

Planning Prioritization Framework Consultations

ICANN org Planning Team
October 2021



Agenda

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 - Introduction and Overview
- ⊙ Prioritization Framework Design Elements
 - Scope
 - Frequency
 - Participants
 - Techniques
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Planning Prioritization Framework

Project Introduction and Overview

Project Overview

- **Project:** “Planning at ICANN” is one of the 15 operating initiatives in ICANN’s Operating Plan for FY21 and FY22
 - A component of this operating initiative is to deliver a draft prioritization framework as an improvement of ICANN’s overall planning process
- **Accountability:** ICANN’s planning department is leading this operating initiative and the delivery of the draft prioritization framework
- **Deliverable:** A draft prioritization framework to be used during the annual planning process

Project Scope Clarification

- **Q: Will org propose a draft framework to start from during the engagement?**

A: No, org is proposing a list of components or elements that need to be decided in collaboration with the community

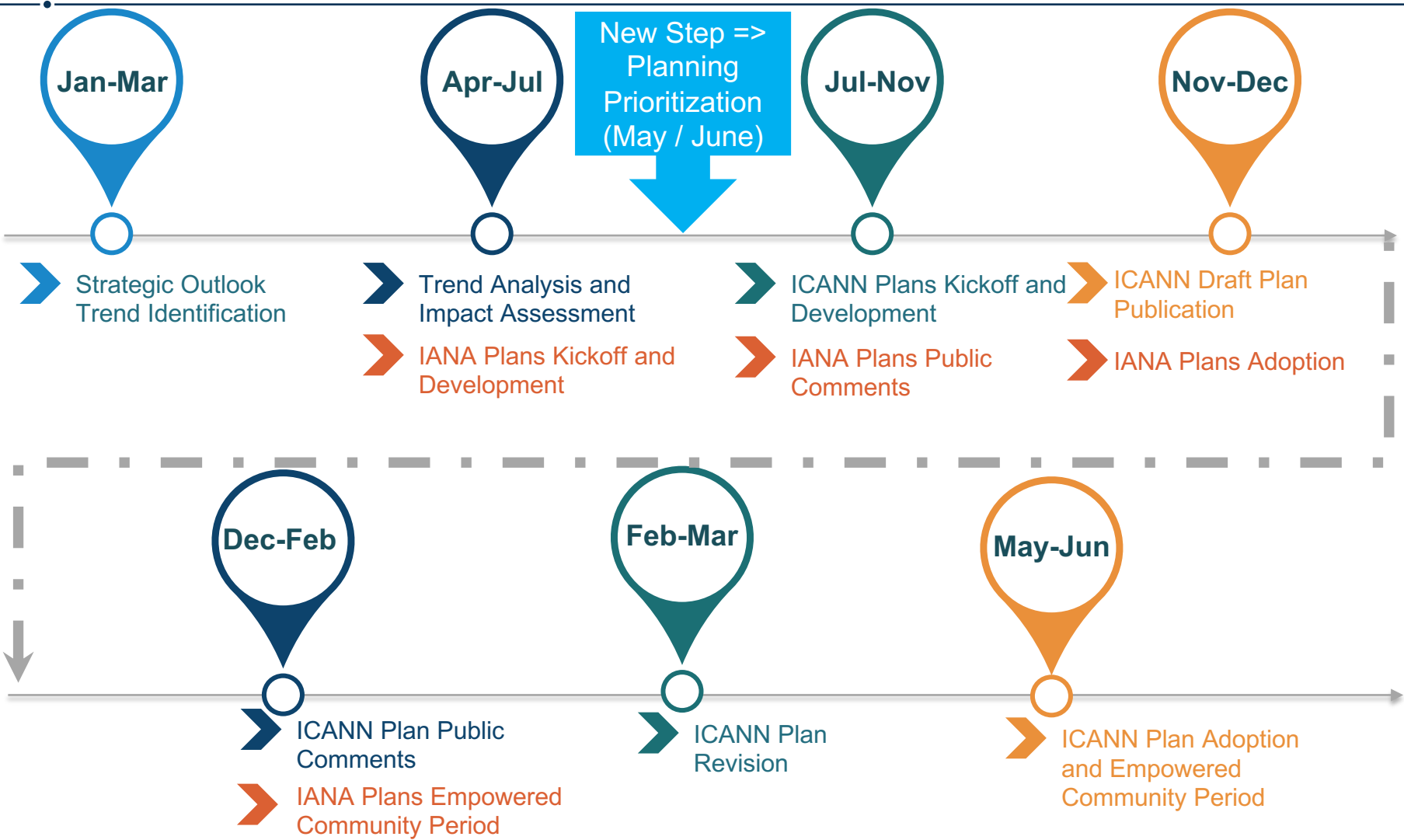
- Org is collecting broad input through consultation sessions
- Org will draft a framework based on input received
- Org will share draft of framework with the community for further engagement, leading to further input and edits and iterations

- **Q: Is the prioritization framework going to be implemented for FY23 Planning?**

A: No. The project to deliver a draft prioritization framework is taking place during the FY23 Planning process and a pilot is suggested for validation purposes

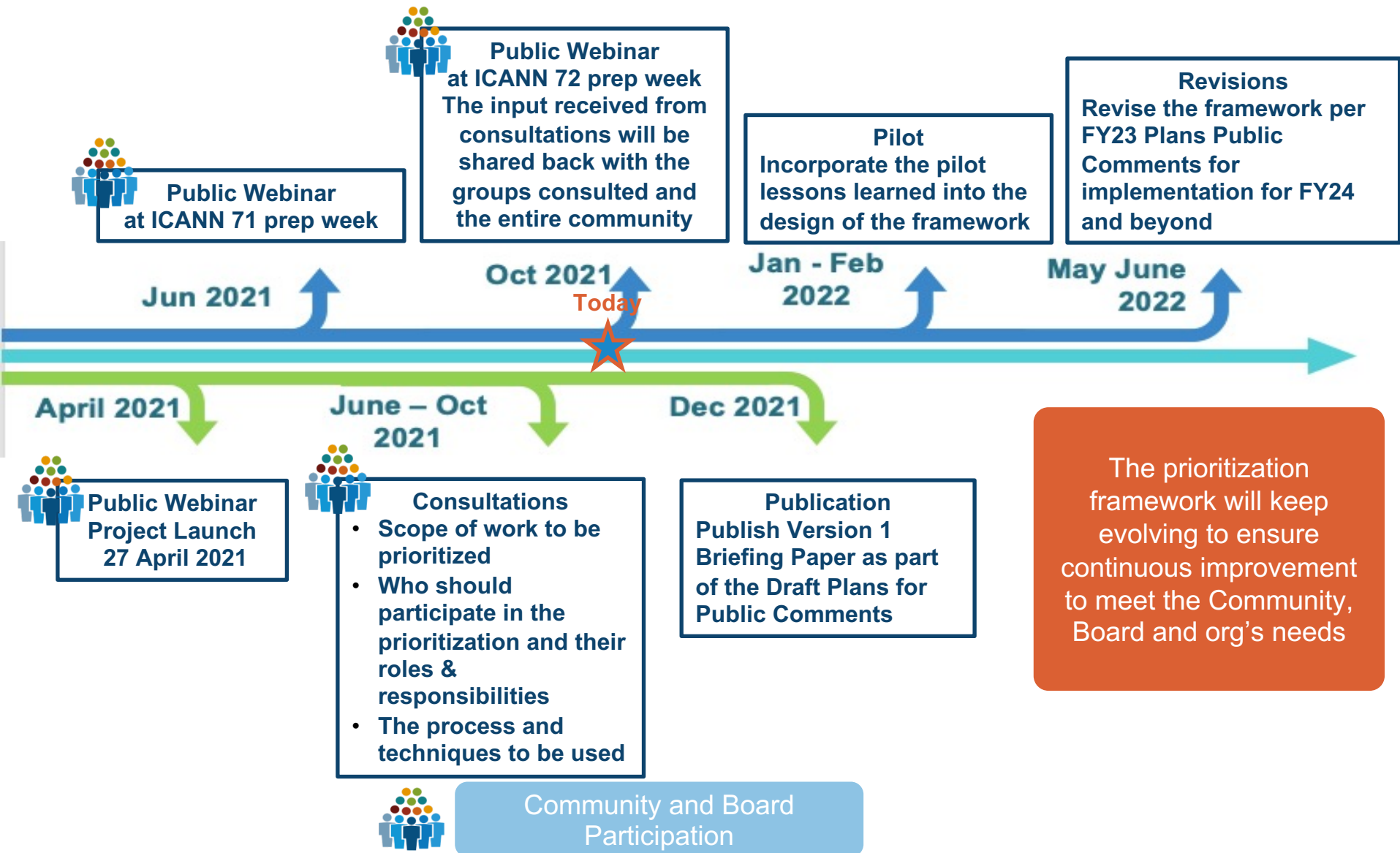
- A draft prioritization framework will be included as a resource document in the FY23 draft plans published for public comment
- Further refinement of the process will take place in calendar year 2022
- Implementation of the agreed upon planning prioritization process is expected for the FY24 planning process

Project Deliverable: New Step in the Annual Planning Process



The new Planning Prioritization Step will result in an agreed upon list of projects included in the draft development of the plans by org

Project Plan Overview



Prioritization Framework Design Elements

Overview of the Project Design Elements



Planning Prioritization Framework Design Elements selected for this session

Scope	<ul style="list-style-type: none">• Identification of the scope of activities to be prioritized
Frequency	<ul style="list-style-type: none">• Design of the frequency for prioritization planning process
Participants	<ul style="list-style-type: none">• Identification of the participants and their roles & responsibilities in the process
Techniques	<ul style="list-style-type: none">• Selection of agreed-upon prioritization techniques
Systems and Tools	<ul style="list-style-type: none">• Identification of systems, reports or tools to manage the process
Pilot	<ul style="list-style-type: none">• A pilot of the framework as a component of validation

Implementation projects

- Implementation of Cross Community Working Group (CCWG) recommendations (e.g., WS2 Recommendations)
- Implementation of Review recommendations (e.g., CCT, SSR2 and ATRT3 Recommendations)
- Implementation of Policies (e.g., System for Standardized Access to Non-Public Registration Data EPDP Phase 2 – SSAD)
- Implementation of Advice (RSS Governance working group)

Other projects

- Evolution of the Multistakeholder Model work plan
- ITI, Names Services Portal (NSP) and Compliance systems projects

Ongoing org operations and small org functional projects will not be prioritized during the annual planning process using this framework

Consultation Objective



Do you support the scope of activities proposed?



- At a minimum, this process could take place once per year as part of the annual planning process
 - Suggested timing is for a prioritization step in May and June
 - This timing permits org to receive input on prioritized work as input into the development draft operating plans
 - If beneficial the process could take place more than once per year
- Following the prioritization step, org will report back out on what projects are intended to be included in the draft operating plan

Consultation Objective



Do you agree that the prioritization should be once per year as a step in the annual Planning process?



Role and Responsibilities of Participants

- ICANN Planning team to facilitate prioritization workshops with participants during May/June
- Participants use the tools and techniques (to be determined as part of this framework) to provide recommendations of what the priorities should be
- ICANN Planning team to share results from prioritization consultations with others and encourage additional dialogue and input

Structure of Participation

1. Consultations with SO/ACs, followed by community public webinars
2. Participation in a formalized structure that is agreed upon/ developed, such as a community group or committee
3. A separate public comment process on prioritization of activities prior to development of the draft operating plans

All conducted consultations will serve as input to help ICANN org develop the draft Prioritization Framework

Consultation Objective

Which Structure of Participation would you suggest:

1. Consultations by SO/ACs and then community public webinars.
2. Form a group / committee as a formalized structure.
3. A separate public comment process on prioritization of activities prior to development of the draft operating plans.



- ⦿ The Planning Prioritization project includes the research and selection of prioritization techniques for collaborative decision-making
 - There are many factors to consider when setting priorities and the benefits of using techniques for decision making are:
 - They help rank problems or issues generated through brainstorming
 - They help apply criteria that are important to organizations/groups
 - They are tools designed to be quick and easy to use for making choices
- ⦿ The Planning Team researched 11 prioritization techniques
 - Each technique was assessed using suggested guiding principles
 - 7 techniques did not seem applicable to the ICANN multistakeholder and a not-for-profit organization
 - 4 techniques were considered as “potential” prioritization techniques
 - A combination or hybrid of techniques can also be considered
- ⦿ The 4 “potential” techniques were evaluated in terms of general pros and cons and using suggested criteria to help determine applicability to ICANN’s context

- ⦿ Org is suggesting the following **guiding principles** for assessing prioritization techniques:
 1. Inclusive of diverse stakeholder perspectives and offers a way to foster collaboration and consensus-building in reaching prioritization decisions
 2. Reflects or can embody a mission-driven approach to prioritizing work that aligns with commitments, core values, and strategic objectives
 3. Provides a systematic process for participants to understand the complexities surrounding potential project work
 4. Enables understanding of potential synergies and trade-offs of different prioritization decisions

- ⦿ Org is suggesting the following **evaluation criteria** to help determine applicability to ICANN's context:
 1. Easy to understand, avoiding unnecessary complexity, and suited for supporting decisions with efficacy.
 2. Relevant to mission-driven organizations like ICANN
 3. Collaborative in developing agreed-upon parameters to inform prioritization decisions

Community feedback on these **Guiding Principles** and **Criteria** ?

Overview of Prioritization Techniques

Techniques Researched:

1. Hierarchy of Purpose	✓	7. Thrive Guide to Prioritization
2. Transparent Choice Project Prioritization	✓	8. DACI Decision-Making Framework
3. Team Gantt	✓	9. Kano Model
4. Risk-Cost-Value-Effort (RCVE)	✓	10. Quality Function Deployment (QFD)
5. Opportunity Scoring		11. Importance/Performance Matrix
6. Value vs. Complexity		

Prioritization Techniques Highlights

Prioritization Technique	Description	Pros and Cons
1. Hierarchy of Purpose	<p>-Examines: purpose, priorities, projects, people, and performance.</p> <p>-Emphasizes alignment across organizational leadership, cascading to the rest of the organization</p> <p>-Clarifies what is most important, in priority order, providing clear direction to inform all decision-making, especially when there are multiple competing priorities</p> <p>-Applicability to ICANN: Appropriate for a mission-driven organization such as ICANN May require dialogue to reach collective understanding and agreement on the organization's hierarchy of purpose</p>	<p>Pros: Creates a clear hierarchy of purpose which, when embedded across the organization, can provide consistent and clear guidance for all decision-making on what to prioritize</p> <p>Cons: Emphasizes top-down decision making in setting a clear hierarchy of purpose and using this to inform decision-making on project priorities</p>

Prioritization Techniques Highlights

Prioritization Technique	Description	Pros and Cons
2. Transparent Choice: Project Prioritization	<p>More in-depth/complex approach using stakeholder-approved criteria and weighting acknowledge that ultimately decisions are often judgement calls that represent inherently subjective views of the people making decisions (regardless of mathematical criteria behind them).</p> <p>Applicability to ICANN: Appropriate for a mission-driven organization such as ICANN Could be useful on its own and/or applied in combination with another framework</p>	<p>Pros: Comprehensive and systematic approach to prioritization Criteria and weighting create clear expectations around decision-making Participatory approach with diverse stakeholders Improved transparency and opportunities to generate buy-in</p> <p>Cons: May be overly complex and time-consuming to develop criteria with stakeholders, assign weighting and seek stakeholder input and approval</p>

Prioritization Techniques Highlights

Prioritization Technique	Description	Pros and Cons
3. Team Gantt	<p>Simple, 5-step process based upon assessing business impact, importance, urgency, and bandwidth</p> <p>Applicability to ICANN: Can be adjusted for nonprofit organizations and some features of this approach may be useful to consider in creating a 'hybrid' framework for prioritization</p>	<p>Pros: Simple, easy to follow method Prioritizes based on urgency and importance Considers bandwidth constraints</p> <p>Cons: May be geared more toward private sector/for-profit companies in terms of 'business impact' Criteria may be unclear and leaves a lot of room for interpretation and subjectivity</p>

Prioritization Techniques Highlights

Prioritization Technique	Description	Pros and Cons
4. Risk-Cost-Value-Effort (RCVE)	<p>The RCVE Project Prioritization matrix is best used when an organization needs to prioritize a series of important issues and decide which ones it wants to focus on to achieve their strategic and operational goals. When using the RCVE matrix organizations need to carefully consider what comes out of the prioritization and to use that information as a guideline and not a definitive answer.</p> <p>Applicability to ICANN: ICANN's Strategic Outlook program already uses a similar matrix to determine whether an annual trend may require a change to the strategic plan or as input into the operating plan; this matrix seems to work well in that planning context The four criteria of RCVE may be a bit limiting for criteria such as relevance to mission and values, or dependency on other projects</p>	<p>Pros: Simple, easy to understand and use Calls for collective stakeholder clarification and articulation of definitions for each criteria. Stated to be Stakeholder-centric</p> <p>Cons: Does not allow space for additional criteria beyond RCVE Process steps seem to assume stakeholder group consensus on the ranking/placement of projects against these criteria and does not provide guidance on how to address conflicting rankings against these criteria</p>

<i>Prioritization Technique</i>	<i>Description</i>	<i>C1: ease of understanding</i>	<i>C2: reflects mission & values</i>	<i>C3: collaborative</i>	<i>Overall Applicability</i>
1. Hierarchy of Purpose	Framework tool to help prioritize strategic initiatives and projects. Examines: purpose, priorities, projects, people, and performance.				
2. Transparent Choice: Project Prioritization	More in-depth/complex approach using stakeholder-approved criteria and weighting				
3. Team Gantt	Simple, 5-step process based upon assessing business impact, importance, urgency, and bandwidth				
4. RCVE Matrix	Risk-Cost-Value-Effort Matrix for prioritizing issues in relation to organization's strategic and operational goals				
5. Possible Hybrid					

For Community Feedback

Consultation Objective



Do you agree with the recommendation of using one or a combination of couple prioritization techniques presented?



- ⦿ During the pilot phase additional reporting requirements may be identified and process improvement recommendations may be developed for the types and format of reports
- ⦿ Here are some suggestions:
 - ⦿ The status of activities eligible for prioritization should be published online on a regular basis
 - ⦿ The recommendation is to use available reporting tools, such as:
 - ICANN Rolling Five-Year Roadmap for Policy, Review and Cross-Community Working Group work (published in Appendix of the Five-Year Operating Plan)
 - The Recommendations Relating to Cross Community Working Group on Enhancing ICANN Accountability Work Stream 2 and Reviews (published in Appendix of the Five-Year Operating Plan)
 - Reports of Advisory work

- ⦿ A pilot of the prioritization framework is suggested for validation purposes
- ⦿ Expected outcome from a pilot is to have a hands-on validation of the framework
 - Lessons learned from a pilot will be input into the framework
- ⦿ The pilot is suggested on
 - Board approved review recommendations
- ⦿ Proposed timing of the pilot is January and February 2022
 - Org is designing a project plan for the pilot

Consultation Objective



Feedback on Systems and Reports?

Feedback on the suggested work plan for a Pilot and on the timing?



Recap of Consultations

SCOPE

Which scope(s) should be part of the prioritization framework?

PARTICIPANTS

1. Do you agree with the Roles and Responsibilities suggested?
2. How should we structure the participants?

FREQUENCY

Do you agree with the prioritization step to take place in May / June as consultation step of the annual planning process, prior of ICANN org develop the draft plans?

TECHNIQUES

Which techniques should be part of the prioritization framework?

REPORTS & TOOLS

Do you agree with the Reports and Tools suggested?

PILOT

Do you agree with the suggested Pilot to validate a proposed framework?

Project Next Steps and Timeline

Next Steps

Step	Timing
Complete initially planned consultations	By ICANN 72, October 2021
Publication of version 1 Draft Framework as a resource document with the Draft FY23 OP&B public comment period	Early December 2021
Run Pilot with Community	January / February 2022
Publish list of Prioritized activities from the Pilot	March 2022
Publish version 2 of the proposed Process and Implement first year of process for FY24 Planning	May & June 2022
Revise and Adjust Process as agreed upon in iterations of the annual planning process (version 3+)	On going continuous improvement

How to Get Involved in ICANN's Planning Process



Visit the Finance and Planning Community Wiki to review the latest webinars on Planning and Finance Topics

<https://community.icann.org/display/projfinadhocs/ICANN+Finance+and+Planning+Webinars>



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