Operating Plan
2007-08

Public Forum

Lisbon

26 March 2007

ICANN Planning Cycle

Issue draft Operating Plan: annual plan describing work to be accomplished during fiscal year toward meeting the objectives set out in the Strategic Plan

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Community consultation

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Costing and iteration of plan: annual expense budget

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Community consultation

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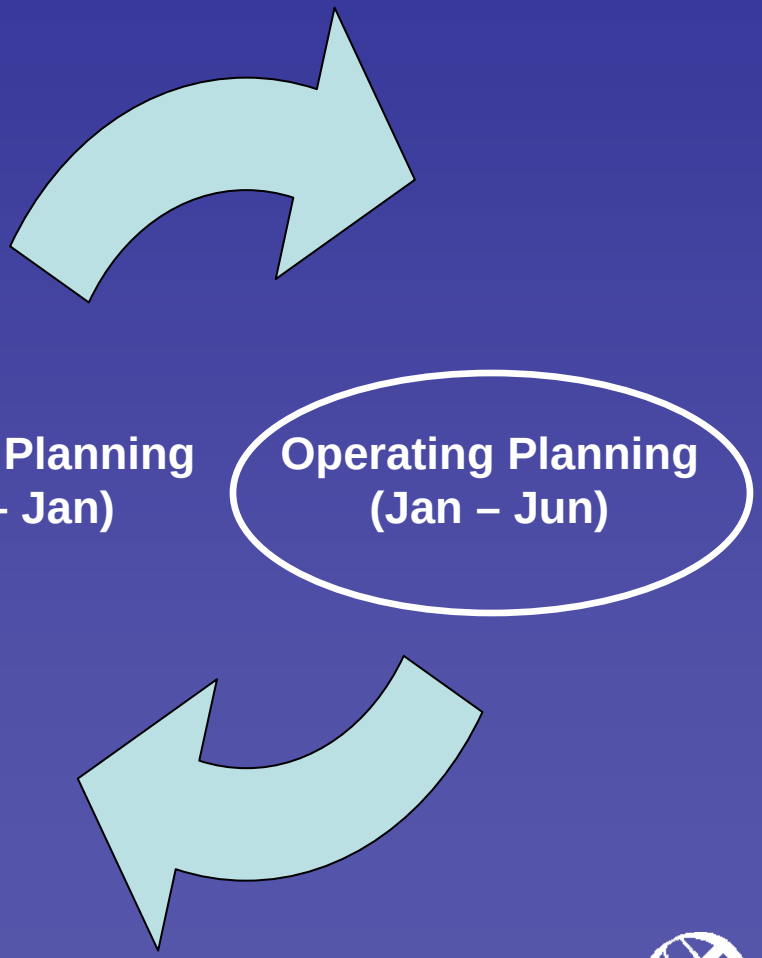
Board approval of operating plan and budget



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Operating/Financial Planning Timetable (tent.)

• Build list of operating plan projects	February 23
• Board Finance Committee Update	March 9
• Complete charters / Dept metrics	March 10
• Create operating plan	March 17
• Post operating plan for comment	March 19
• Lisbon consultations	March 26-30
• Post final operating plan	April 10
• Departmental budgets	April 25
• Board Finance Committee Review	April TBD
• Post proposed budget	May 17
• Complete project planning	June 15
• Submit budget for approval	June 25

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Background – Building on Last Year's Plan

- The goals of the 2005-06 plan were to:
  - Define important activities in terms of projects
    - Independent of day-to-day work
    - Could be independently managed
  - Link projects to Strategic Plan
  - Define outcomes and budget for each project
- While an improvement over past plans, the 2005-06 plan:
  - Organised by Strategic Plan objective rather than function/service/customer
  - Ignored over half of the ICANN work: the business as usual activities of each area providing a service
  - Described 50+ projects to be independently managed with formal project controls

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This year's plan includes all ICANN work and was developed by identifying:

the list of value-added activities provided
by each function, then

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the nature of metric(s) by which each activity
is measured, then

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areas for improvement / new service
by describing the work necessary, then

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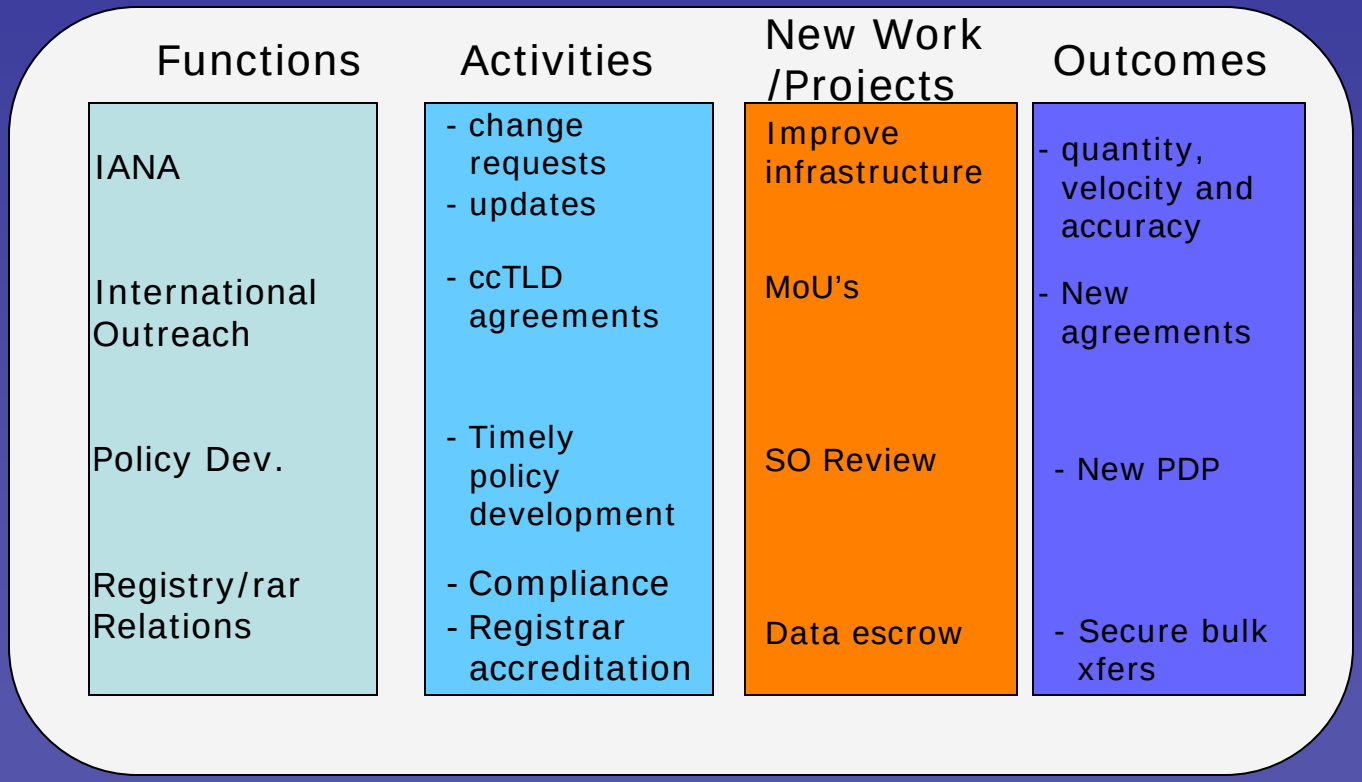
the work to be done in the form of
'continual improvement' efforts and projects
(i.e., fewer projects than last year)

Conceptual Operating Plan Model

ICANN's base business



New Projects

1. Add efficiency/ responsiveness to base business
2. Provide a one time activity/service result
3. Add ongoing services to base business

New Resources

1. Execute Projects
2. Scale base service business

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Operating Plan Template

	ACTIVITIES	STANDARD / METRIC	EXISTING WORK	NEW WORK	PROJECTS	ESTIMATED COST	STRAT PLAN REF
IANA	Name Management						
	Root Zone Management: -The IANA Root Zone Management function involves accepting requests for alteration of data that is stored in the DNS root zone	Days to completion of request	Improve request processing tools: - Automated Root Zone Management - Automated Statistics Generation	Improve request processing tools: - Coordinated Delegation Request Reporting	Complete the implementation of automated root zone management tools begun through relationship with NASK and use of mutually developed code and procedures.	Consulting - $50K Equipment - $30K	1.1.2
IDN	Lead and conduct technical tests						
	Verify that IDN TLDs can be inserted in root zone with no stability and security issues	Announcement that internationalized TLDs can be deployed safely with no security and stability issues			IDN Technical Tests demonstrate that internationalized TLDs can be inserted in the DNS with no damaging effect to current level of operation	Incremental staffing requirement Consulting - $30K Travel -$10K	1.6

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Activity and Metric

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Work and Projects

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EXISTING WORK	NEW WORK	PROJECTS
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Project, budget and strategic plan reference

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Based on published 2007-2010 ICANN Strategic Plan

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Organising the Work by Customer:

ICANN Function	Customer
• IANA	• Registries, IETF, applicants
• Policy Development Support	• Volunteer organisations
• Global Partnerships	• Stakeholders/participants
• Registrar & Registry Liaison	• gTLD community
• Contractual Compliance	• gTLD community
• IDN	• Global registrants
• Communications & Meetings	• Internet community
• Tech Ops, L-Root, & Project Mgt	• Users, ICANN organisation
• Admin, HR, Finance, Security	• ICANN internal organisation

Users and registrants are the ultimate customers of each function

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IANA work:

- Improve address request processing (days to complete) through online tools
- Improve root, ARPA and INT request processing (days to complete), deploy root zone management tool
- Improve protocol parameter request processing (days to complete); integrating IESG & IANA ticketing,
- Implement escalation procedures to appropriately focus management
- Improve reporting in accordance with customer interests
- Improve internal administration to gain efficiencies

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Policy Development Support work:

- Implement regular reviews of important organisations (ALAC, NomCom, Board)
- Implement improvements in organisations based on reviews and other inputs (GNSO, ALAC, NomCom)
- Provide expertise (economic and market) to facilitate meaningful policy development support
- Improve participation with selected constituency travel support
- Support major PDPs:
  - IDN
  - Whois
  - New gTLDs
- Support At-Large, facilitate formation of RALOs, improve recruitment

Global Partnership work:

- Improve information dissemination to ccTLD managers and regional organisations, improve participation
- Facilitate President's Strategy Committee work in assisting development toward independent organisation
- Liaise with GAC to increase participation and improve GAC effectiveness
- Engage with relevant organisations: sign agreements with ccTLDs and NGO partners;
- Engage in relevant fora: IGF, OECD, ITU

gTLD Registrar and Registry Liaison work:

- Improve accreditation functions (days to complete and level of scrutiny) through on-line tools and collaborative development of standards
- Improve customer service (timeliness, quality) to registrars, registries, Board and other organisations:
  - New registry services process
  - Contract amendment requests
  - Communications
- Provide timely access to accreditation and financial information through databases
- Plan and conduct regional workshops
- Provide guidance to policy developments to facilitate implementation
- Support constituency related security & stability work:
  - Data escrow
  - Registry failover

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Contractual Compliance work:

- Analyze complaint data to assess trends and determine if compliance action is needed
- Investigate, research and address compliance issues to ensure appropriate action is taken by ICANN
- Consistently apply standards for considering and potentially escalating complaints and claimed compliance issues
- Conduct registrar and registry audits to determine if parties are in compliance with ICANN agreements
- Manage compliance related communications and reporting to ensure that the Internet community is informed

IDN work:

- Information management: collect from and disburse to regional technical, policy, government and other organisations; conduct regional workshops & outreach
- Facilitate, support, and coordinate the revision and development of technical documents (IDN Guidelines & protocol revision)
- Lead and conduct technical tests
- Support IDN policy development
- Manage the development of the IDN repository
- Synthesize all the work into the deployment of IDN TLDs

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Communications & Meetings work:

Develop mechanisms to report on ICANN's openness, transparency, inclusiveness and its multilateral and multi-stakeholder environment by:

- Providing access to ICANN discussions and processes by improving ICANN's web site and other on line access points
- Developing on line tools and manage for increased community dialogue
- Improving public participation at ICANN meetings and improve meeting effectiveness
- Production of fact sheets on topics requested by community and identified by ICANN staff Virtual Town hall meetings
- Internal communications among ICANN staff through mechanisms that take account of ICANN's global mission

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Project Management work:

- Create a centralized and coordinated Project Portfolio within ICANN
- Manage project governance process to ensure that:
  - scope, schedule and budget criteria are met before execution of a project begins
  - project management techniques are implemented only where they will increase efficiency
- Provide consistent and accurate monthly review of project progress on cost, scope and schedule
- Implement change management system incorporating cost, risk and change management

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Technical Operations and L-Root work:

- Ensure that ICANN's server farm is current and supports ICANN's business needs
- Ensure that WANs, LANs, and Internet networks are current and available to support ICANN's business needs
- Storage Area Network - Provide for improved data backup to ensure business continuity
- Build redundancy into L-Root infra-structure: establish regional and anycast locations
- Support the implementation of systems that facilitate ICANN efficiency in operation, transparency, and reporting including dashboards, ticketing and workflow systems

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HR, Security & Finance work:

- Performance expectations and results communicated to all employees; create/enhance results-oriented culture
- Ensure cost effective and timely recruiting as measured by cost/hire
- Provide security information and crisis management to travelers and relevant ICANN meetings;
- Provide security assessments and remediation plans to ICANN's system infrastructure
- Prepare timely and accurate financial reports, project cost reports and departmental management reports

Conclusion

- Benefits of the amended planning process:
  - Incorporates and links all ICANN work: business-as-usual, continuous improvement efforts, and projects
  - Limits the number of projects to those (20 or so) efforts that can benefit from formal project planning methodology and can be effectively managed
  - Maintain tight linkage to strategic plan objectives
- Plan for consulting on this plan before approval
  - Constituency consultations
  - Multi-lingual consultations
- Plan for managing the plan going forward, including reporting to community

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