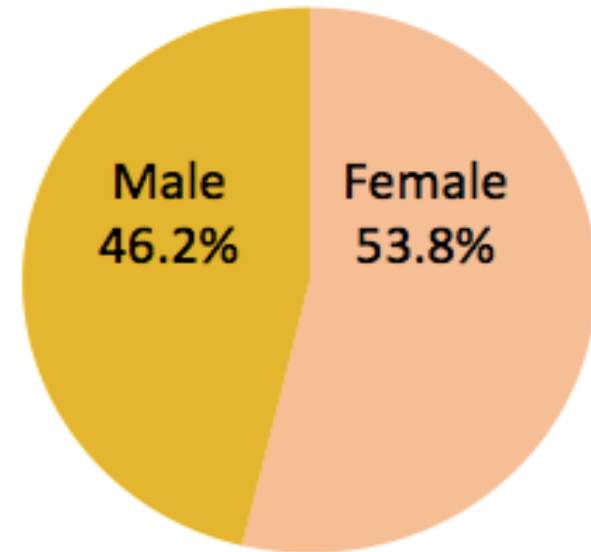
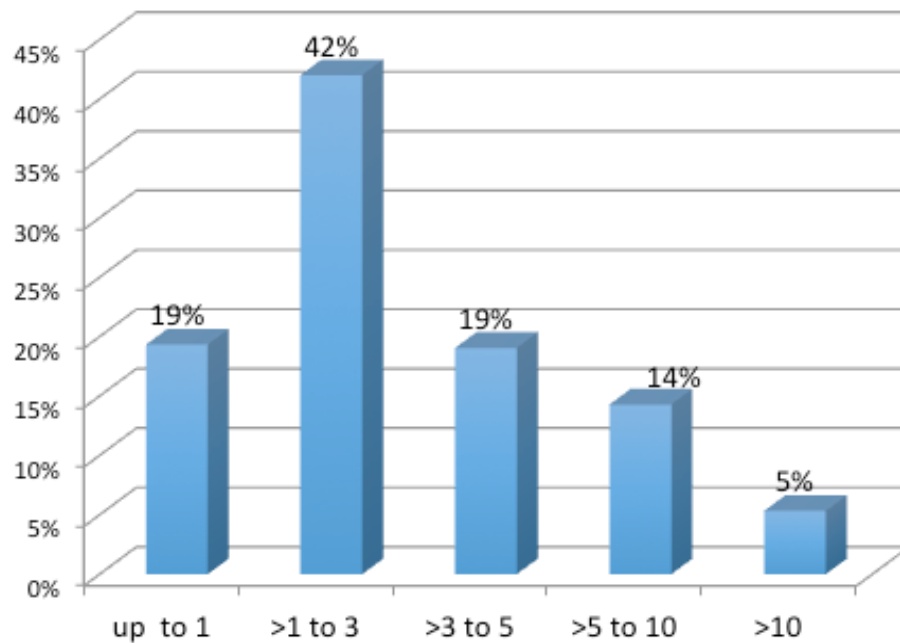


Last three-year period:

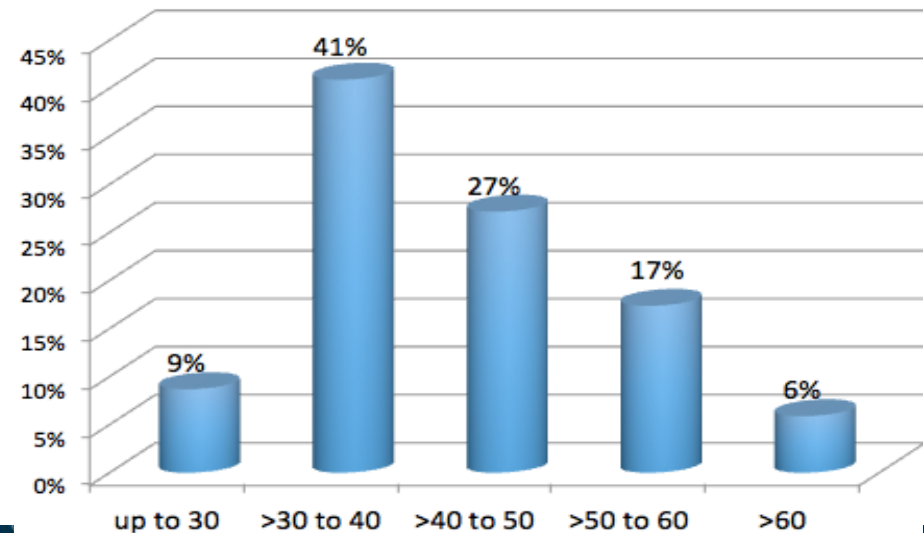
- Growth was 0.4x in N.A region & 3.4x in other regions.
- Highest growth: Singapore & Istanbul hubs, EMEA & APAC regions (outside of the hub offices)

# Organization People – Diversity

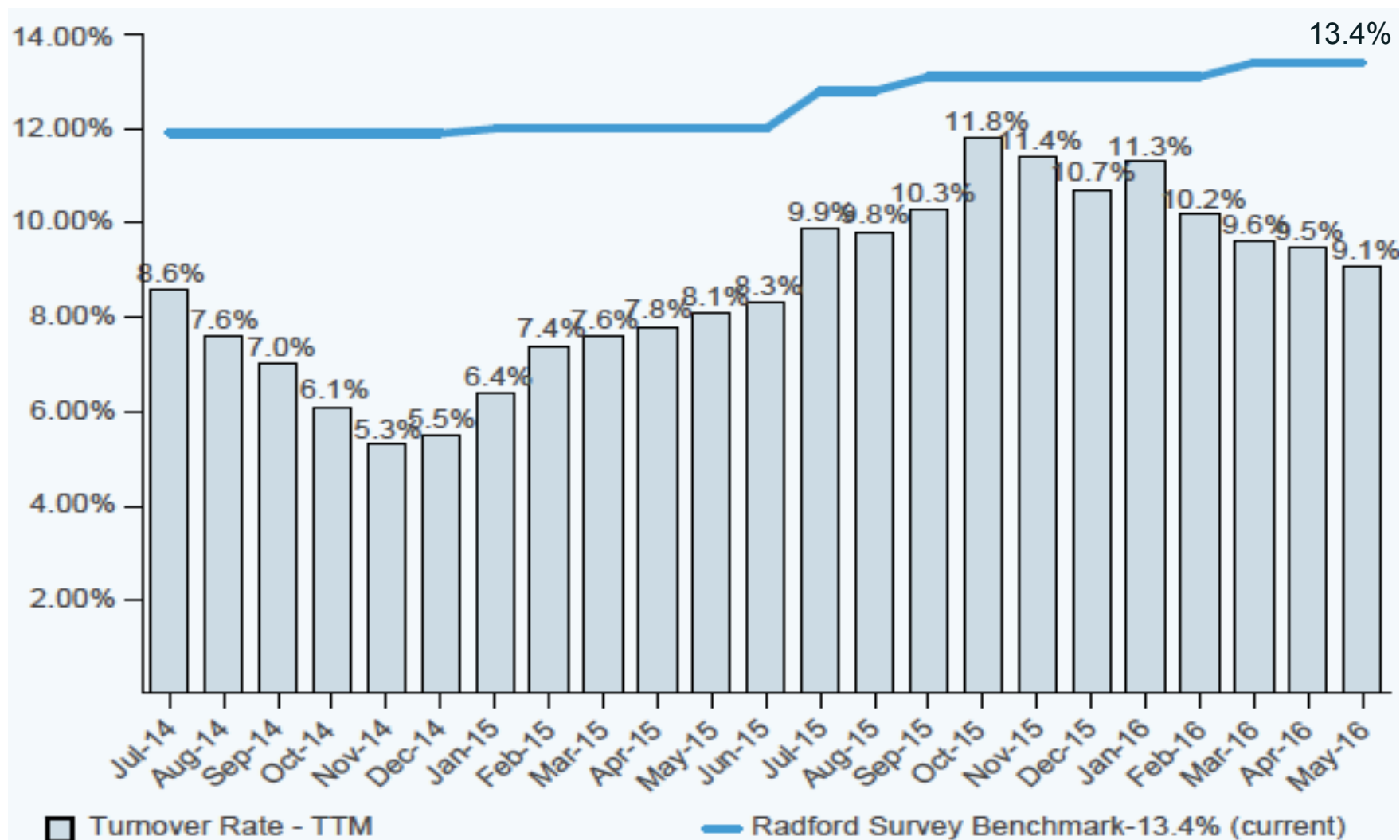
**Years of Service** Avg = 3.4 years



**Age** Avg = 41.3 years



# Organization People - Turnover



# Accountability & Transparency

- ⊙ Strategic Plan, Operating Plan, Annual Operating Plan & Budget
  - Public consultation and Board oversight
- ⊙ Board Oversight – BFC, BRC, BAC, Board Reporting
- ⊙ Annual Reporting – incl.: Form 990, Annual Report, Annual Auditor's Report
- ⊙ Quarterly Reporting – incl.: Stakeholder Calls, Financial Statements
- ⊙ Monthly Reporting – incl.:
  - Project progress reporting (Workfront)
  - Dashboard reporting – Beta > V1 > .....> V4
- ⊙ At ICANN Meetings – including:
  - Org. Excellence / Continuous improvements – EFQM
    - Annual internal assessment since FY15
    - Target external assessment by FY18/FY19
  - Financial highlights, Risk management

# Welcome Your Input & Questions



**Thank You!**