

Planning Prioritization Framework Consultations

ICANN org Planning Team
July 2021



Agenda

- Introduction and Objective
- Prioritization Framework Design Elements
- Consultation #1
 - Scope
 - Participants
 - Frequency
- Consultation #2
 - Techniques
 - Reports and Tools
 - Pilot Process
- Appendix

Introduction and Objective

Project Background and Project Scope

- ICANN's planning department is leading the creation of a Planning Prioritization Framework to:
 - Help the ICANN ecosystem prioritize its work within the planning process in a manner that is transparent, inclusive, and efficient
- The planning prioritization framework and techniques will be implemented in future annual Operating and Financial Planning cycles to inform decision-making for the annual and five-year planning process
 - Timing is expected for FY24 Planning and beyond
- The purpose of this project is two-fold:
 - To design a conceptual framework with embedded techniques for making informed, collective decisions on the prioritization of ICANN's project-based work
 - To collaborate and engage with the community, Board and org to seek broad and diverse input on the approach to planning prioritization

Project Scope Clarification

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

A: No, org will propose a list of components or design elements that need to be decided upon together with the community.

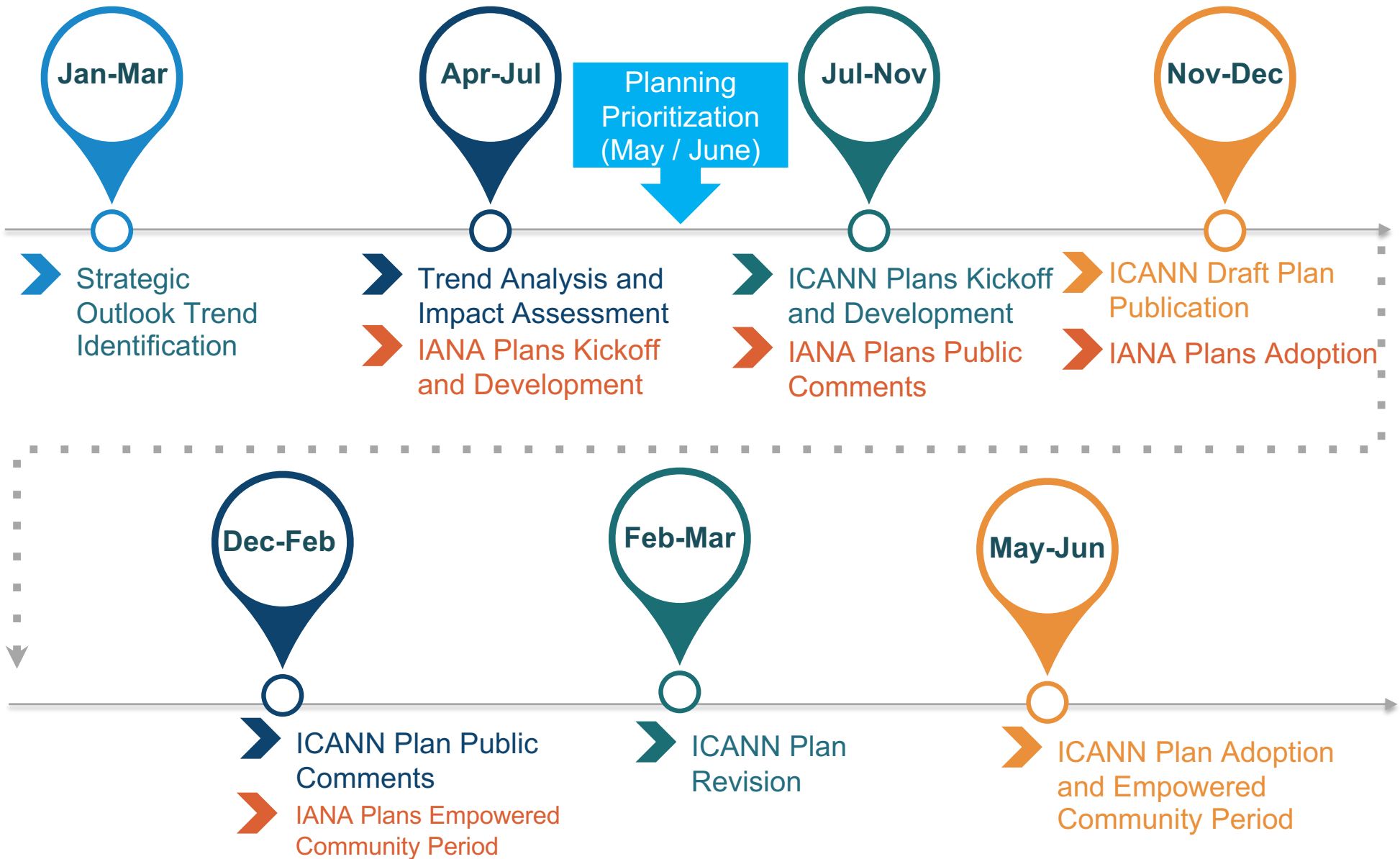
- Org will collect broad input through engagement sessions.
- Once broad input is collected and consolidated, a draft framework will then be built reflecting the input received
- The proposed framework will then be shared back with the groups consulted and the entire community for further engagement, leading to further input and edits

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

A: No, the project to design the Planning prioritization will begin during the FY23 Planning process and a pilot is suggested on one type of activities for validation purposes.

- A narrative on the proposed prioritization process design will be included in the FY23 draft plans for public comment and further refinement of the process will take place in calendar year 2022
- Implementation of the agreed upon process is expected for FY24 planning process

Planning Process Overview



Objective of Today's Consultation



Today we will focus on the 6 Prioritization Framework elements

| | |
|-------------------|--|
| Scope | <ul style="list-style-type: none">• Identification of the scope of activities to be prioritized |
| Participants | <ul style="list-style-type: none">• Identification of the participants and their roles & responsibilities in the process |
| Frequency | <ul style="list-style-type: none">• Design of the frequency for prioritization planning 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 |

Prioritization Framework Consultation #1

- **Scope**
- **Participants**
- **Frequency**

1. **Org implementation work**

- Implementation of Review Recommendations, PDPs and CCWG
- Usually are multi-year projects Work
- For examples: ATRT3 Recommendation Implementations, WS2 Recommendation Implementations.

2. **Org initiated work**

- Works that triggers work for other community members, Org and Board
- Community needs to review tech papers and provide feedback and participate
- For examples: ITI, Names Services Portal (NSP) and Compliance systems projects

3. **Community initiated work**

- Works that trigger work for other community members, Org and Board
- Other SO/ACs need to review and provide feedback and participate
- For examples: Policy Developments

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

Consultation Objective



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



Role and Responsibilities of Participants

1. ICANN Planning team to facilitate prioritization workshops with participants during May / June
2. Participants use the tools and techniques (to be determined as part of this framework) to provide recommendations of what the priorities should be
3. ICANN Planning team to share prioritization consultation output for further input opportunities

Structure of Participants

1. Consultations by SO/ACs and then community public webinars
2. Form a group / committee as a formalized structure (similar to ATRT3 rec 5, see appendix for reference)
3. A separate public comment process on prioritization of activities prior to development of the draft operating plans

All consultations received will be input and prior of ICANN org developing the draft plans

Consultation Objective



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



- 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 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?



Recap of Discussion

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?

Prioritization Framework Consultation

- **Techniques**
- **Reports and Tools**
- **Pilot Process**

Introduction

- ◎ 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
 - Note a combination or hybrid of techniques can also be considered
- ◎ 4 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 informing potential criteria and the process 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

Feedback community on these **Guiding Principles** and **Criteria** ?

Consultation Objective



Do you agree with the guiding principles and evaluation criteria suggested?
Do you agree with the concept of using 2 techniques or a hybrid?



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 with the Board/Executives/community 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: Unclear where and how the bottom-up community approach fits in since it 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 May be confusing for some stakeholders Could end up 'over-sharing' information in terms of internal decision-making and rationale</p> |

Prioritization Techniques Highlights

| Prioritization Technique | Description | |
|--------------------------|---|---|
| 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' Terminology is unclear and leaves a lot of room for interpretation and subjectivity</p> |

Prioritization Techniques Highlights

| Prioritization Technique | Description | |
|---|---|---|
| 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 the leaders 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/matrix may be a bit limiting for the as other 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 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 do not provide guidance on how to address conflicting rankings against these criteria</p> |

Techniques

- Selection of agreed-upon prioritization techniques

| <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 using
prioritization techniques?**

**Feedback on the evaluation
of the techniques and
selection process?**



- ⦿ 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 as Appendix A in the Five-Year Operating Plan)
 - The Recommendations Relating to Cross Community Working Group on Enhancing ICANN Accountability Work Stream 2 and Reviews (published as Appendix B in the Five-Year Operating Plan)
 - Reports of Advisory work

Pilot

- A pilot of the framework as a component of validation

- ◉ A pilot of the prioritization framework is suggested on Board approved review recommendations

Expected outcome from a pilot

Why Review Recommendations

Design of a work plan for a pilot

Expecting timing

Consultation Objective



Feedback on Systems and Reports?

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



Recap of Discussion

TECHNIQUES

Which techniques should be part of the prioritization framework?

REPORTS & TOOLS

1. Do you agree with the Reports and Tools suggested?

PILOT

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

Suggested Community, Board and Org Consultations

The objective of consultations is to collect diverse stakeholder input to inform the iterations of the draft prioritization framework

The consultation will include informal engagements among community, Board, and org. and public webinars to brief the entire community on the proposed prioritization framework and invite feedback on the approach

● Suggested Community consultations

SO/AC Leadership or designated member from SO/ACs

SO/AC established groups focused on planning and financials:

- ccNSO Strategic and Operational Planning Committee (SOPC)
- GNSO Standing Committee on ICANN's Budget & Operations Planning (SCBO)
- ALAC Operations, Finance and Budget Working Group (OFB-WG)

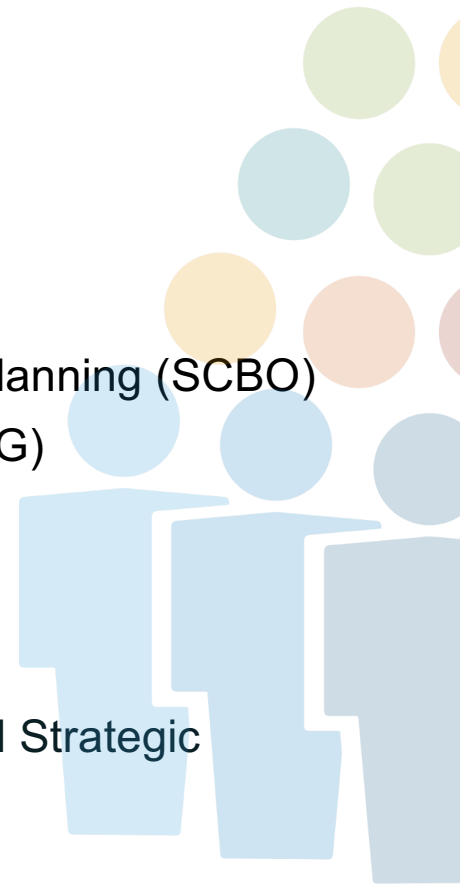
ATRT3 Implementation Shepherds

Public webinars and Regional webinars

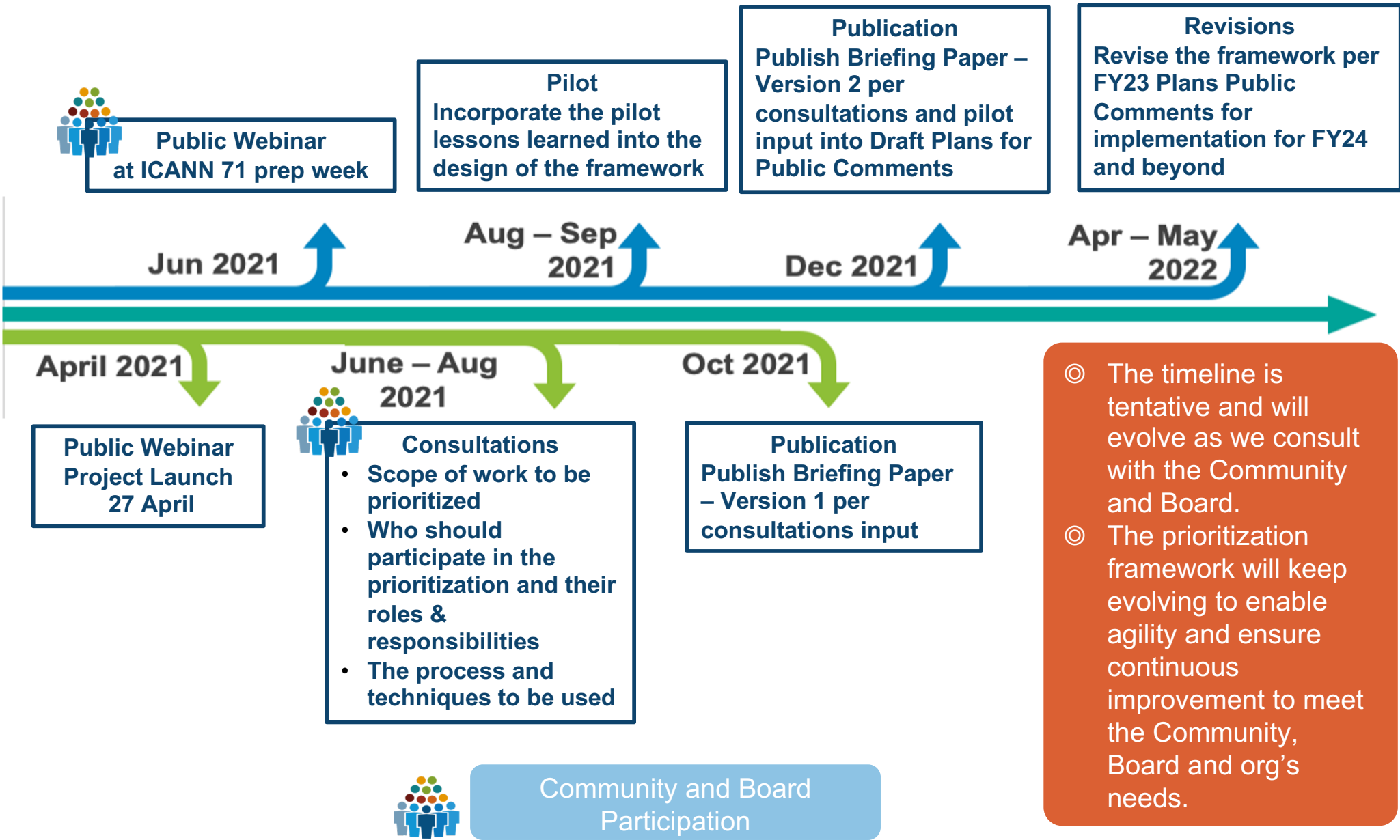
● Suggested org and Board consultations

Board caucus group on Budgeting and Prioritization (BPCR), Board Strategic Planning Committee (BSPC) and Board Finance Committee (BFC)

Org Executive Team and org Planning Liaisons



Project Steps and Tentative Timeline



Appendix

ATRT3 Recommendation 5 Summary Reference

Discussion about structure like ATRT3 Recommendation:

- ATRT3 recommended a community led entity with one representative by SO/AC, org and Board (final report [link](#)):
 - This approach was specifically only focused on prioritization of community recommendations, and it does not consider operating initiatives which is work to support the ICANN Strategic Plan nor org functional activities
- The Board and ICANN org shall use the following guidance for the creation of a community-led entity tasked with operating a prioritization process.
 - All SO/ACs shall have the option of participating or not in this process. Those SO/ACs wishing to participate in the prioritization process shall have one member per SO/AC.
 - Additionally, the Board and the org shall also each have a member.
- The Board and ICANN org shall also take into account the following high-level guidance for the prioritization process:
 - Shall operate by consensus of the individual SO/ACs, Board, and org members that are participating in the prioritization process
 - Must be conducted in an open, accountable, and transparent fashion and decisions justified and documented.