

Triage..

 Future role of Triage committee

What problem needs to be addressed?

One of the basic problems the ccNSO (Council) is facing is balancing workload (portfolio of activities) against the available resourcing (effort).

Finding a sustainable balance is critical to the ccNSO for various reasons:

- Added value of ccNSO for ccTLD community. If the balancing succeeds, it shows that work gets done in the ccNSO and it is able to deliver on its promises)
- Credibility and reputation of the ccTLD community in the ICANN environment. If the ccNSO is able to deliver the ccNSO will be viewed as a reliable partner, living up to its promises.
- Predictability and stability of the ccNSO.

Workload or activities of the ccNSO

The total ccNSO workload over a specified period (1 month, 3 months, 6 months, 1 year, 2 years, 5 years to list the most common periods used) comprises of all activities expected to be undertaken during that period. Depending on the timeframe, this may include the work already undertaken, anticipated, and unforeseen. Example of a major unforeseen work item in 2013 from a 2 year planning period was the IANA Stewardship Transition.

The activities the ccNSO is expected to undertake (already started or anticipated) are included, documented and scheduled in the ccNSO activities portfolio. The activity is the list of activities documented and includes work programs (Work program = set of related projects and/or activities) projects (project= activity with clear start and end-date and defined result), and activities (Activity= all other work items)

The workload varies over time (is dynamic):

- There is a basic list of activities that - no matter what - the ccNSO has to complete in timely. Example Board nominations, Council elections
- Activities are added (at request of ICANN, ccTLD community or by decision of the ccNSO Council)
- Activities are deferred (explicit or implicit)
- Activities are completed
- Activities become obsolete, again explicit or implicit (nobody does anything anymore). Example of the first, actions which are overtaken by time. Example of the second: the GAC-ccNSO working group, which was dormant for years.

Adding individual work items

To date the ccNSO (Council) through the Triage Committee, has been able to propose an action in response to individual external requests..

The Triage committee nor Council has looked at individual work items proposed by Council i.e analyzed the impact or efforts required and hence feasibility.

To date the ccNSO (Council) has used the work-plan to create a base line of activities and as reminder when actions may be due. The ccNSO has not actively managed activities on completion, not at individual level nor at program or portfolio level.

Resourcing of the ccNSO

The main resources available to the ccNSO are:

- Volunteers i.e. representatives from ccTLD to participate in completion of work item. Participation is critical to legitimise the end result, credibility of the ccNSO
- ICANN Staff (secretariat. including contractors. others)

- Tools (for collaboration, documentation etc)

The level of resources needed per activity depends on the actions required to complete the activity, which range from a multi-year PDP to sending an email.

Resources are limited.

Although the ccNSO is expected to deliver on its work items, the resources / capacity to undertake the work are NOT under the control of the ccNSO. Resourcing, in particular the availability of "volunteers" varies, both per activity and over time. Critical factors are - among others - relevancy of the topic for the volunteers and/or their employer the ccTLD Manager and time that is available (rule of thumb: 4 hours per week)

Expanding the role of the Triage Committee with respect to resourcing

To date the Triage committee has looked at potential capacity needs of an individual capacity to decide whether or not to propose an action. However, capacity needed is not viewed in context of overall portfolio level of activities and resources.

Proposed solution and way forward

The Triage committee should oversee the execution of the activities included in the ccNSO activity portfolio and propose to Council whether to add or remove (individual) activities to the portfolio using a coherent and agreed upon decision-method.


The Triage Committee should base their principal work on regular review of the activity portfolio and continue their advice to Council.

In addition, the Council should include in their decision- making process to start an activity or create working groups, statements, etc. an assessment of the impact on the ccNSO and ccTLD community and the effort it will take to get to the result. This assessment could be provided by or under auspices of the Triage Committee

Note that finding and soliciting new volunteers to participate and explaining the value of the ccNSO in general and activities (at portfolio, program or individual level) to the broader community is the role of the OISC.

▼ adding new work item?


Impact analysis & comparison

 Basic criteria : Impact on ccTLDs and the ccNSO. Criteria to be used to determine the impact assessment include, among others: operational, technical, financial, reputational impact

Value assessment will show the business value the feature can add to your product or your business.


The scale of measurement can be very elaborate (using a multifactor assessment, which result in a value between for the value/impact and effort) or simple High, Middle, Low (or even Negative for impact)

Effort analysis & comparison

 Limited to availability or resources.

Start by setting the factors you could optimize for (e.g., timing, budget, revenue complexity, etc.). Then decide which are absolute must-haves. Finally, use those as the basis for evaluating and prioritizing every project work.

Define criteria analysis

 <https://ccnso.icann.org/sites/default/files/field-attached/graphical-representation-triage-process-12mar20-en.pdf>

Need to think through when a work item will be added to the list.

1. Use the PACE or similar approach?

Issues to consider:

Align customer inputs when selecting prioritization criteria

The business decisions you make as a team affect the customers in the end. Teams might think that since they own the resources that can make the features come into life, they will decide what the most important feature is at the time. However, the team is not the “customer”. The project / activity exists to support the customers and stakeholders, so they should be the ones who select the criteria. This doesn’t mean, the project team can’t own the “process” of selecting criteria, like run a brainstorming workshop. But the stakeholders should own the selection of criteria. Discover what your customers and users need and deliver them on the top of the priority list.

Question: who is customer of Triage> Council? ccNSO membership, broader ccTLD community, ICANN community?

Prioritize work depending on what you know

Group-think can be misleading. When there is a brainstorming session, ideas might come up that would push the project forward. Too many ideas, in the end, prove to be futile because you only have so many resources and deadlines. To keep exciting but ultimately useless ideas from sidetracking you, use a consistent set of criteria to weigh all ideas and tasks that come up.

Start by setting the factors you could optimize for (e.g., timing, budget, revenue complexity, etc.). Then decide which are absolute must-haves. Finally, use those as the basis for evaluating and prioritizing every project work.

Prioritize with a specific time frame in mind

Saying no can be hard, when there’s so many good ideas. But creating a never-ending backlog can lead to confusion and demoralization in the project team.

The solution: do prioritization for a specific timeframe. This way you say you can’t do the feature this quarter, not saying entirely no.

Focus on the big picture

When there are prioritization meetings and too many people are coming up with too many ideas, it might seem impossible to agree on a few common things. However, the focus should be on a certain goal which needs to be accomplished to be able to keep working on the big picture. Agree on top-level goals as the first thing, and stick to them. Not easy to do, but simple. If a project doesn't align with at least one of the goals, it goes in the "won't do" section.

 **be cautious with this method**

The tendency to underestimate effort.

There are several reasons for this, most having to do with cognitive biases:

- Optimism and wishful thinking
- Inaccurate recollection of the time past similar tasks took.
- Over-focus on execution and completion
- Underestimation of the occurrence of random events
- Scaling issues — as the size of the project increases our ability to accurately project its duration further decreases.
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The tendency to overestimate impact.

The two main contributing factors are:

- No clear metrics — often whether a project or task were successful or not is a matter of interpretation because no success criteria was specified in advance.
- We tend to remember our good predictions and forget the bad ones (or attribute them to others).

▼ oversight Work plan

Projects

Ongoing activities

resourcing of projects and activities

monitor progress

 Progress monitoring requires:

- what to monitor and metrics


Monitor: progress against planned end date

Metrics: deliverable still

Also: upcoming activity(for example Council election; included in activity list upcoming period/ started and foreseen at anticipated time?

▼ work item added?

meet criteria?

 Criteria for adding work items to the portfolio need to be defined. Also note that not all activities are included in the portfolio.

PACE Analysis?

Purpose: A PACE (Priority, Action, Consider, Eliminate) matrix helps you prioritize the tasks and preparations you will need to complete to be prepared

1. Create a Task List. Determine some common tasks that need to be completed to fully prepare
2. Determine what your definitions are for **Difficult** and **Easy Implementation Effort** and **High** and **Low Anticipated Benefit**.
3. Use the PACE Prioritization Matrix and the Task List to add tasks to your matrix. Draw in the numbered circles into the Matrix where you think they should go on the Matrix according to *Effort* and *Benefit*.
4. Use the Matrix to guide your preparedness.

Priority – These tasks have the highest anticipated benefit and are the easiest to implement. These should be implemented first.

Action – These tasks have slightly lower benefit but are still relatively easy to implement. These should occur as a follow-up after the P tasks have been implemented.

Consider – After P and A tasks have been implemented review the tasks that were in the Consideration area. You can decide whether the difficulty encountered with implementation is worth the benefit.

Eliminate – These tasks should be eliminated because their (low) benefit is not worth the high cost in effort.

Update workplan

How to build an impact effort matrix

The time required to construct an impact effort matrix depends on the organization, the size of the group, and the objectives of the session. However, there is no reason why you can't brainstorm, prioritize, and develop a consolidated action plan in less than an hour.

Objective

Define a clear objective for the impact effort analysis.

Brainstorm

Think of all the current activities required to achieve your objectives.

Group

Collate and consolidate the list.

Position

Assess the impact and effort of each activity and position on the matrix.

Action Plan

Identify actions, and assign responsibilities and timeframes. Start with Quick Wins and Major Projects.

Share

Share the outcomes of the session, including the action plan, to relevant stakeholders.

▼ Process management


Reporting

Meetings

Documentation


▼ Next Steps Actions

Adjust Charter

 Currently the Triage Committee is dedicated to quickly reviewing incoming requests for input and making a suggestion to the ccNSO Council on how to react on the requests


If Triage committee is to take on new role charter should be e

Agree on methodology

 Strengths, Opportunities aspirations and Results analysis for coherency of approach

Define impact- effort analysis and its use
relate to ICANN Framework?

update ccNSO activity portfolio

 Refine projects/pdp
resource guesstimate
define milestones/results