

Management Systems Linkage

26 March 2014

Agenda

Introduction /Overview

Strategy

Strategic & Financial Planning

Implementation

Operating Plan

Budget / Cost Mgmt.

Project Portfolio Mgmt.

People Performance Mgmt.

Results

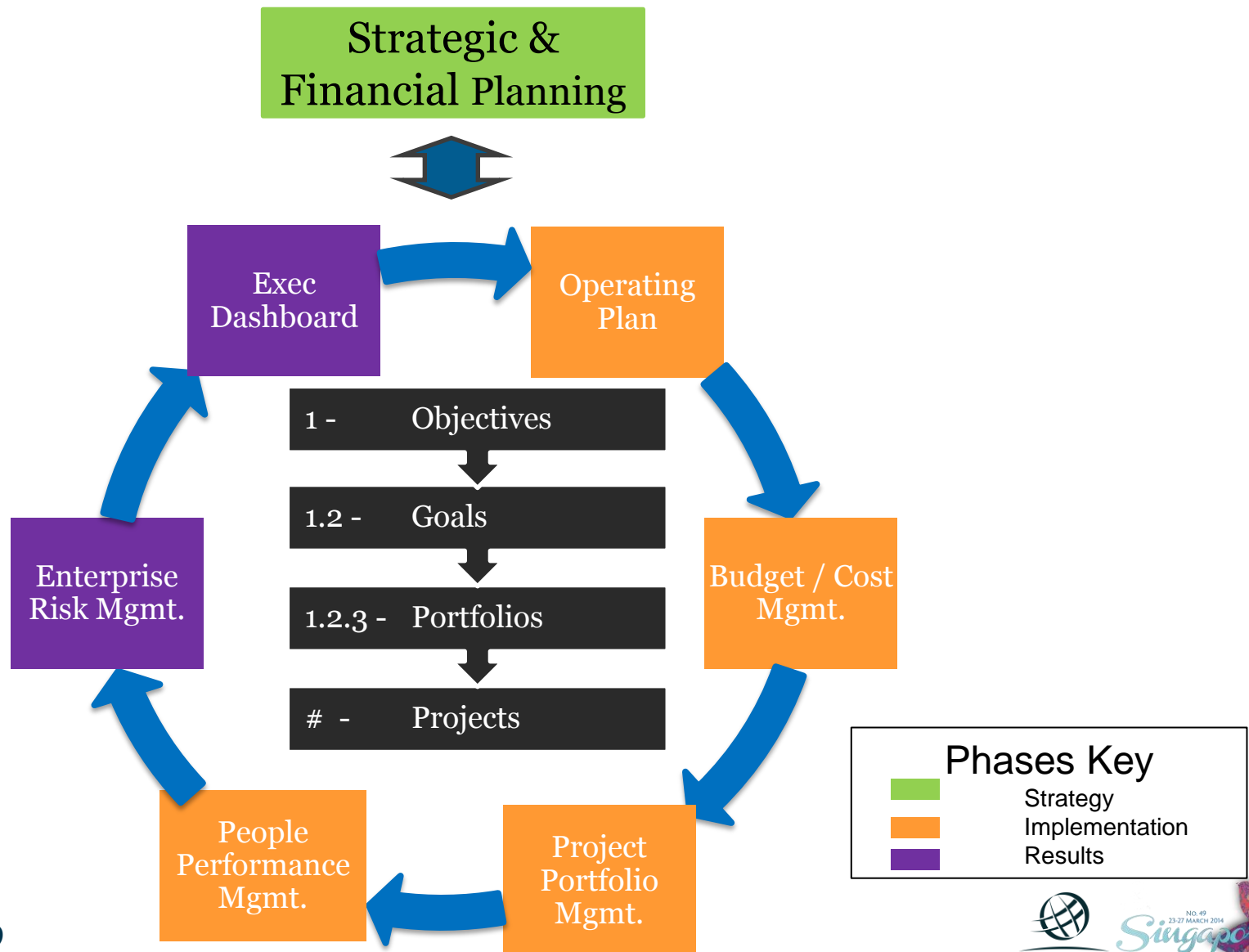
Enterprise Risk Mgmt.

Dashboards

ICANN Accountability Framework and Metrics

Questions & Answers

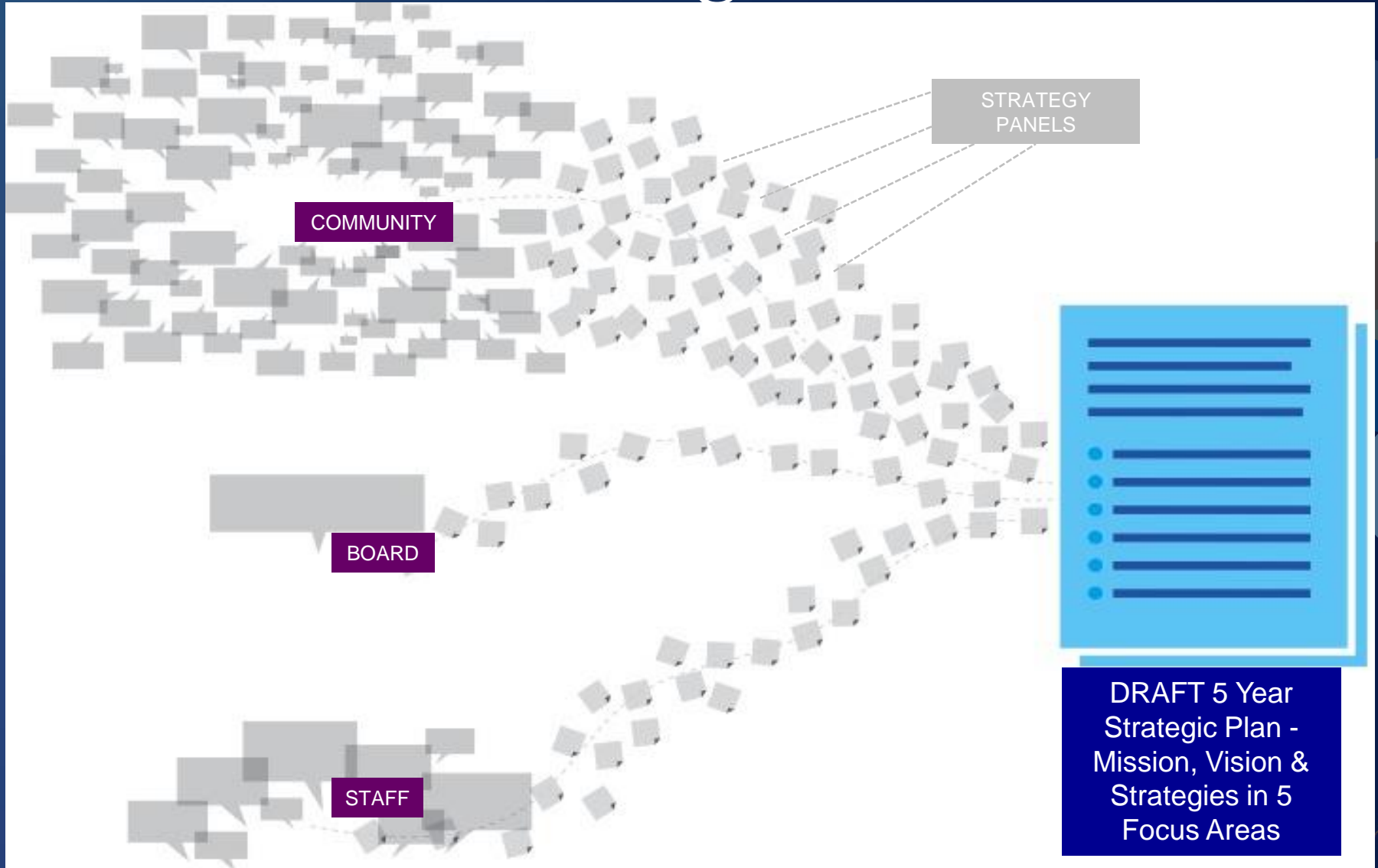
Linkage Across Management Systems



Strategy

Strategic & Financial Planning

Collaborative, Multistakeholder Planning Process



Schedule & Next Steps

- ✓ Extended to accommodate
 - ❖ Strategy Panels
 - ❖ Staff development of KSFs & KPIs

Milestones	Date
Review of the Draft Strategic Plan by the Board	Week of 24 March (Singapore)
Public Comment period – Strategy Panel Reports	25 February – 30 April
Public Comment period – Draft Strategic Plan	April – May
Finalize Strategic Plan based on public comments and relevant input from Strategy Panels	June
Review and approval of the Final Strategic Plan by the Board	June

Implementation

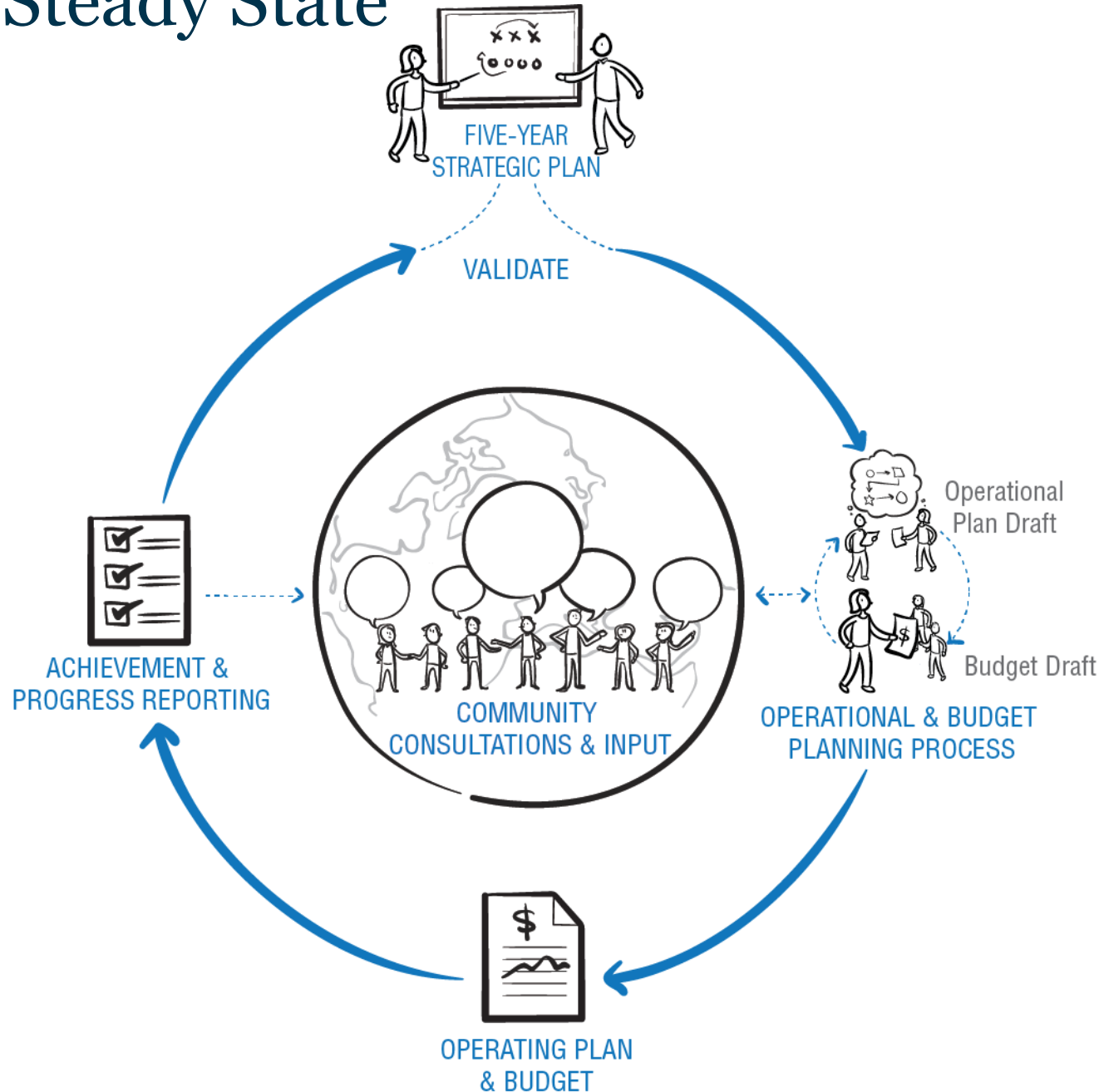
Operating Plan

Budget / Cost Mgmt.

Project Portfolio Mgmt.

People Performance Mgmt.

Future Steady State



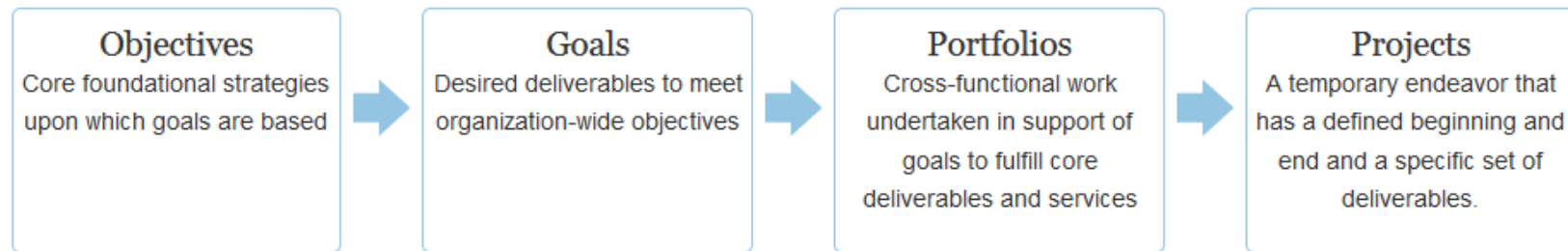
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ICANN Portfolio Management System

[All Current Projects](#)

The ICANN Project Portfolio System assists ICANN in effectively managing and prioritizing its work activities across its global workforce. As part of its transparency and accountability mechanisms, ICANN is sharing a regular snapshot of the Project Portfolio Management System with the community, which offers visibility into ICANN's workload and progress. ICANN's work is guided by the ICANN Strategic Plan that has been developed in conjunction with the community, and is organized in a hierarchy of Objectives, Goals, Portfolios, and Projects. Below is a high-level composite of ICANN's work structure. The details of each level can be found by clicking on each level of the hierarchy.



Objectives

Objectives are the highest level of the ICANN work plan, and the responsibility of the ICANN President. The status information for each Objective reflects the status of the component portfolios and projects within that Objective.

Affirmation of Purpose

Articulating and Demonstrating ICANN's Mission and Commitment



Internationalization

Engaging and Moving Closer to ICANN's Stakeholders Worldwide



Multi-Stakeholder Model Evolution

Facilitating Ongoing Improvement of ICANN's Model



Operations Excellence

Executing ICANN's Work efficiently and effectively



Results

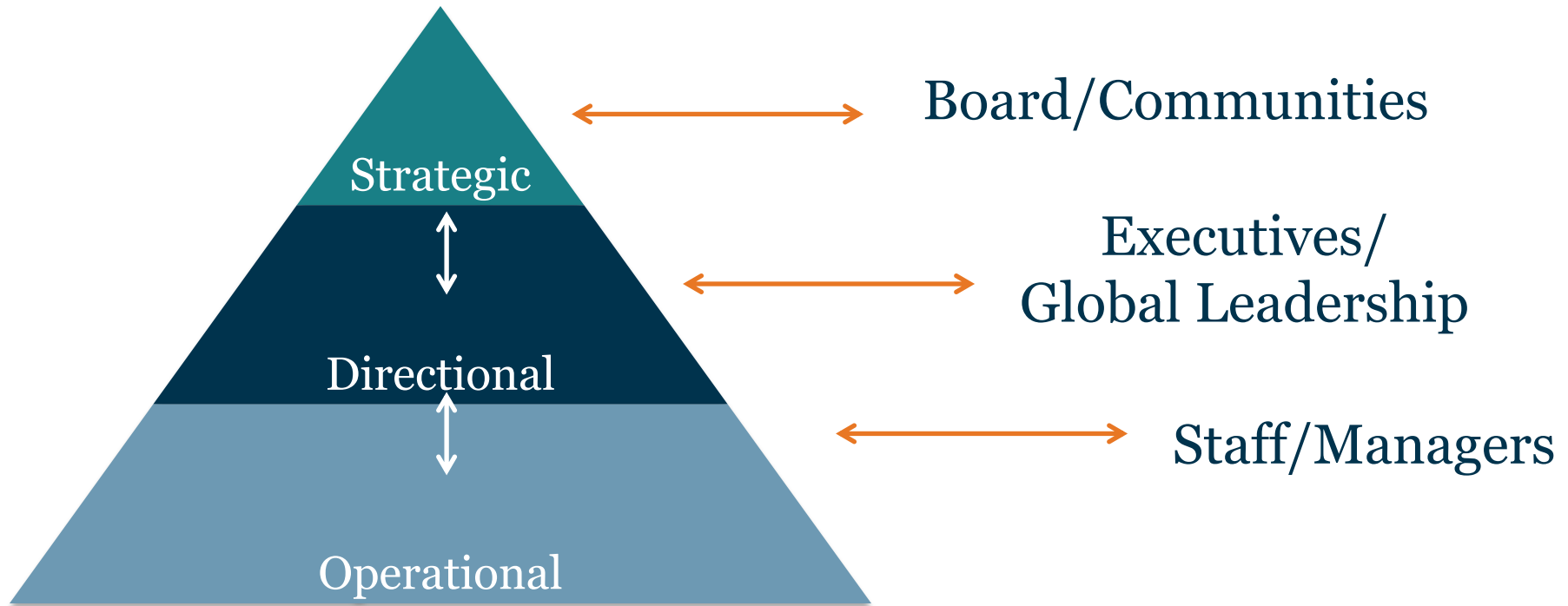
Enterprise Risk Management Dashboards

Dashboard - Purpose



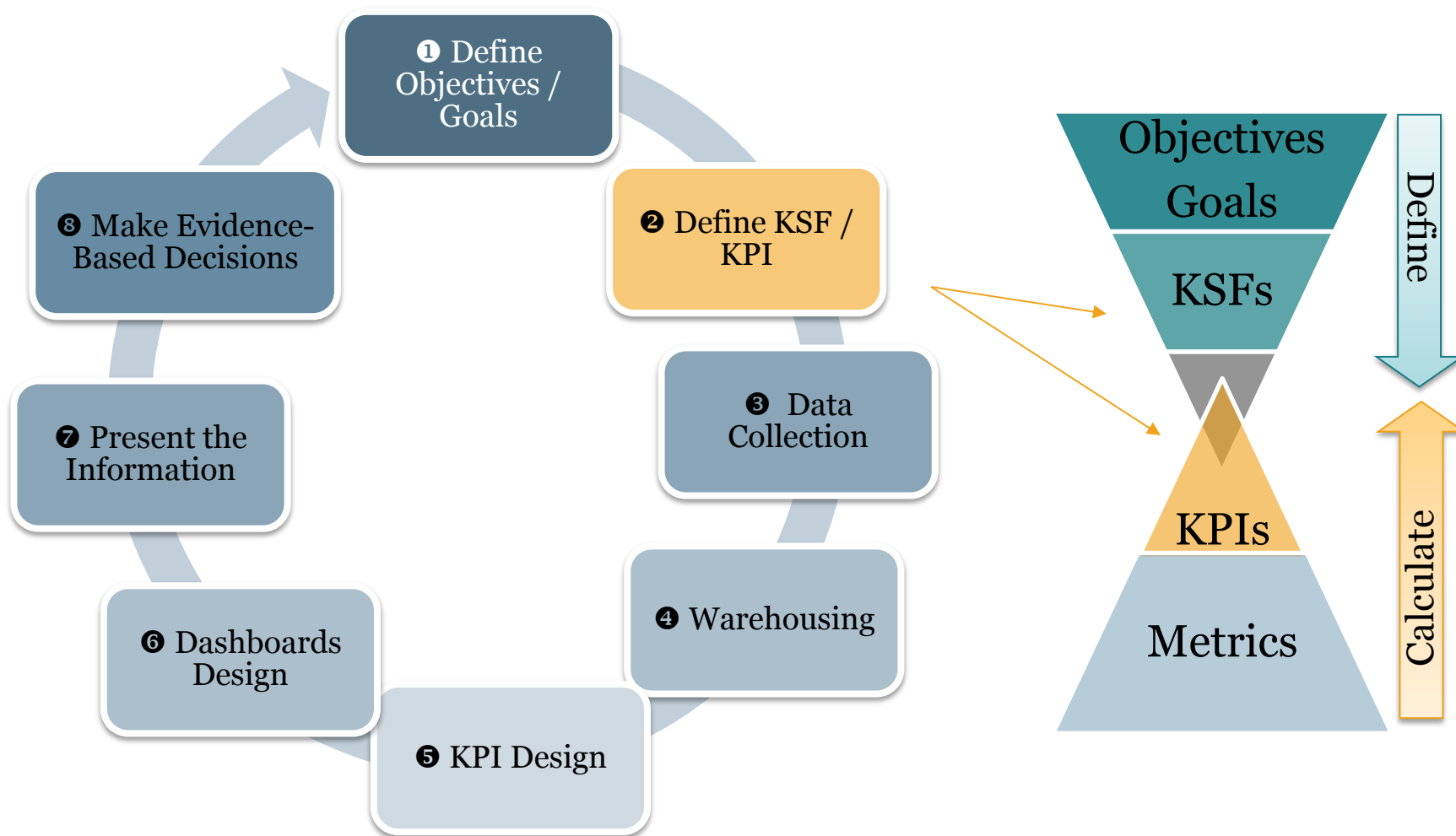
- Strategic, mission-critical decisions require a clear understanding of organization performance
- Organize and present information in an accessible way:
 - at-a-glance visual communication
 - relevant to objectives or business processes
 - enhance & enable management decisions
- Measure performance, validate them and model how specific strategic and operational decisions are going to be executed
- Improve accountability, communication, visibility, and operational effectiveness & efficiency

Dashboard - Purpose



Dashboards to achieve multiple **Purposes** for multiple **Audiences**

Dashboard Cycle and Progress



Dashboard development process framework

4 Organizational Objectives – owned by CEO/Board

↳ □ 16 Organizational Goals – owned by Global Leaders

- 1 to 2 KSF per Goal
- 1 to 2 KPI per Goal

↳ □ 58 Portfolios – owned by Executives/managers

- 1 to 2 KSF per Goal
- 1 to 2 KPI per Goal

Sample of Goal KSF and KPIs

OBJECTIVE	GOAL	KSF for GOAL	KPI for GOAL
1-AFFIRMATION OF PURPOSE	1.1-DELIVER CORE INTERNET FUNCTIONS	1. Demonstrate that ICANN is performing core internet functions in a dependable, transparent and accountable manner.	1- The percent Registrars/Registries passing the audit program. 3- Meeting SLAs 100% of the time 4- Rate of introduction of new internationalized TLDs
1-AFFIRMATION OF PURPOSE	1.4-DEEPEN PARTNERSHIPS WITH INTERNET ORGANIZATIONS	1. Establish clarity on roles and responsibilities of Internet Organizations with in framework. 2. Establish (a) framework(s) for partnership.	1- % of stakeholders that have contributed to an ICANN decision making process or contribute to the public comment process 2- % change from current baseline in the number of Internet organizations participants in SO/AC working groups
2-OPERATIONAL EXCELLENCE	2.2-MATURE ORGANIZATIONAL SUPPORT FUNCTIONS	1. Standard systems and processes that work across the organization in an integrated fashion. 2. Quality services are delivered timely and effectively	1 - On time delivery of services and/or process cycle time 2 - customer service satisfaction ratings 3 - Cost saving KPI 4 - performance KPIs of each support functional groups
3-INTER-NATIONALIZATION	3.1-ENGAGE STAKEHOLDERS GLOBALLY	1. Expand and diversify participation of stakeholders from around the world to strengthen ICANN.	1- ICANN meetings Number of attendees per Stakeholder groups; # sessions at ICANN meetings per groups (Tech, civil society, Gov etc...) 2- Number of people logged into work spaces (over Z period of time for combined stakeholder groups)
4-MULTI-STAKEHOLDER MODEL EVOLUTION	4.1-OPTIMIZE POLICY DEVELOPMENT PROCESS	1. Enable, strengthen and promote participation of all stakeholders interested in the policy development, policy related and advisory processes. 2. Improve predictability of policy development, policy related and advisory processes.	1- Actual vs planned duration of policy development, policy related or advisory activities 2- (Average) Cycle time of policy development, policy related or advisory activities
4-MULTI-STAKEHOLDER MODEL EVOLUTION	4.4-PROMOTE ETHICS AND TRANSPARENCY	1- Review, improve and promote existing Accountability and transparency mechanisms; 2- Ensure observance of a clearly defined ethical framework.	1-Board Transparency indicators, documents posted on time 2-DIDP and Correspondence posted on time 3-full compliance with the conflict of interest policy 4-full compliance with the Board Code of Conduct

Contractual Compliance KPIs

Metric	Target	Actual FY14 YTD (July 2013-Feb2014)
Reporter Customer Satisfaction Survey	≥70%	<div><div></div><div>77.0%90.0%74.5%</div><div>Durban 2013Buenos Aires 2013Singapore 2014</div></div>
Registrar Audit Year 1 – 2012	≥95%	97%
Registry Audit Year 1 - 2012	≥95%	100%
Registrar Audit Year 2 – 2012	≥95%	Underway – ETA May 2014
Registry Audit Year 2 - 2012	≥95%	Underway – ETA May 2014
Registrar – Data Escrow Compliance	≥95%	<div><div></div><div>9898.59898.297.89897.998</div><div>Jul-13Aug-13Sep-13Oct-13Nov-13Dec-13Jan-14Feb-14</div></div>
Registrar – Compliance	≥95%	<div><div></div><div>9898.598.198.39898.298.196.8</div><div>Jul-13Aug-13Sep-13Oct-13Nov-13Dec-13Jan-14Feb-14</div></div>

ICANN Accountability Framework and Metrics

Overview

- Commitment to accountability and continuous improvement
- Accountability and Transparency Review Team (ATRT) advice
- One World Trust report (Feb 2014)
 - Accountability Framework
 - Practical suggestions for metrics
 - Qualitative analysis of ICANN's accountability policies & practices
- Next steps – pilot, consultations, long-term implementation
- Synergy and integration with organization-wide measurement and progress reporting

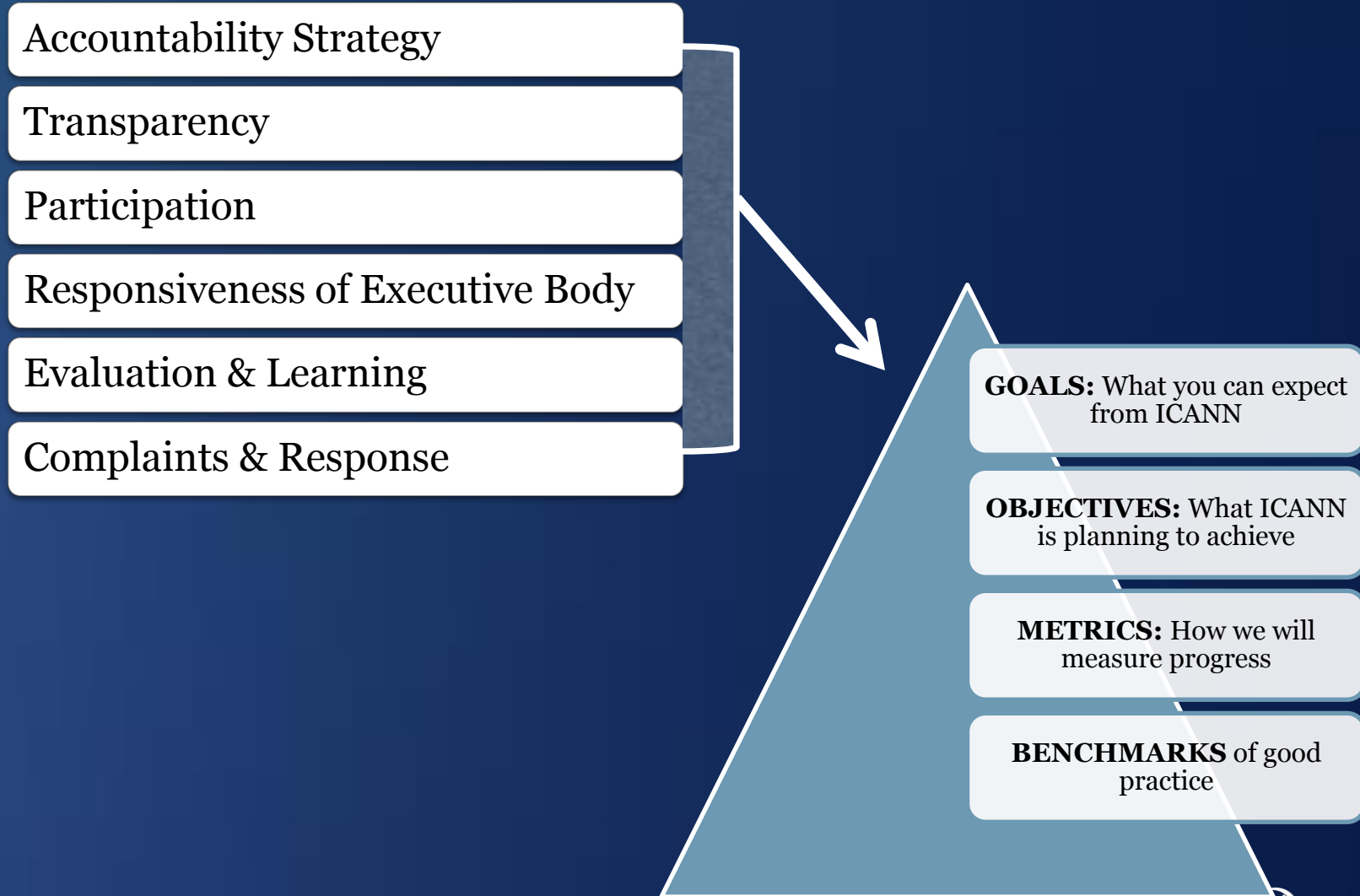


- How to quantify and measure “accountability”
- How does ICANN’s accountability improve over time
- How does ICANN’s accountability performance compare to broadly similar organizations
- Integrated into organization-wide measurement and progress reporting process

One World Trust: scope of work

- Examined accountability principles & practices of standard setting initiatives and broadly similar organizations
- Performed quantitative analysis of ICANN's policies & procedures
 - Engaged with over 20 community members, Board and staff
 - Consulted with ATRT2
- Proposed an Accountability Framework and practical suggestions for metrics within 6 dimensions of accountability

Accountability Framework



Transparency example

Goal	Easy access to information to stay informed of ICANN's work, including policy development processes	
Objective #1	By <i>date</i> ICANN can demonstrate that it is meeting the translation needs of the community by achieving <i>XX%</i> of Language Services Key Performance Indicators.	
Metric #1	% of Language Services Key Performance Indicators that have been met	
Benchmark #1	Approaches to sharing information consider different needs of stakeholders	Yes/No

Participation example

Goal	ICANN creates opportunities for everyone affected by its work to contribute their opinions, participate & collaborate, with engagement encouraged from all regions, cultures & sectors of society.
Objective #1	By (<i>date</i>) there has been a (%) improvement in the number of participants in ICANN meetings, Fellowship Program and SOs/ACs, that are from a “targeted” region
Metric #1	% improvement in the number of participants in ICANN meetings, Fellowship Program and SOs/ACs, that are from a “targeted” region
Benchmark #1	Identifies which stakeholder groups face barriers to participation and proactively pursues strategies to encourage participation Yes/No

Accountability Policies & Practices: findings

- ICANN has performed well in comparison with other broadly similar organizations
- Suggestions for improvement are in line with recommendations of ATRT2
 - Strategic commitment to accountability
 - Accessibility to participation opportunities
 - Systematic evaluation & learning
 - Refinements in complaints and response mechanisms

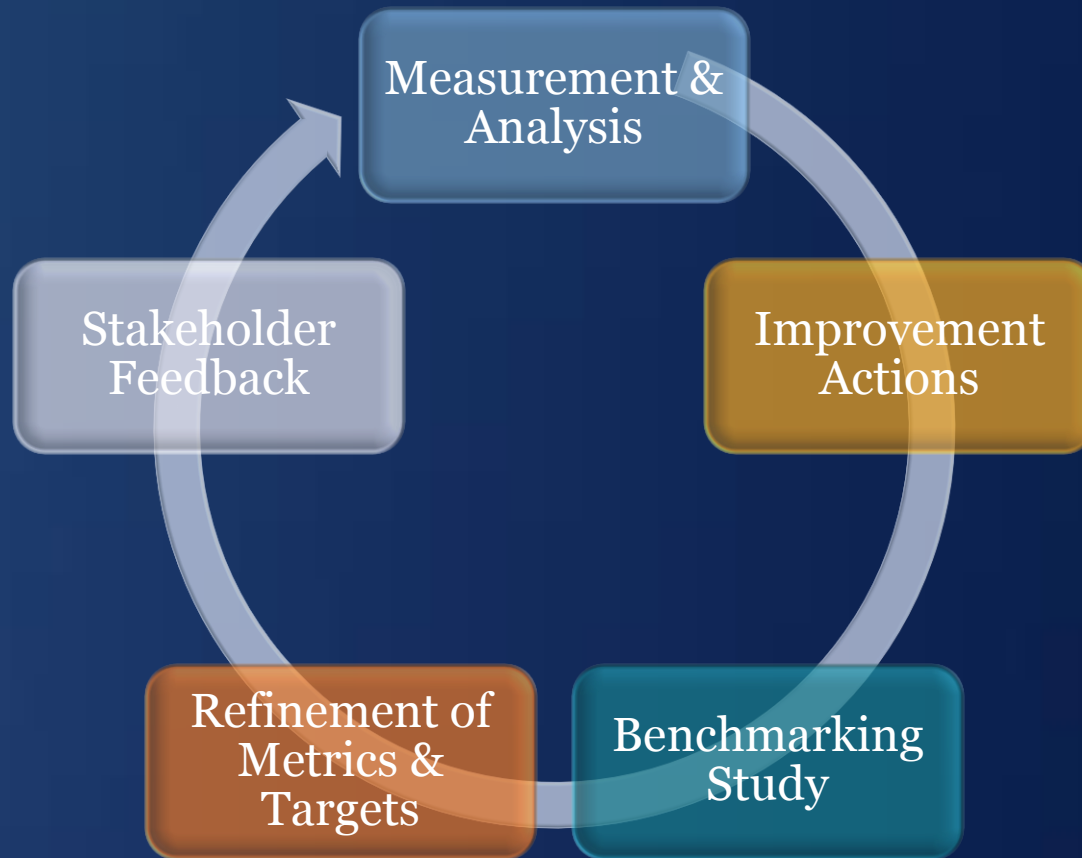
Pilot

- Form cross-functional staff working group
- Gather available data; establish targets; assess feasibility, usefulness & alternatives
- Consider Strategic Plan and refine linkage with Management System:
 - Key Performance Indicators
 - Key Success Factors
 - Analysis and reporting
- Targeted consultations with stakeholders
- Redrafting
- Public consultation

Next Steps

ICANN49	Community briefing and discussion
Apr-Sept	Targeted consultations and community input
ICANN50	Pilot implementation update; plan for improvements
ICANN 51	Pilot metrics, reporting, assessment
Nov-Dec	Public comment

Beyond the Pilot – Long Term Implementation



Additional information:

- One World Trust Report & Announcement - <http://www.icann.org/en/news/announcements/announcement-04mar14-en.htm>

Feedback, ideas and questions:

- accountabilitymetrics@icann.org

Questions & Answers

Thank you!