DRAFT ICANN Portfolio Management System (As of 3 April 2013)

Objective	Objective Owner	Goal	Goal Owner	Portfolio	Description	Portfolio Timeline	Portfolio Metrics
Objective: Affirmation of Purpose - Fadi Chehade							
Goal: Deliver Core Internet Functions - Akram Atallah (6)							
Affirmation of Purpose	Fadi Chehade	Deliver Core Internet Functions	Akram Atallah	Contractual Compliance Functions	Portfolio to capture all contractual compliance on-going and core functions & activities	FY14	
Affirmation of Purpose	Fadi Chehade	Deliver Core Internet Functions	Akram Atallah	Security Stability & Resiliency		FY13	SSR RT Recommendations Implementation Tracking; FY 13 SSR Framework Progress Reporting
Affirmation of Purpose	Fadi Chehade	Deliver Core Internet Functions	Akram Atallah	Contractual Compliance Initiatives	Portfolio to capture all new activities within contractual compliance department	FY13	
Affirmation of Purpose	Fadi Chehade	Deliver Core Internet Functions	Akram Atallah	Strengthen Root System	Programs and projects to strengthen the root system infrastructure, including root zone management and the root server system.	FY13	Monthly audit of Root zone changes as per IANA functions contract.
Affirmation of Purpose	Fadi Chehade	Deliver Core Internet Functions	Akram Atallah	IANA Operations	Delivery of USG contracted and non-USG contracted functions. For example: non-USG functions include: TimeZone Database, in-addr.arpa, ip6.arpa, RPKI. USG contracted functions defined per the IANA Contract.	FY13	Meet 80% or better in annual customer survey for IANA Functions. Meet defined SLAs with IETF per the MOU.
Affirmation of Purpose	Fadi Chehade	Deliver Core Internet Functions	Akram Atallah	IDN Variant Initiative	Develop and implement solutions for the delegation of IDN variant TLDs to enable Internet users to access domain names in their own language	FY13	- Meet project deadlines and benchmarks
Goal: Engage in the Internet Governance Ecosystem - Tarek Kamel (1)							
Affirmation of Purpose	Fadi Chehade	Engage in the Internet Governance Ecosystem	Tarek Kamel	Coordination of ICANN participation in Internet Governance	An overview function relating to ICANN involvement in international dialogue on IG issues; especially with IGOs and Regional bodies; shared with other RVPs	FY13	1. Appreciation and understanding of ICANN role in all relevant IGOs and Regional organisations; 2. Support for multi-stakeholder approach by majority of members in all relevant organisations;
Goal: Act as Steward of the Public Interest - Sally Costerton (2)							

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Affirmation of Purpose	Fadi Chehade	Act as Steward of the Public Interest	Sally Costerton	Identify and Execute Strategic Programs to Serve the Public Interest	Ensure core ICANN programmes are aligned with the public interest. Requires creation of clear shared definition of the public interest.	FY13	Co-create clear, shared definition of the public interest. Assess understanding and agreement of programme's delivery against this definition in reputational research and other community studies.
Affirmation of Purpose	Fadi Chehade	Act as Steward of the Public Interest	Sally Costerton	Affirmation of Commitments	•Support the periodic assessment of ICANN's commitment "to maintain and improve robust mechanisms for public input, accountability, and transparency" •Support improvements to implementation of commitments for: accountability and transparency; WHOIS policy; and security, stability, resiliency of the DNS. •Support assessment of whether introduction or expansion of gTLDs has promoted competition, consumer trust and consumer choice.	FY13	- ATRT1: Implementation complete and publicly documented - ATRT1: Implementation assessment & reporting posted - ATRT1: Assessment of review process & suggested changes delivered to Board/GAC chair for action. - ATRT2: Team selected and launched - ATRT2: Team satisfaction with staff support and interaction - ATRT2: Team report posted and considered by Board - ATRT2: Implementation plan issued, considered by Board - ATRT2: Execution of implementation plan on trac
Goal: Deepen Partnerships with Internet Organizations - Tarek Kamel (1)							
Affirmation of Purpose	Fadi Chehade	Deepen Partnerships with Internet Organizations	Tarek Kamel	Build stronger partnership with the ISOC, IAB, IETF, ARIN, APNIC, AFRINC, LACNIC, RIPE, W3C, ICANN	Build stronger partnership with the ISOC, IAB, IETF, ARIN, APNIC, AFRINC, LACNIC, RIPE, W3C, ICANN	FY13	Collaborative efforts including Joint projects with I* partners
Objective: Operations Excellence - Fadi Chehade (20)							
Goal: Optimize gTLD Services - Akram Atallah (3)							
Operations Excellence	Fadi Chehade	Optimize gTLD Services	Akram Atallah	gTLD Services	Function as Subject Matter Experts within ICANN concerning Registry and Registrar Community.	FY13	Measure service effectiveness with Registry, Registrar community

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Operations Excellence	Fadi Chehade	Optimize gTLD Services	Akram Atallah	Outreach and relationship management with existing and new Registry, Registrar community	Management of DNS Industry Engagement	FY13	Measure communications and services with Registry, Registrar community
Operations Excellence	Fadi Chehade	Optimize gTLD Services	Akram Atallah	gTLD Operations	Programs, projects and ongoing activities in support of the New gTLD Program and gTLD Operations.	FY13	Meet program milestones Deliver quality customer service Optimize processes
Goal: Plan for Scale, Security, Continuity - Akram Atallah (4)							
Operations Excellence	Fadi Chehade	Plan for Scale, Security, Continuity	Akram Atallah	Risk Management	Create and commence a company-wide risk managment portfolio.	FY13	Develop ERM and other company risk programs.
Operations Excellence	Fadi Chehade	Plan for Scale, Security, Continuity	Akram Atallah	Meet established deadlines and benchmarks		FY13	
Operations Excellence	Fadi Chehade	Plan for Scale, Security, Continuity	Akram Atallah	Continuity of outside mechanism (e.g. UDRP, TMCH)	Coordinate DNS Industry process, tools and systems	FY13	Meet project deadlines and benchmarks
Operations Excellence	Fadi Chehade	Plan for Scale, Security, Continuity	Akram Atallah	ICANN Communications	Ongoing effective inbound and outbound communications between ICANN and its stakeholders.	FY13	Measure communications by qualitative and quantitative scoring in reputational research.
Goal: Institutionalize Management Disciplines - Akram Atallah (6)							
Operations Excellence	Fadi Chehade	Institutionalize Management Disciplines	Akram Atallah	Deliver on Management System Mapping	For staff, management and community to be aware of how ICANN is performing against our strategic plan utilizing our Portfolio Managment Discipline	FY13	100% adoption by management and staff depicting scope and timely status of ICANN's Portfolio Management data
Operations Excellence	Fadi Chehade	Institutionalize Management Disciplines	Akram Atallah	Strategic Planning	•Create process for development of new strategic plan •Develop ICANN vision and strategy for the next five years	FY13	- Strategic planning process accepted by Board - Strategic plan developed and approved by Board
Operations Excellence	Fadi Chehade	Institutionalize Management Disciplines	Akram Atallah	Executive Office Functions	Maintain and supervise all support functions for the CEO and front office staff.	FY13	CEO travel, time management, and communications maintained as updated, on time and efficiently organized
Operations Excellence	Fadi Chehade	Institutionalize Management Disciplines	Akram Atallah	Establish SOPs Across the Organization	Promote consistency and harominization in work processes and methodologies	FY13	Consistent approach and unifrom documentaiton across the entire organization

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Operations Excellence	Fadi Chehade	Institutionalize Management Disciplines	Akram Atallah	Implement Operational Readiness	Coordination of cross functional work to prepare human resources, systems and processes for future operations	FY13	
Operations Excellence	Fadi Chehade	Institutionalize Management Disciplines	Akram Atallah	Provide Legal Support and Advice	Provide full service legal support to ICANN.	FY13	Provide full scale service and advice, in a timely and effective manner.
Goal: Mature Organizational Support Functions - Akram Atallah (7)							
Operations Excellence	Fadi Chehade	Mature Organizational Support Functions	Akram Atallah	Maintain Board Support	Provide staff support to the ICANN Board of Directors.	FY13	1) Set goals and objectives of support for Board of Directors. 2) Manage Support Team for Board to provide them with assistance in their decision making and to support them administratively.
Operations Excellence	Fadi Chehade	Mature Organizational Support Functions	Akram Atallah	Finance Operations	Includes all day-to-day activities for Finance, across all functional areas: - general accounting, - procure to pay, - order to cash, - payroll, - treasury, - investments, - close the books - financial planning and analysis	FY13	
Operations Excellence	Fadi Chehade	Mature Organizational Support Functions	Akram Atallah	Support Enterprise Wide Systems	Global support of ICANN Enterprise Information Systems. The focus of this portfolio is to ensure proper assessment, scoping, roll out and support of all ICANN information systems.	FY13	- Monthly service metrics reported on Enterprise support - 70% of projects engaged are delivered successfully within 25%+/- of baseline due date
Operations Excellence	Fadi Chehade	Mature Organizational Support Functions	Akram Atallah	Effective Business Operations		FY13	Timely delivery of Opertional projects
Operations Excellence	Fadi Chehade	Mature Organizational Support Functions	Akram Atallah	Strategic Initiatives Operations	•Establish, staff & manage Strategic Initiatives Team •Develop, coordinate, execute portfolio, programs, projects	FY13	- Meet established deadlines and benchmarks
Operations Excellence	Fadi Chehade	Mature Organizational Support Functions	Akram Atallah	Administrative Services	All Administrative Services projects and day to day work of the Administrative Services Department.	FY13	

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Objective	Objective Owner	Goal	Goal Owner	Portfolio	Description	Portfolio Timeline	Portfolio Metrics
Operations Excellence	Fadi Chehade	Mature Organizational Support Functions	Akram Atallah	Human Resources	The body of work relating to the engagement of individuals to provide ongoing services to ICANN, generally in the form of staff (e.g. employees).	FY13	Measured through feedback, meeting project and task metrics, service level agreements, etc.
Objective: Internationalization - Fadi Chehade (12)							
Goal: Engage Stakeholders Globally - Sally Costerton (6)							
Internationalization	Fadi Chehade	Engage Stakeholders Globally	Sally Costerton	Engage Stakeholders Regionally	Organize regional multistakeholder events MIGworks to promote multistakeholder IG on national and regional levels	FY13	Number of regional events and its impact on regional and national multistakeholder IG ecosystem
Internationalization	Fadi Chehade	Engage Stakeholders Globally	Sally Costerton	Brand ICANN (and promote) the Multistakeholder Model of Governance	Develop and manage process for educating and promoting ICANN's multistakeholder model as the preferred and only method of successful internet governance.	FY13	Awareness, media and reputational indicators, dissemination and adoption of communications tools, in multiple geographies and languages
Internationalization	Fadi Chehade	Engage Stakeholders Globally	Sally Costerton	Regional Initiatives, including Centers of Excellence	Create regional engagement programmes with clear KPIs.	FY13	Complete and share regional engagement plans. Share KPIs (Regional VP's goals) and measure every trimester.
Internationalization	Fadi Chehade	Engage Stakeholders Globally	Sally Costerton	Global Stakeholder Engagement Planning	Create annual Global Stakeholder Engagement Plan.	FY13	A global plan, approved by CEO, shared with Board and highlights shared with community.
Internationalization	Fadi Chehade	Engage Stakeholders Globally	Sally Costerton	Raising Awareness of ICANN Worldwide	Global Media Outreach	FY13	
Internationalization	Fadi Chehade	Engage Stakeholders Globally	Sally Costerton	Language Services	Facilitate access to ICANN and participation in its work for those who do not speak or are not fluent in English by making information accessible to those who speak other languages in order to enhance participation in and the effectiveness of the multistakeholder model.	FY13	Deliver of quality materials and increase accessibility of information to addtional languages
Goal: Communicate Effectively with Stakeholders - Sally Costerton (2)							

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Objective	Objective Owner	Goal	Goal Owner	Portfolio	Description	Portfolio Timeline	Portfolio Metrics
Internationalization	Fadi Chehade	Communicate Effectively with Stakeholders	Sally Costerton	Transparency in IANA Functions Performance & Reporting	Publish measurements on the ICANN and IANA and DNS Ops websites that relate to the IANA Functions contract and are not considered confidential by NTIA contract. Publish measurements and registries for non-NTIA contracted IANA Department activities.	FY13	Published Performance Metrics, Reports at least quarterly
Internationalization	Fadi Chehade	Communicate Effectively with Stakeholders	Sally Costerton	Effective Matrix Implementation	Realignment of ICANN resources and staff to a functional+regional matrix model.	FY13	Assigned and aligned budget and personnel to global regions; identifications or deficiencies or additional resource needs.
Goal: Integrate Global and Regional Responsibilities - Sally Costerton (2)							
Internationalization	Fadi Chehade	Integrate Global and Regional Responsibilities	Sally Costerton	Support Legal Functional Presence in Regions	Provide support and legal advice to regions consistent with organizational matrix to be established.	FY13	1) Discuss and plan for Legal SLAs for regions. 2) Create and implement SLAs per region, according to newly developed plans.
Internationalization	Fadi Chehade	Integrate Global and Regional Responsibilities	Sally Costerton	Effective matrix organization: functional, geographic, project management practices, staffing	Day to day management of resources outside the US. Completion of matrix model.	FY14	Implement identified matrix
Goal: Evolve Government Relationships - Tarek Kamel (2)							
Internationalization	Fadi Chehade	Evolve Government Relationships	Tarek Kamel	Support GAC engagement	Encourage governments and IGO to engage in GAC in a more active and effective way	FY13	Increase active participation from Governments and IGOs in GAC
Internationalization	Fadi Chehade	Evolve Government Relationships	Tarek Kamel	Strengthen Engagement with Governments	Strenghten engagement with Governments to encourage them to adopt the multistakeholder Internet Governance Model on a national, regiona and global level	FY13	Increased number of governments adopting the Multistakeholder IG Model on a national and regional levels
Objective: Multi-Stakeholder Model Evolution - Fadi Chehade (14)							
Goal: Optimize Policy Development Process - David Olive (2)							

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Objective	Objective Owner	Goal	Goal Owner	Portfolio	Description	Portfolio Timeline	Portfolio Metrics
Multi-Stakeholder Model Evolution	Fadi Chehade	Optimize Policy Development Process	David Olive	Enable Cross-Stakeholder Collaboration	Description: Optimize Collaboration and Engagement of ICANN SOs and ACs. Increase and measure the number of exchanges (meetings and correspondence) that take place between various SOs and ACs (and the Board as appropriate) as they consult and discuss strategic and policy issues/matters.	FY13	Metrics include tracking of cross-stakeholder F2F meetings, correspondence and hand-off/collaboration on policy recommendations and advice. Also, maintain and increase availability of collaboration tools that facilitate collaboration (e.g., myicann.org, adobe connect, teleconferences and meetings)
Multi-Stakeholder Model Evolution	Fadi Chehade	Optimize Policy Development Process	David Olive	Support Policy Development efforts	Optimize efficiency and effectiveness of community policy development and advice efforts	FY13	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports). Track timely community compliance with Bylaw timeframes.
Goal: Increase and Improve Global Participation - Sally Costerton (4)							
Multi-Stakeholder Model Evolution	Fadi Chehade	Increase and Improve Global Participation	Sally Costerton	Advanced Media Tools for Outreach and Participation	Interactive tools such as the Speaker Bureau, increased use of social media, increased use of video making it easier for the media to engage with ICANN and to understand and report on ICANN's goals and progress.	FY13	Growth in volume and type of media engagement with ICANN. Measured by reputational research.
Multi-Stakeholder Model Evolution	Fadi Chehade	Increase and Improve Global Participation	Sally Costerton	Enhance Community Participation	Implement engagement model - known internally as 'the waffle'.	FY13	Populate model. Set goals for increasing by level. Measure annually.
Multi-Stakeholder Model Evolution	Fadi Chehade	Increase and Improve Global Participation	Sally Costerton	Deploy Collaboration Platform	Working closely across several ICANN teams (IT, online services, communications, GSE) to ensure that the right platforms are created and implemented to provide modern effective community engagement.	FY13	Roll out platform in accordance with online services deliverables.
Multi-Stakeholder Model Evolution	Fadi Chehade	Increase and Improve Global Participation	Sally Costerton	Advanced Engagement Tools for Outreach and Participation	Online tools that evolve community engagement to the point where the community can conduct their business with all parts of the ICANN community online.	FY13	Numbers of stakeholders using tools. Satisfaction of community with levels of engagement expressed in reputation research.
Goal: Promote Ethics and Transparency - John Jeffrey (5)							

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Objective	Objective Owner	Goal	Goal Owner	Portfolio	Description	Portfolio Timeline	Portfolio Metrics
Multi-Stakeholder Model Evolution	Fadi Chehade	Promote Ethics and Transparency	John Jeffrey	Take actions resulting from Ethics and COI Reviews	Where possible, implement recommendations from recent Ethics and COI Reviews.	FY13	1) Map all recommendations from recent Ethics and COI reviews 2) Implement changes (where possible within structure and law) to ICANN's overall Ethics and COI guiding documents.
Multi-Stakeholder Model Evolution	Fadi Chehade	Promote Ethics and Transparency	John Jeffrey	Improved Accountability Structures	Implement Accountability Structures Review recommendations.	FY13	Approval of Expert Recommendations via Bylaws Changes
Multi-Stakeholder Model Evolution	Fadi Chehade	Promote Ethics and Transparency	John Jeffrey	Conflicts of Interest Management	Conflicts of Interest Policy implementation at Board and Staff levels.	FY13	Maintenance of conflict of interest statements; addressing apparent conflicts through transparent actions
Multi-Stakeholder Model Evolution	Fadi Chehade	Promote Ethics and Transparency	John Jeffrey	Supporting Accountability Structure	Manage current accountability structures at staff level and support of board level.	FY13	1) Manage staff responsibilities for each accountability structure. 2) Support board responsibilities and actions relating to the accountability structures and review of the accountability structures, where appropriate.
Multi-Stakeholder Model Evolution	Fadi Chehade	Promote Ethics and Transparency	John Jeffrey	Contractual Compliance Reports to Community	Portfolio to capture all reporting and communication related activities to the community.	FY16	
Goal: Evolve SO/AC Structures - David Olive (3)							
Multi-Stakeholder Model Evolution	Fadi Chehade	Evolve SO/AC Structures	David Olive	Anticipate and accommodate community evolution broader geographic participation	Develop and maintain effective processes that enable current operation and future evolution of integration, participation and engagement by all community stakeholders.	FY13	Inventory and evaluate processes for for community evolution and expansion (e.g., ALS, ccNSO and GNSO Constituency application processes)

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Multi-Stakeholder Model Evolution	Fadi Chehade	Evolve SO/AC Structures	David Olive	Evolving Multi-Stakeholder Model	•Advance planning and implementation of ICANN's online education platform to support increased, informed, global involvement in ICANN •Advance planning for structural evolution of ICANN •Facilitate the development and publication of academic research on the multi-stakeholder model for DNS coordination, Internet policy development and governance	FY13	- Metrics to be determined - Identify and engage academician/s - Support development of paper
Multi-Stakeholder Model Evolution	Fadi Chehade	Evolve SO/AC Structures	David Olive	Organizational Reviews	•Conduct regular reviews of ICANN entities -- Board, NomCom, ASO, ccNSO, GNSO, ALAC, RSSAC, SSAC, Technical Liaison Group – to support their effectiveness and ongoing improvement •Support Board assessment, and development of plans to maximize improvements to each entity and benefits to ICANN as a whole	FY13	- Conduct of reviews as directed by Board