



ICANN Organization - Performance Management – May 2017

Agenda

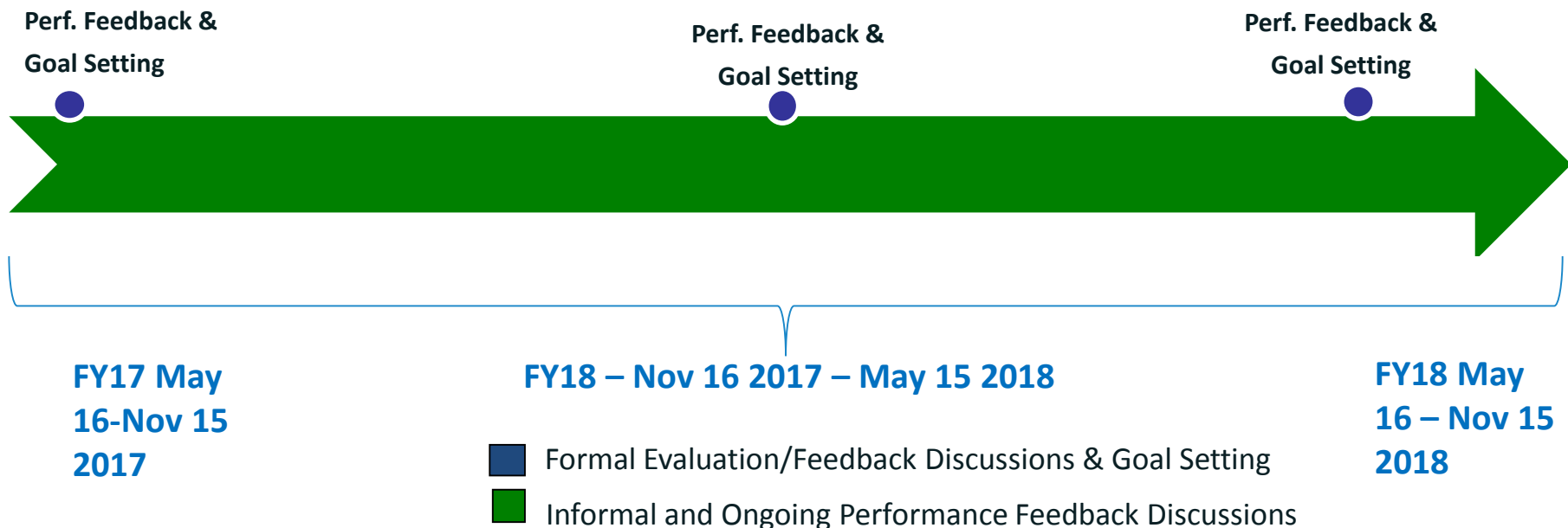
- ⦿ Performance management Overview
- ⦿ Goal Setting
- ⦿ Performance Behaviors
- ⦿ Evaluation of Goals and Behaviors

What is Performance Management?

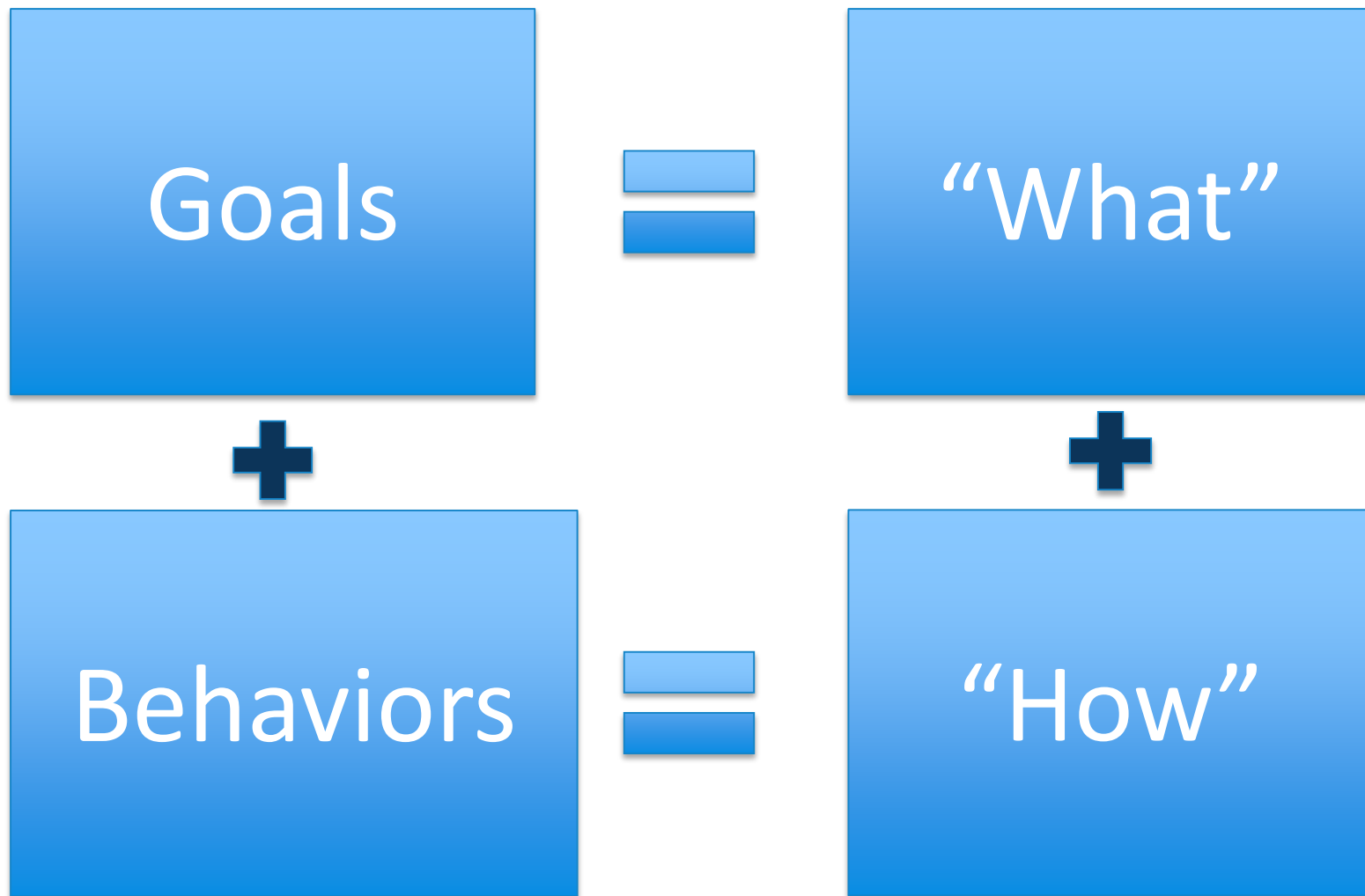
The **process** of ensuring that goals (organizational and individual) are being met on an **ongoing and consistent** basis for the development of individual staff members, departments, and ultimately the organization.

Performance Management Overview

- All eligible staff are evaluated based on performance **goals** and **behaviors** two times per year.
- The two evaluation periods are **May 16 to November 15** and **November 16 to May 15**.



Goals versus Behaviors



Setting of goals

- At the beginning of each evaluation period goals are agreed upon by managers and direct reports
- A maximum of 7 goals can be set
 - At least one development goal
 - At least one stretch goal
 - And the others are related to key responsibilities that:
 - Have linkages to strategic objective/operating plan or departmental objectives
 - Strive to improve functions, processes and achieve above and beyond contributions

Participation includes the setting and scoring of goals and scoring of behaviors in collaboration with direct managers.

Goals focus on “**what**” people are expected to do to accomplish their and follow the S.M.A.R.T format.

Create S.M.A.R.T. Goals



Example of Development & Stretch Goals

Development Goals:

- “Lead effort to hire a new intern, orient and manage intern's time and responsibilities”
- “Attend at least 1 ICANN-led development session”
- “Improve presentation skills: identify and participate in coaching and training sessions to refine effectiveness of presentation skills”

- Stretch Goals:

- “Industry Knowledge: Find ways to educate yourself on the domain name industry, especially as it relates to the registrars. Begin learning the relationship management of one vendor (xxxxxxx)”
- “Dashboards: Work with Dashboard team to integrate into the dashboard framework, for reporting. Develop a narrative to accompany measures included in the dashboard to provide a full explanation of how measurements have been developed and what they mean”

Review of goals

- Throughout the 6 month semester managers and direct reports meet on a regular basis to review and evaluate goal progress
- Goals can be adjusted during this period due to factors such as:
 - ✓ Change in organizational or departmental priorities
 - ✓ Shift in community priorities
 - ✓ Circumstances out of control of staff

Performance behaviors

Performance behaviors measure “**how**” the goal was attained and therefore measure competencies.

Pre defined behaviors/competencies exist in the system and each group is assigned a specific set of behaviors:

Behaviors/Competencies

Staff: 5 sets of behaviors

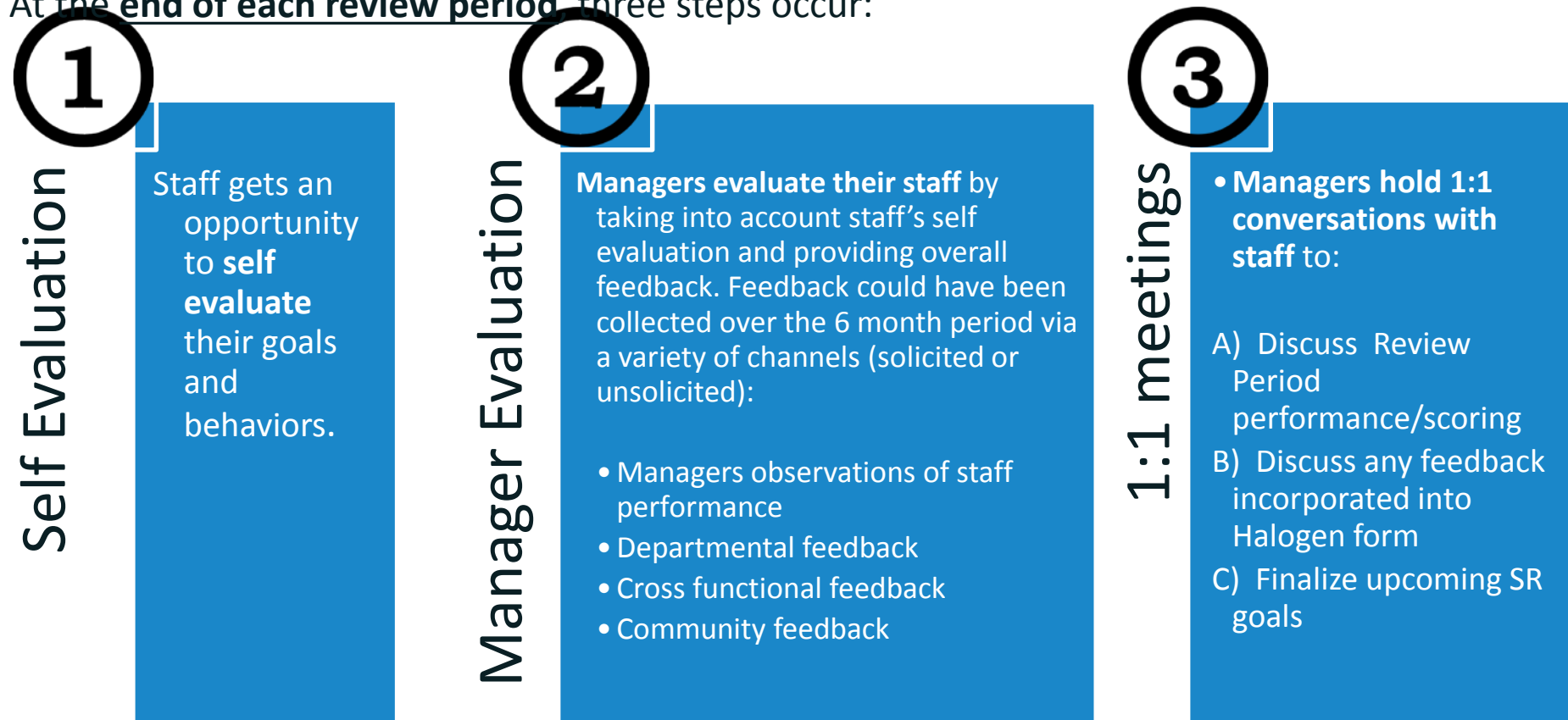
People Managers: 5 staff + 5 manager behaviors

Executives: 5 staff + 5 manager behaviors + 1 leader behavior

Evaluation of Goals and Behaviors

Both the goal and behavior elements of the semi-annual performance review contain score rating scales that serve as guidelines to support the evaluation process and enable in providing consistency to the process across the organization. Slides 13-15 in the Appendix define the various behaviors that are assessed depending upon your position.

At the end of each review period, three steps occur:



Key considerations

- **Staff members actively participate** in this process by providing input to their supervisors on how they would rate themselves as well as on the setting of new goals.
- The final 1:1 meetings are a dialogue that focuses on **what was done well, what could be done better**, areas for improvement, development plans to assist in either improving an area of weakness or strength, as well as focusing on potential career development.
- **Feedback** from a **variety of sources** can be taken into account
- While Performance Management process contains a formal ***Semi Annual Review*** process, supervisors are encouraged to **provide feedback to staff on a regular basis through out the semester**. As a part of this ongoing dialogue, goals can be adjusted to reflect current needs of the organization.

Staff Remuneration Practices

ICANN's Performance Management Program is an important way to regularly measure and review whether ICANN's staff is meeting their expectations and goals. This provides for regular feedback and communication with staff.

Another outcome of the Performance Management System is an evaluation of whether staff have earned any portion of their at-risk component of their remuneration package.

Additional information on staff remuneration practices is available here - <https://www.icann.org/en/system/files/files/remuneration-practices-fy16-01jan16-en.pdf> .

The image features a world map where the continents are defined by a complex network of white dots and thin white lines. The dots represent nodes, and the lines represent connections between them, creating a mesh-like structure that outlines the major landmasses. The background is a solid, vibrant orange color. The word "Appendix" is written in a clean, white, sans-serif font, positioned on the left side of the map, overlapping the North American continent.

Appendix

Goal Rating Scale & Descriptions

Goal Rating Scale & Descriptions

Far Exceeds Requirements

Met goal and exceeded in EVERY aspect, by performing beyond requirements with less resources and/or allotted time.

Exceeds Requirements

Met goal and EXCELLED in SOME aspects but not all of the stated requirements, resources and timeframe allotted.

Meets Requirements

Met goal, by performing within stated requirements, resources and timeframe allotted.

Meets Some Requirements

Met SOME aspects of goal but did not meet other stated requirements. Requires coaching.

Does Not Meet Requirements

Did not meet ANY aspects of goal or the minimum requirements. Requires coaching and development.

Behavior Rating

Behavior Rating

Far Exceeds Expectations

Consistently demonstrates exceptional behaviors and serves as a role model.

Exceeds Expectations

Consistently demonstrates effective behaviors and occasionally demonstrates exceptional behaviors.

Meets Expectations

Consistently demonstrates effective behaviors.

Meets Some Expectations

Demonstrates some behaviors but not others, or uses behaviors inconsistently. Requires coaching.

Does Not Meet Expectations

Frequently does not demonstrate behaviors. Requires coaching and development.

Staff Behaviors

Staff Competencies	Set of Attributes/Behaviors per Competency Group
Stakeholder Focus	<ul style="list-style-type: none">• Strives for stakeholder/customer (external/internal) satisfaction with focus on the well-being of ICANN• Continuously seeks ways to improve service delivery
Interaction with Others	<ul style="list-style-type: none">• Maintains open & effective lines of communication while demonstrating cultural sensitivity• Establishes a high degree of trust and credibility
Work Process & Methods	<ul style="list-style-type: none">• Performs job with required and continuously improving skills, knowledge and abilities• Proactively manages issues & improves process and methods continuously
Team Collaboration	<ul style="list-style-type: none">• Contributes to team morale & positive team environment• Handles conflict maturely & brings others together to reconcile differences
Personal Effectiveness	<ul style="list-style-type: none">• Delivers high quality work & timely deliverables within budget where applicable – metric/data driven• Adheres to and ensures compliance with various ICANN policies/procedures

Manager Behaviors

Manager Competencies	Set of Attributes/Behaviors per Competency Group
Management Leadership	<ul style="list-style-type: none">• Demonstrates leadership by establishing direction and providing the big picture• Drives results by aligning the vision, mission and core values to enhance organizational value
Fiscal Responsibility	<ul style="list-style-type: none">• Proactively manages the public funds entrusted to ICANN by being cost conscious while achieving desired quality• Creates and/or adheres to realistic-budgets
Coaching & Development	<ul style="list-style-type: none">• Coaches and guides staff through challenging tasks or stretch assignments• Holds frequent development discussions, provides timely, frequent and effective feedback to staff. Constructs compelling development plans and executes them
Delegation & Empowerment	<ul style="list-style-type: none">• Delegates tasks effectively by actively considering when and whom to delegate to• Empowers direct reports/team or project members. Invites input from each person and shares ownership and visibility
Motivating Others	<ul style="list-style-type: none">• Creates a climate in which people want to do their best. Is someone people like working for and with• Communicates a vision of excellence for others that motivates them to improve

Executive Behaviors

Executive Competencies	Set of Attributes/Behaviors per Competency Group
Leadership	<ul style="list-style-type: none">• Understands the position of our organization in a global context. Articulates a compelling vision of the future that other choose to follow• Creates a culture that drives and rewards innovation. Actively challenges current thinking and the status quo. Is resilient and learns from experiences, both successes and mistakes• Anticipates changes within the global landscape. Reaches new/emerging markets and stakeholders. Builds a long-term plan for sustainable success.