
ICANN Specific Reviews - Second Registration Directory Service Review (RDS-WHOIS2)

Recommendation 15.1 - Implementation Documentation

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RDS-WHOIS2 Final Report: <https://www.icann.org/zh/system/files/files/rds-whois2-review-03sep19-en.pdf>

Board resolution on RDS-WHOIS2 Final Report: <https://www.icann.org/resources/board-material/resolutions-2020-02-25-en#1.a>

- Recommendation submitted: September 2019
- Recommendation approved: February 2020
- Implementation completed: December 2022

See <https://community.icann.org/display/WHO/Implementation> for more information on RDS-WHOIS 2 implementation.

RDS-WHOIS2 Recommendation 15.1

The ICANN Board should ensure that implementation of RDS-WHOIS2 Review Team recommendations is based on best practice project management methodology, ensuring that plans and implementation reports clearly address progress, and applicable metrics and tracking tools are used for effectiveness and impact evaluation.

Board Action on RDS-WHOIS2 Recommendation 15.1

The Board approves this recommendation, recognizing the work currently underway, in alignment with ATRT3.

Final Implementation Report

To address RDS-WHOIS2 Recommendation 15.1, ICANN org carried out an internal analysis of the way non-policy recommendations were being implemented at ICANN and identified gaps between the production and approval of a recommendation, and the time of its implementation. ICANN org announced the formation of the Implementation Operations department (IO), effective 1 July 2020, to tackle this fundamental need in the ICANN ecosystem to systematically address the non-policy recommendations and related implementation work.

Through a RACI (Responsible-Accountable-Consulted-Informed) model, the Implementation Operations department bears the responsibility for implementation and delegates to the appropriate ICANN functions and departments the implementation design and work in accordance with a project plan that is agreed at the executive level. Functions and departments, as directed by their designated Executive Team member, are responsible for delivering on agreed tasks in accordance with the project plan, and for reporting progress through the mechanism identified by the Implementation Operations department.

The Implementation Operations department has appropriate resources to allow for implementation work to be carried out thoroughly, effectively, and in a sustainable manner, in collaboration with the recently created Planning department that oversees [prioritization](#) of work by the community.

Since its creation, the Implementation Operations department has deployed new and improved reporting tools to show work plan adherence and provide transparency into the envisioned implementation work, including any adjustments needed to the initial implementation design. The development of implementation status labels with associated definitions and color-coding for reports and web pages, quarterly reports as well as the improved web pages have contributed to increasing visibility on, and understanding of, the implementation status of recommendations. See RDS-WHOIS2 implementation [community wiki page](#) as an example.

When tasked with a non-policy implementation project, the Implementation Operations department convenes a cross-functional project team of subject matter experts (SMEs), using the organization's project management framework.

Furthermore, the Implementation Operations department supports the prioritization effort for Specific Review Board-approved recommendations by collecting input from SMEs, confirming the recommendation as eligible for prioritization (not tied to a dependency) and the organization's proposed priority level.

Once the prioritization exercise is completed, the Implementation Operations department oversees and guides the cross-functional project team through:

- Implementation Design and Implementation

The implementation design is the combination of implementation strategy and rationale for operationalizing implementation. It entails articulating deliverables, evaluating risks and dependencies that may affect the timeline, determining roles and responsibilities, running an inventory of existing work that can be leveraged and costing out resources needed.

The implementation design paper is structured to facilitate the implementation work and requires identifying metrics and Key Performance Indicators (KPIs) to the extent possible to better track the work progress for each action that makes the implementation strategy.

The implementation design is translated into a cross-functional work plan which sets the basis for the reporting on the implementation project (conducted on a quarterly basis).

Throughout the implementation effort, the Implementation Operations department engages with SMEs to record progress updates against the set work plan.

- Implementation Documentation

The implementation documentation is the completion report that records a recommendation's implementation's journey. It serves to demonstrate implementation, to document the actions performed and how they contributed to addressing the desired results and outcomes. The template requires SMEs to self-assess to what extent implementation is meeting the intended improvements and its effectiveness. The implementation documentation report provides rationale for how the implementation was operationalized, in a given context, and provides rationale for any delay or variances, if any.

In addition to strengthening the transparency of the process, the documentation is a resource to any future community group assessing the implementation of

recommendations (e.g., the assessment of prior implementation work is part of any Specific Review team's mandate).

The Implementation Operations department also produces a final completion report for each Specific Review that will complement individual reports for implementation. The final completion report includes implementation documentation for approved and implemented recommendations, the rationale for those that were rejected (as noted in a Board action) and any other action on recommendations (e.g., those passed through to other groups).

The creation of the Implementation Operations department, as well as the improved project management culture and training provided to org members, have contributed towards improving the way non-policy recommendations are being addressed by org.

Rationale

This recommendation is complete at the time of evaluation and implementation. The actions developed to implement improvements (to the extent possible) articulated in Recommendation 15.1 correspond to best practices, and are suitable to the ICANN environment.

Timeline

Expected implementation date: December 2022

Final implementation date: December 2022

Milestones

July 2020 – Creation of Implementation Operations Department

2021-2022 – Creation of template for implementation design and implementation documentation

2022 - Development of an enhanced reporting through project plan tool, elaboration of implementation status labels, definitions and color coding, revamp of wiki and org pages

As it relates to RDS-WHOIS2:

May 2022 – Prioritization of Board approved RDS-WHOIS2 recommendations eligible for prioritization

June 2022 – Cross-functional project team on implementing Specific Reviews created

August 2022 – Cross-functional project team completes implementation design and design is translated into a work plan

October 2022 – Update on status of Board approved RDS-WHOIS2 recommendations included in the FY22 [Annual Reviews Implementation Report](#)

December 2022 – Elaboration of first quarterly report on status of Board approved RDS-WHOIS2 recommendations