Planning Prioritization Framework Project

ICANN72 Prep Week

Presented by: ICANN org Planning Team

Webinar Presentation
13 October 2021

Webinar Information

This session is recorded.

This session is scheduled to last 1.5 hours.

Presentation is published here:
https://72.schedule.icann.org/meetings/dEJLQMNquxwkG3uvX

Q&A will be during and at the end of the presentation.

Agenda

- ⊙ Planning Prioritization Framework Project

  - ○ Introduction and Overview

- ⊙ Prioritization Framework Design Elements

  - ○ Scope

  - ○ Participants

  - ○ Frequency

  - ○ Techniques

  - ○ Systems and Tools

  - ○ Pilot

- ⊙ Next Steps and Timeline

Planning Prioritization Framework

Project Introduction and Overview

Project Background

- Prioritization continues to be critical in supporting the needs and demands of ICANN's global community

  o The large volume and complexity of implementation work resulting from policy and review work contributes to the need for ICANN to prioritize the implementation work

- By working together to improve the way ICANN plans its activities, the community, Board, and org can determine what work needs to be prioritized and how ICANN can use its resources most efficiently

- The Planning Prioritization Framework will address the overarching problem of the community, org and Board trying to do everything at once by using a decision-making framework to prioritize activities

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?**

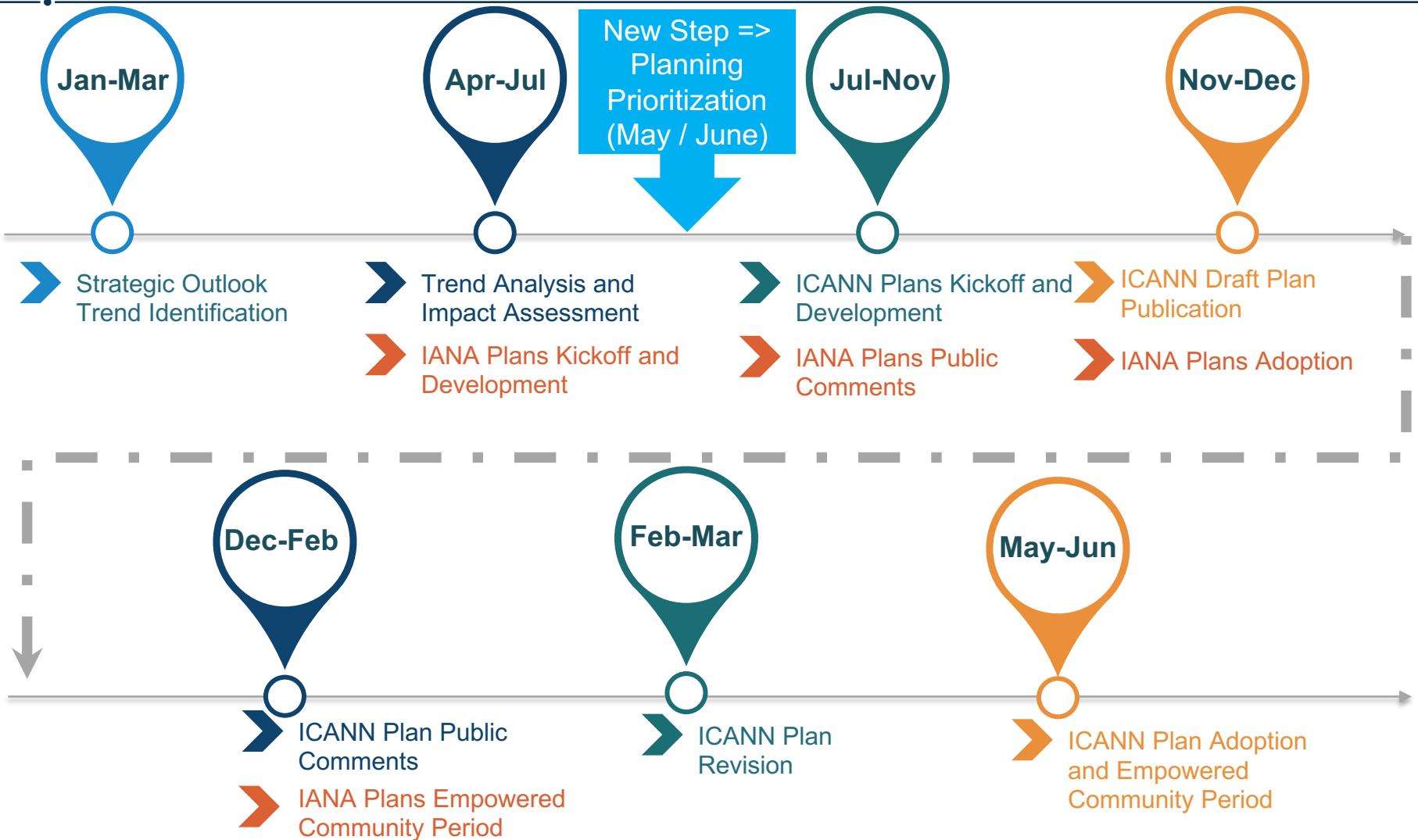A: No, org is proposing a list of components or elements that need to be decided in collaboration with the community

  o Org is collecting broad input through consultation sessions

  o Org will draft a framework based on input received

  o 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
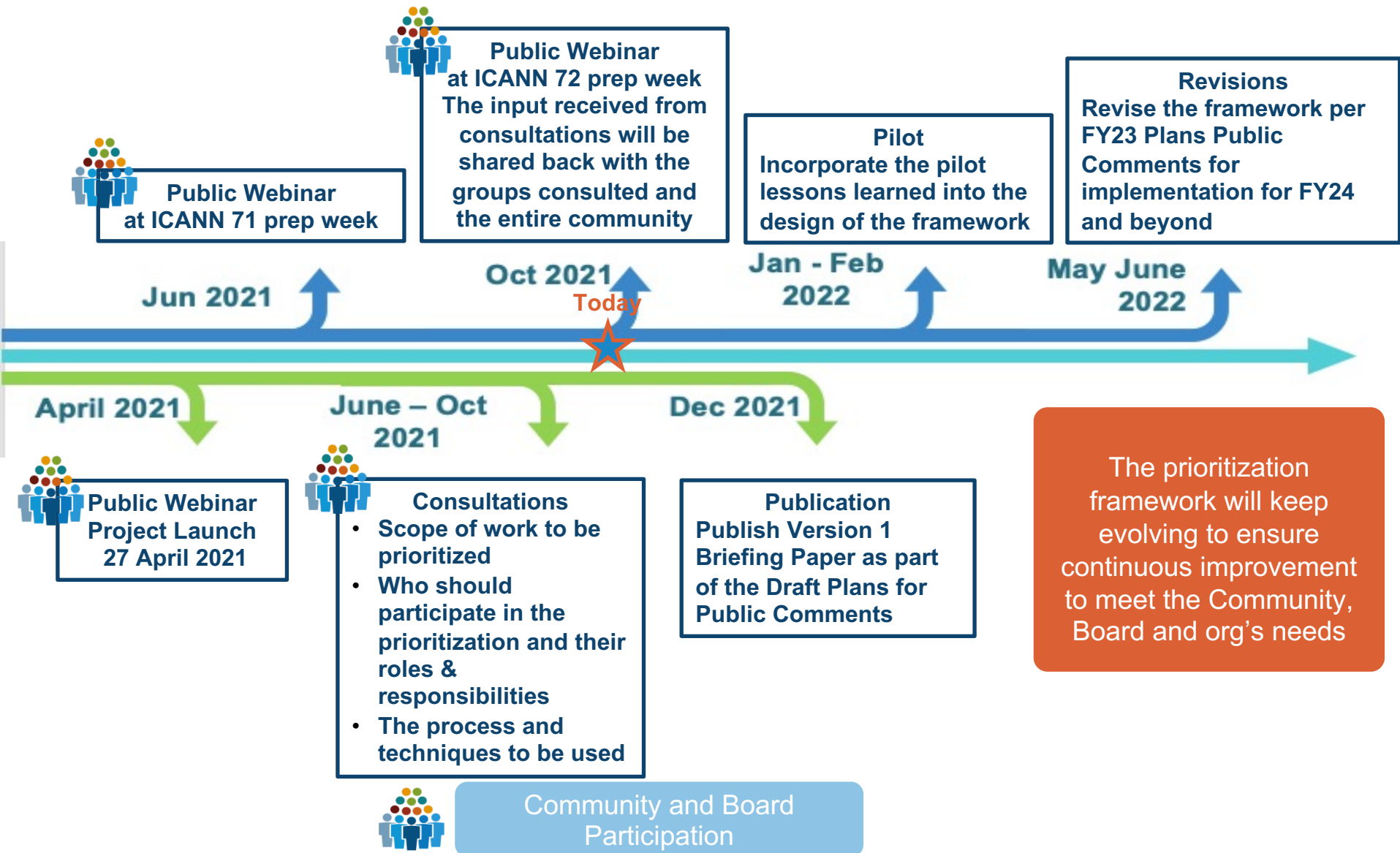
  o A draft prioritization framework will be included as a resource document in the FY23 draft plans published for public comment

  o Further refinement of the process will take place in calendar year 2022

  o Implementation of the agreed upon planning prioritization process is expected for the FY24 planning process

Project Deliverable: New Step in the Annual Planning Process

Jan-Mar

Apr-Jul

New Step => Planning Prioritization (May / June)

Jul-Nov

Nov-Dec

- Strategic Outlook Trend Identification
- Trend Analysis and Impact Assessment
- IANA Plans Kickoff and Development
- ICANN Plans Kickoff and Development
- IANA Plans Public Comments
- ICANN Draft Plan Publication
- IANA Plans Adoption

Dec-Feb

Feb-Mar

May-Jun

- ICANN Plan Public Comments
- IANA Plans Empowered Community Period
- ICANN Plan Revision
- ICANN Plan Adoption and Empowered Community Period

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

Public Webinar at ICANN 71 prep week

Public Webinar at ICANN 72 prep week
The input received from consultations will be shared back with the groups consulted and the entire community

Pilot
Incorporate the pilot lessons learned into the design of the framework

Revisions
Revise the framework per FY23 Plans Public Comments for implementation for FY24 and beyond

Jun 2021

Oct 2021
Today

Jan - Feb 2022

May June 2022

April 2021

June – Oct 2021

Dec 2021

Public Webinar Project Launch 27 April 2021

Consultations
- **Scope of work to be prioritized**
- **Who should participate in the prioritization and their roles & responsibilities**
- **The process and techniques to be used**

Publication
Publish Version 1 Briefing Paper as part of the Draft Plans for Public Comments

The prioritization framework will keep evolving to ensure continuous improvement to meet the Community, Board and org's needs

Community and Board Participation

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 consultations include informal engagements among community, Board, and org as well as public webinars to brief the entire community on the proposed prioritization framework, and invite feedback on the approach

- **Community consultations**
  - SO/AC Leadership or designated members from SO/ACs
  - SO/AC established groups focused on planning and financials:
    - ccNSO Strategic and Operational Planning Committee (SOPC)
    - At-Large Operations, Finance and Budget Working Group (OFB-WG)
  - ATRT3 Implementation Shepherds
  - Public webinars and Regional webinars

- **ICANN org and Board consultations**
  - ICANN org Executive Team and Planning Liaisons
  - Board caucus group on Budgeting and Prioritization (BPCR), Board Strategic Planning Committee (BSPC) and Board Finance Committee (BFC)

Prioritization Framework Design Elements

Objective of Consultations

Planning Prioritization Framework Design Elements

Scope	• Identification of the scope of activities to be prioritized
Participants	• Identification of the participants and their roles & responsibilities in the process
Frequency	• Design of the frequency for prioritization planning process
Techniques	• Selection of agreed-upon prioritization techniques
Systems and Tools	• Identification of systems, reports or tools to manage the process
Pilot	• A pilot of the framework as a component of validation

Scope

Identification of the scope of activities to be prioritized in the annual planning process

Implementation projects

◉ Cross community working group (CCWG) Recommendations (e.g., WS2 Recommendations)

◉ Review Recommendations (e.g., CCT, SSR2 and ATRT3 Recommendations)

◉ Policy Development Implementation (e.g., System for Standardized Access to Non-Public Registration Data EPDP Phase 2 - SSAD)

◉ 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?

❖ Please raise your hand in zoom and provide input

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

1. **Do you agree with the Roles and Responsibilities suggested?**

2. **How should we structure the participants?**

❖ Please raise your hand in zoom and provide input

◉ At a minimum, this process could take place once per year as part of the annual planning process

  o Suggested timing is for a prioritization step in May and June

  o This timing permits org to receive input on prioritized work as input into the development draft operating plans

  o 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

- The Planning Prioritization projects 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 generating 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 research 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 of 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

Consultation Objective

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

❖ Please raise your hand in zoom and provide input

- The Planning Prioritization project includes the research and selection of prioritization techniques for collaborative decision-making
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- 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** ?

Consultation Objective

1. **Do you agree with the guiding principles and evaluation criteria suggested?**

2. **Do you agree with the concept of using 2 techniques or a hybrid?**

❖ Please raise your hand in zoom and provide input

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**	-Examines: purpose, priorities, projects, people, and performance. -Emphasizes alignment across organizational leadership, cascading to the rest of the organization -Clarifies what is most important, in priority order, providing clear direction to inform all decision-making, especially when there are multiple competing priorities -**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	**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 **Cons:** Emphasizes top-down decision making in setting a clear hierarchy of purpose and using this to inform decision-making on project priorities

Prioritization Techniques Highlights

Prioritization Technique	Description	Pros and Cons
2. **Transparent Choice: Project Prioritization**	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). **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	**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 **Cons:** May be overly complex and time-consuming to develop criteria with stakeholders, assign weighting and seek stakeholder input and approval

Prioritization Techniques Highlights

Prioritization Technique	Description	Pros and Cons
3. Team Gantt	Simple, 5-step process based upon assessing business impact, importance, urgency, and bandwidth **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	**Pros:** Simple, easy to follow method Prioritizes based on urgency and importance Considers bandwidth constraints **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

Prioritization Techniques Highlights

Prioritization Technique	Description	Pros and Cons
4. **Risk-Cost-Value-Effort (RCVE)**	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. **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	**Pros:** Simple, easy to understand and use Calls for collective stakeholder clarification and articulation of definitions for each criteria. Stated to be Stakeholder-centric **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

Prioritization Technique	Description	C1: ease of under-standing	C2: reflects mission & values	C3: collaborative	Overall Applicability
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

1. Do you agree with using prioritization techniques?

2. Feedback on the evaluation of the techniques and selection process?

❖ Please raise your hand in zoom and provide input

Systems and Tools

⦿ 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:

    o ICANN Rolling Five-Year Roadmap for Policy, Review and Cross-Community Working Group work (published in Appendix of the Five-Year Operating Plan)

    o 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)

    o 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

1. **Feedback on Systems and Reports?**

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

❖ Please raise your hand in zoom and provide input

Recap of Consultations

SCOPE

Do you support the scope of activities proposed?

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 to the development of the draft plans by org?

TECHNIQUES

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

SYSTEMS & TOOLS

Do you agree with the Reports and Tools suggested?

PILOT

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

Next Steps and Timeline

Next Steps

Step	Timing
Complete initially planned consultations	By ICANN 72, October 2021
Prepare summary of the consultations input	Mid November 2021
Prepare a Proposed Draft Framework briefing document	Mid November 2021
Review and validation by Org SMEs, Executive Team and Board	Late November2021
Publication of Draft Framework briefing (version 1) as a resource document with the Draft FY23 OP&B public comment period	Early December 2021
Prepare for a hands-on Pilot process	Mid December 2021
Run Pilot with Community	January/February 2022
Revise process based on public comments and/or Pilot. Review and validation by Org SMEs, Executive Team and Board	April 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

Questions and Answers

❖ Please raise your hand in zoom if you want to ask a question
❖ Unmute your microphone to ask questions when it is your turn
❖ Mute your microphone when not speaking

❖ Type your questions in the chat

How to Get Involved

Attend the ccNSO: Strategic and Operating Planning Standing Committee Session on the ICANN Prioritization Framework and how it could work in practice from a community perspective. (26 Oct at 19:30 UTC)

Visit 72.schedule.icann.org

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

https://community.icann.org/display/projfinadhocws/ICANN+Finance+and+Planning+Webinars

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✉ Email the planning team with any questions ▶ **planning@icann.org**