#ICANN50

Operation Excellence – Dashboard Metrics and Processes

Carole Cornell & Aba Diakite
ICANN BIPMO
25 June 2014

Agenda

- Fadi's vision

- Strategic structure

- Process-driven culture

- Business Excellence

- Business Intelligence

- Questions & Answers

#ICANN50

Globalization and the Hardening of ICANN's Organization and Operations

EVALUATING THE AFRICA STRATEGY AND WAY FORWARD
Tuesday @ 11:30
Windsor Suite

OPERATIONAL EXCELLENCE
DASHBOARD METRICS & PROCESS
Wednesday @ 8:30
Windsor Suite

CONTRACTUAL COMPLIANCE PROGRAM UPDATES
Wednesday @ 9:30
Windsor Suite

#ICANN50

ICANN

Fadi's vision
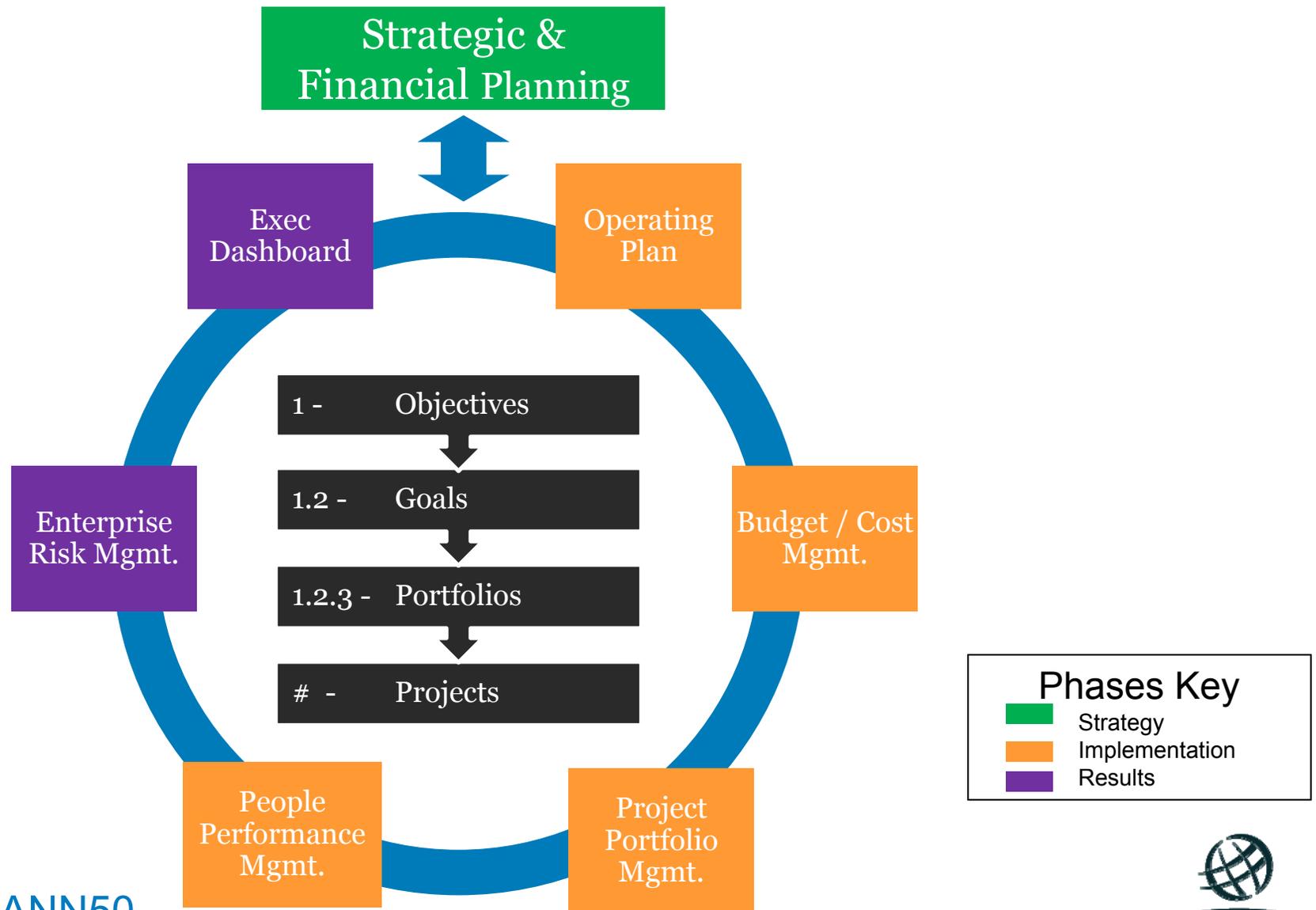
- Run a video of Fadi (4 minutes)
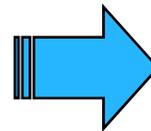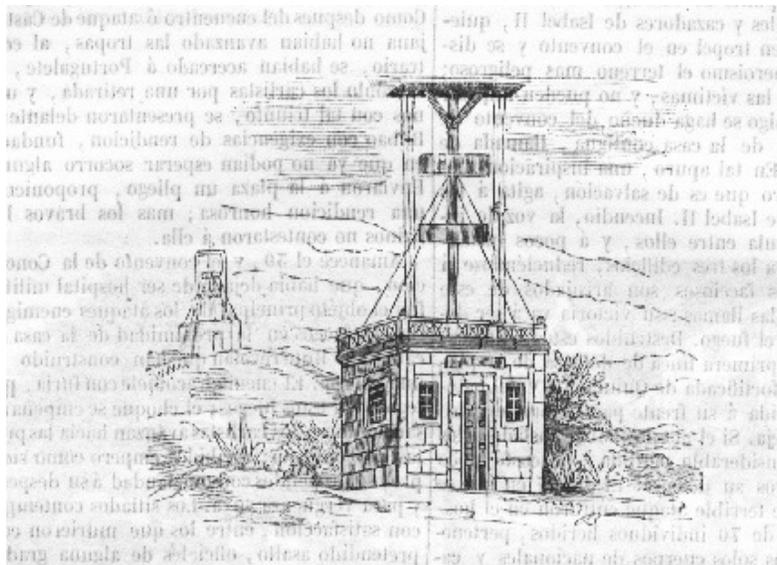
ICANN

Organizational Objectives and Goals

1.1	Deliver core internet functions	**$9.5M**
1.2	Act as stewards of public interest	**$6.0M**
1.3	Engage in IG ecosystem	**$1.4M**
1.4	Deepen partnerships with I-Orgs	**$1.0M**
	Total	**$17.9M**

2.1	Institutionalize Mgmt. disciplines	**$3.5M**
2.2	Mature Org. Support Functions	**$54.7M**
2.3	Optimize R&R services	**$41.3M**
2.4	Plan for scale, security, continuity	**$1.2M**
	Total	**$100.7M**

1 Affirmation of Purpose

2 Operational Excellence

3 Globalization

4 Multi-Stakeholder Model Evolution

3.1	Engage stakeholders globally	**$15.9M**
3.2	Communicate clearly & locally	**$2.9M**
3.3	Integrate global/regional resp.	**$0M**
3.4	Evolve gov. relationships	**$3.3M**
	Total	**$22.1M**

4.1	Optimize policy dev. Process	**$6.8M**
4.2	Increase/improve participation	**$1.7M**
4.3	Evolve SO/AC structures	**$0.8M**
4.4	Promote ethics & transparency	**$0.4M**
	Total	**$9.7M**

ICANN

Linkage Across Management Systems

Strategic & Financial Planning

Exec Dashboard

Operating Plan

Enterprise Risk Mgmt.

Budget / Cost Mgmt.

1 - Objectives

1.2 - Goals

1.2.3 - Portfolios

\# - Projects

People Performance Mgmt.

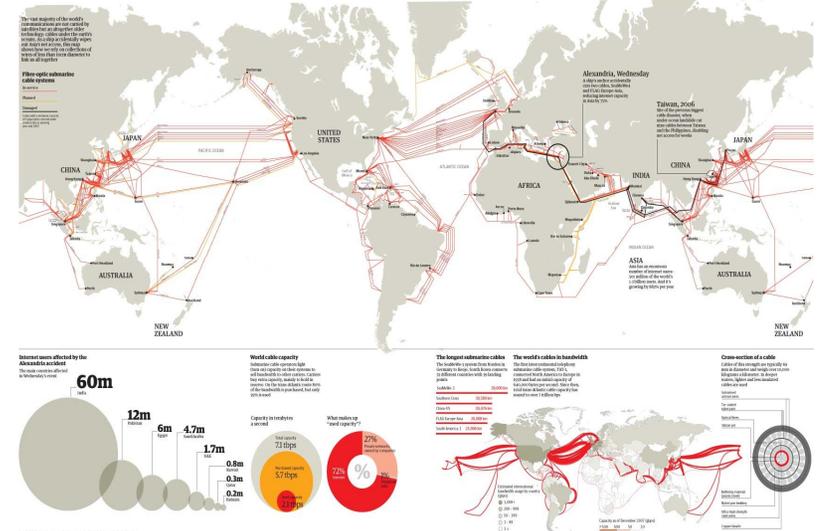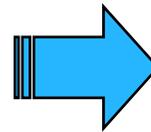Project Portfolio Mgmt.

Phases Key
- Strategy
- Implementation
- Results

#ICANN50

7

Culture change

Moving from a high quality artisanal culture towards

a scalable, professional, data & metric driven culture

Business Excellence

Business excellence is the systematic use of quality management principles and tools in business management, with the goal of improving performance based on the principles of customer focus, stakeholder value, and process management.

ICANN

Successes so far – IANA BE

- 4 internal assessments built up to an external assessment

- Recognized for commitment to excellence

- Customer experience better services

ICANN Blog
Internet Corporation for Assigned Names and Numbers

IANA & Technical Operations Department Recognized for Commitment to Excellence
by ELISE GERICH *on* SEPTEMBER 5, 2013

By Elise Gerich, VP, IANA & Technical Operations Department

Following four years of applying the EFQM principles of continuous improvement, our IANA and Technical Operations Department was recognized for their Commitment to Excellence. In August we received the Commitment to Excellence recognition from EFQM, the international not-for-profit membership foundation that develops the EFQM Excellence Model, which is used by over 30,000 organizations around the world.

EFQM Committed to excellence 2013

Successes so far – Operations

Institutionalize Management Disciplines

Mature Organization Support Functions

- Procurement Strategy & Plan, Cost Management

- Standardize Process / Controls documentation

- Procedural Improvements with EFQM approach

- Development of Multi-Level Dashboards

- Launch ERM, DNS & NgTLD Risk Assessments

- Reserve Fund Assessment

ICANN

Plan for the future – draft FY15 plan

- Process development

- Process integrity self-test

- EFQM self-assessment

- Reporting

ID	Task Name	Start	Finish	Duration
1	Process development	7/1/2014	3/31/2015	196d
2	Prioritization	7/1/2014	8/29/2014	44d
3	Development	9/2/2014	3/31/2015	151d
4	Publication	9/2/2014	3/31/2015	151d
5	Process integrity self-test	1/2/2015	5/29/2015	106d
6	Select controls to test	1/2/2015	1/30/2015	21d
7	Develop self-test methodology	2/2/2015	2/27/2015	20d
8	Select testers	2/2/2015	2/27/2015	20d
9	Conduct tests	3/2/2015	3/31/2015	22d
10	Report results	4/7/2015	4/10/2015	4d
11	Communicate results to staff	4/7/2015	4/10/2015	4d
12	Identify improvement activities	4/13/2015	5/29/2015	35d
13	EFQM self-assessment	7/1/2014	5/15/2015	229d
14	Build management document	3/2/2015	3/31/2015	22d
15	Select assessor team	7/1/2015	7/1/2015	1d
16	Site visit inhterviews	4/6/2015	4/17/2015	10d
17	Draft report	4/20/2015	4/24/2015	5d
18	Finalize report	4/27/2015	5/1/2015	5d
19	Communicate results to staff	5/11/2015	5/15/2015	5d
20	Reporting	7/1/2014	10/30/2015	349d
21	Identify KPIs & measurements	7/1/2014	7/31/2015	284d
22	Develop dashboards	8/3/2015	10/30/2015	65d
23	Begin Publication	11/17/2014	11/17/2014	0d

ICANN

Business Intelligence

Business intelligence (BI) is a set of methodologies and technologies that transform raw data into meaningful and useful information for business purposes. BI as an enterprise information platform, enables the organization to align strategic and operational objectives with business activities in order to fully manage performance through better informed decision making and action.

From Report to Dashboard
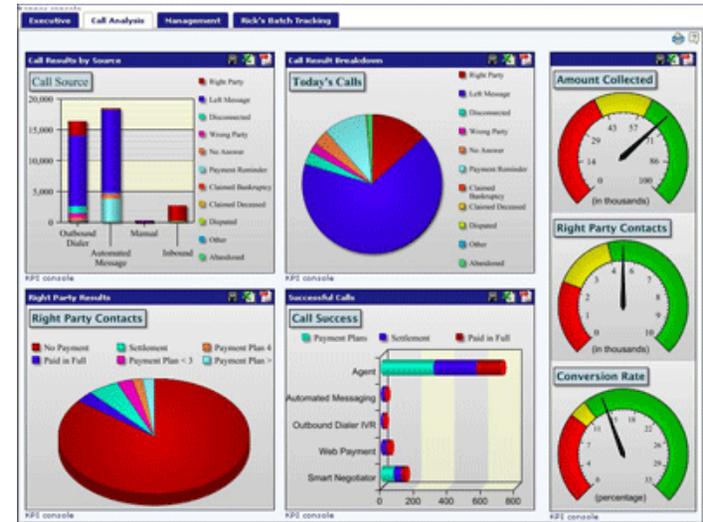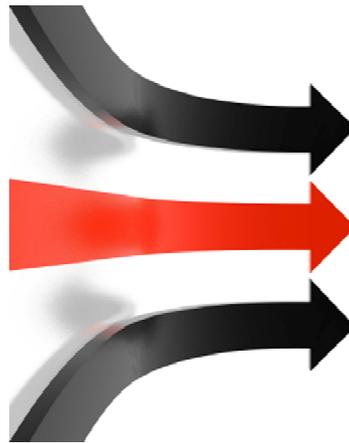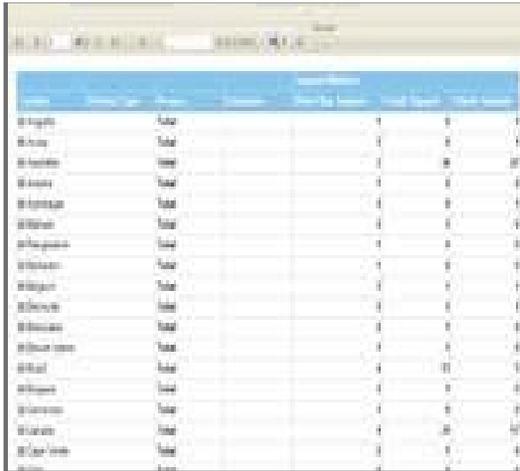
- Reports are the most common form of presenting and summarizing data.

- Dashboards present data in a single, purpose-built and concise screen, dashboards only contain the most essential data

Dashboard - purpose

- Strategic, mission-critical decisions require a clear understanding of organization performance

- Organize and present information in an accessible way:

  - at-a-glance visual communication

  - relevant to objectives or business processes

  - enhance & enable management decisions

- Measure performance, validate them and model how specific strategic and operational decisions are going to be executed

- Improve accountability, communication, visibility, and operational effectiveness & efficiency
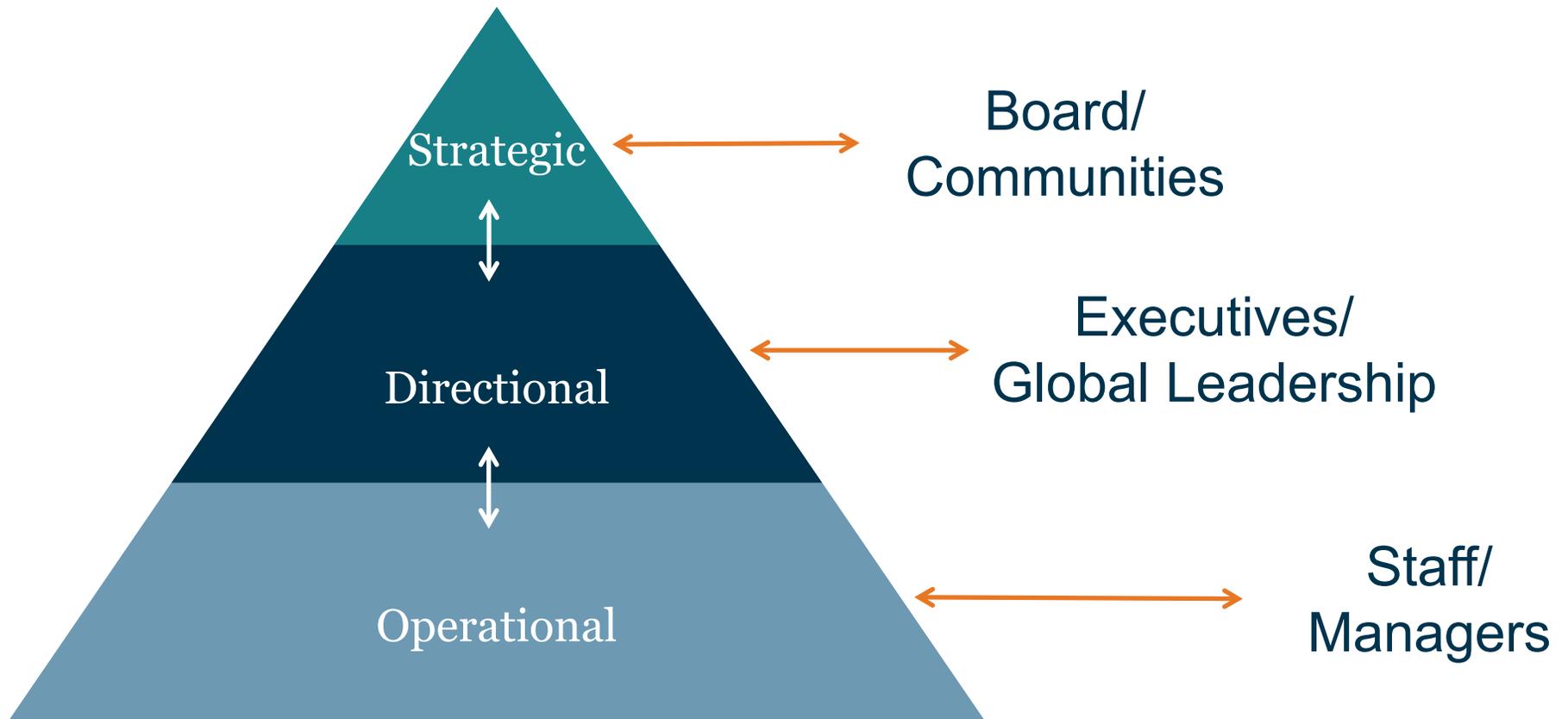
Dashboard - purpose

Dashboards to achieve multiple **Purposes** for multiple **Audiences**

Dashboard cycle and progress

❶ Define Objectives / Goals

❷ Define KSF / KPI

❸ Data Collection

❹ Warehousing

❺ KPI Charts Design

❻ Dashboards Design

❼ Present the Information

❽ Make Evidence-Based Decisions

Objectives Goals

KSFs

KPIs

Metrics

Define

Calculate
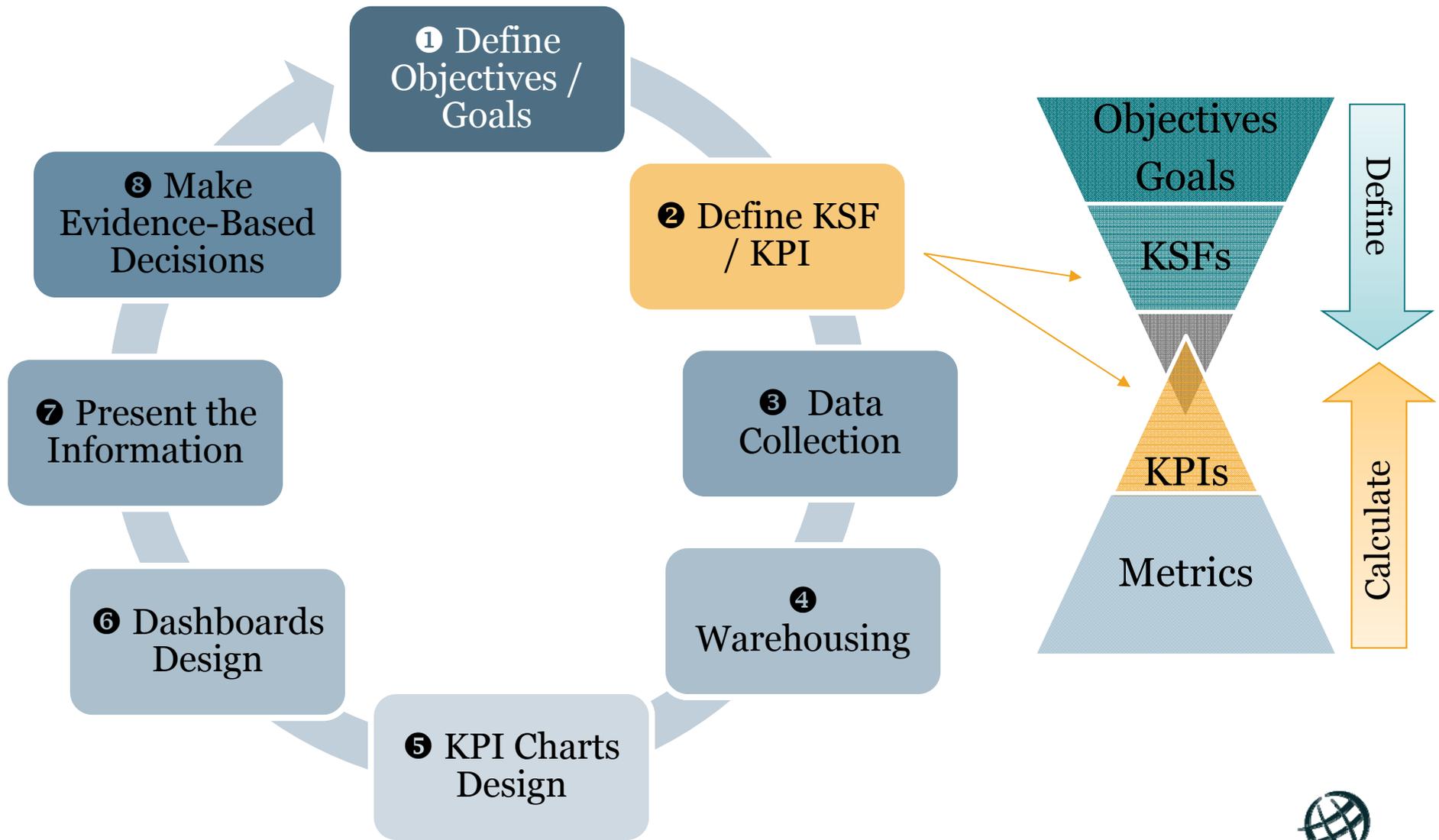
Dashboard Development – Roadmap

	2014						2015						
Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul

Phase 1:
Technical setup

BI architecture and design

- Dashboard tool selection
- Review data source structure
- Data warehouse modeling

Phase 2:
Dashboard Beta version

Deploy Dashboard tool

- Create visibility for ICANN performance
- Present Public Dashboard
- Beta testing of dashboard tool
- Standardize format

Phase 3:
Cascading KPIs

Review and validate KPIs

- Public interactive work session
- Staff Training and workshops
- Review KPIs grouping and cascading

Phase 4:
Web based Dashboard

Release multilevel Dashboard

- Distribute Multilevel Dashboard
- Expand KPI list and visualization
- Standardize data format and gathering process

KPI data collection and KPI charts review

Communication and Improvement

ICANN 51
Los Angeles, USA

ICANN 52
AF (Tentative)

ICANN 53
LAC (Tentative)

ICANN

Dashboard development process framework

4 Organizational Objectives – led by CEO/Board

❑16 Organizational Goals – led by Global Leaders

   o 1 to 2 KSF per Goal

   o 1 to 2 KPI per Goal

❑ 52 Portfolios – led by Executives/Managers

   o 1 to 2 KSF per Goal

   o 1 to 2 KPI per Goal

Total Number of Active Project with Closure Rate

#ICANN50

20
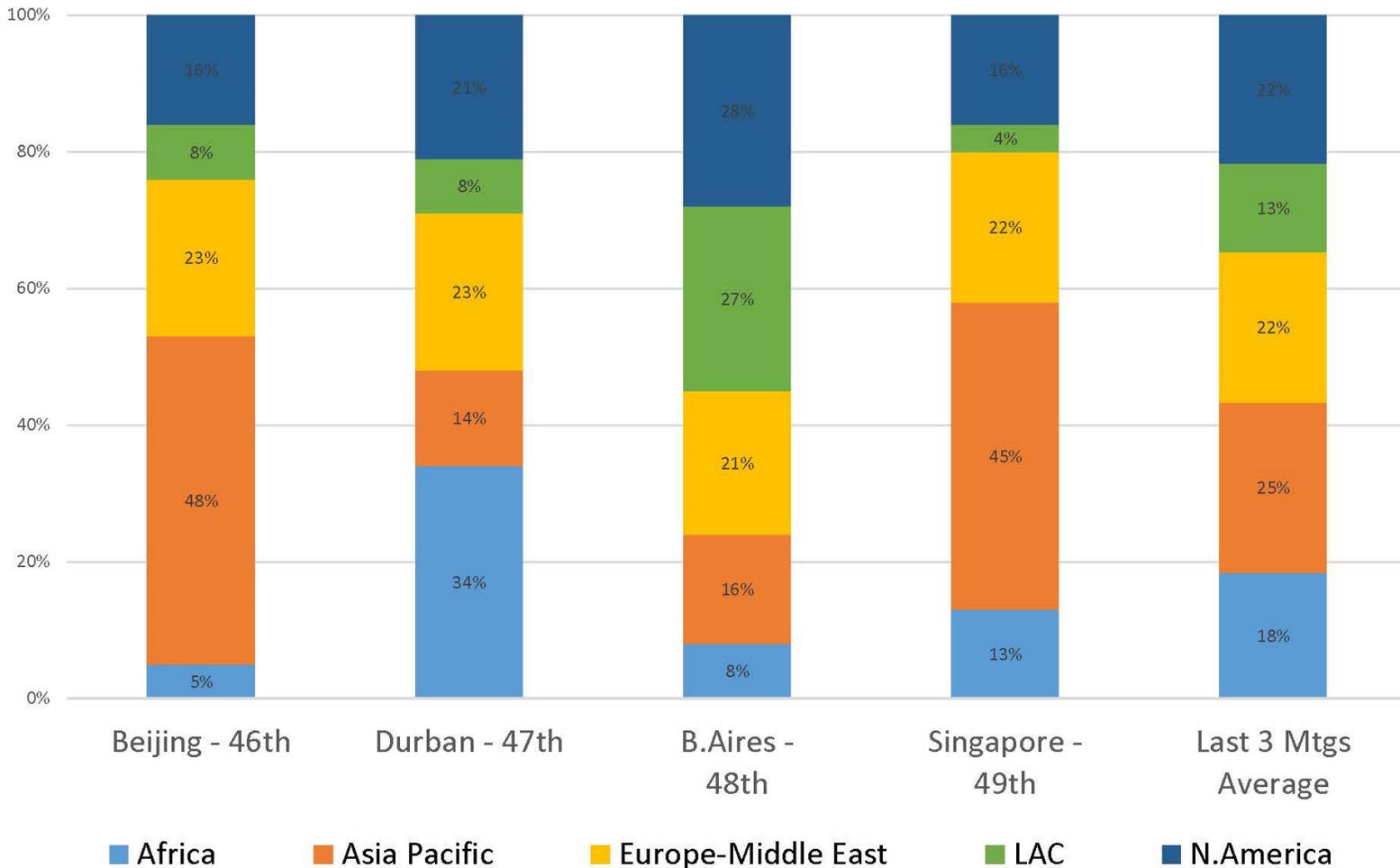
ICANN Meeting – Number of Supported Travelers
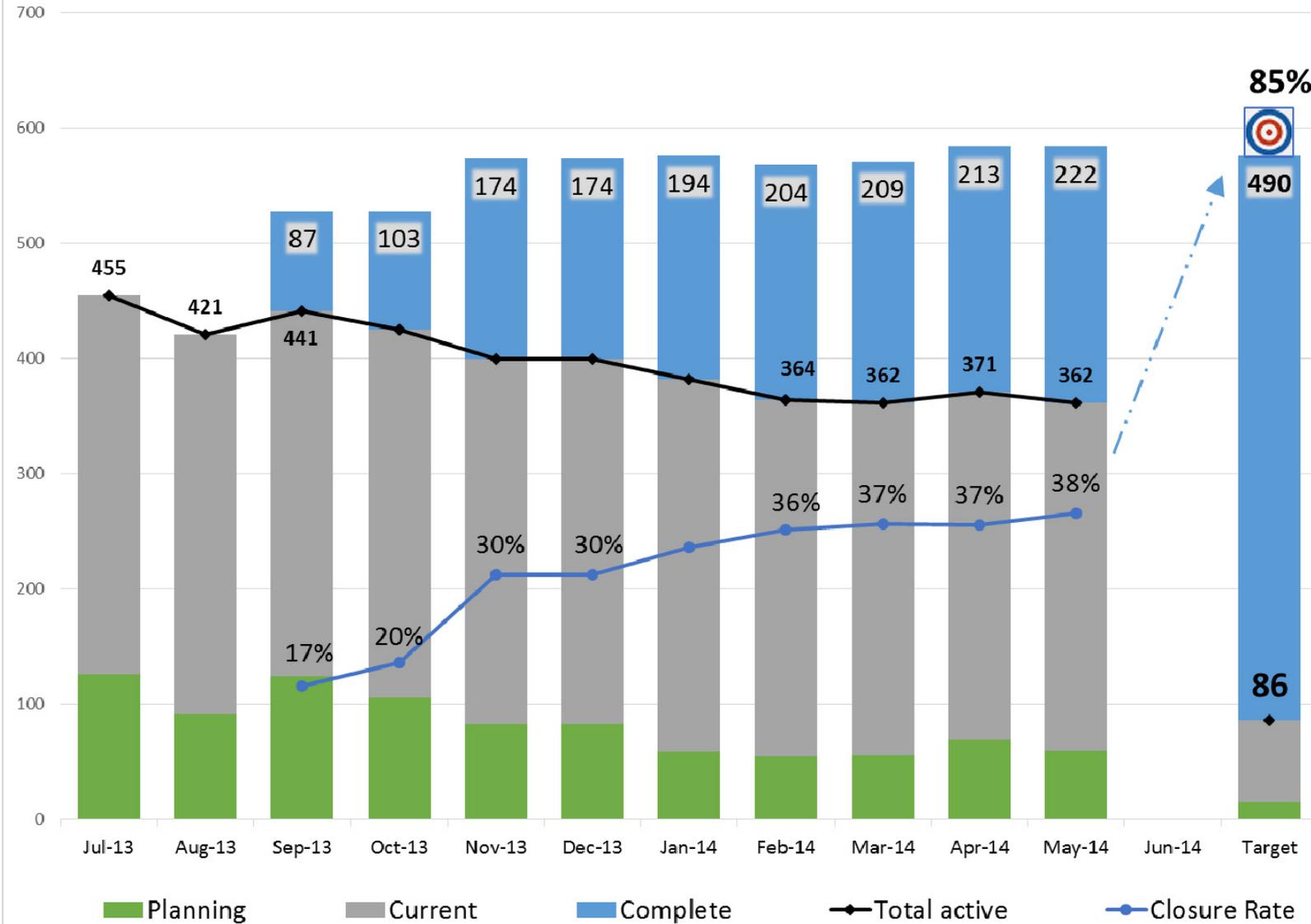
2-OPERATIONAL EXCELLENCE

	Prague - 44th	Toronto - 45th	Beijing - 46th	Durban - 47th	B.Aires - 48th	Singapore - 49th
Total	289	338	401	367	389	460
Community	139	163	214	189	190	196
Board	22	22	21	22	19	19
Staff & Vendors	128	153	166	156	180	245

■ Staff & Vendors   ■ Board   ■ Community   • Total

#ICANN50

22
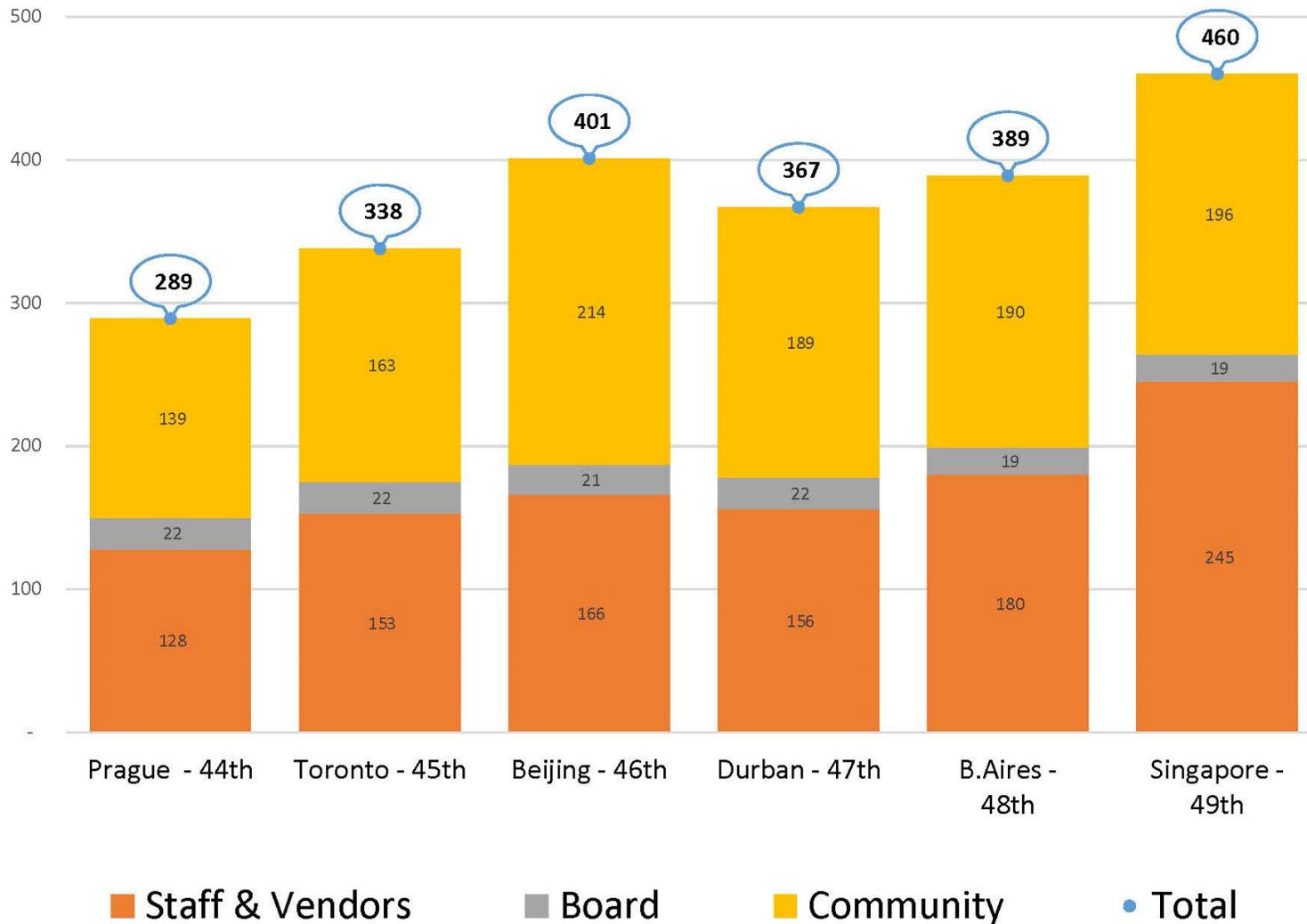
ICANN

Supported Services at ICANN Meeting

3-INTERNATIONALIZATION

#ICANN50

23
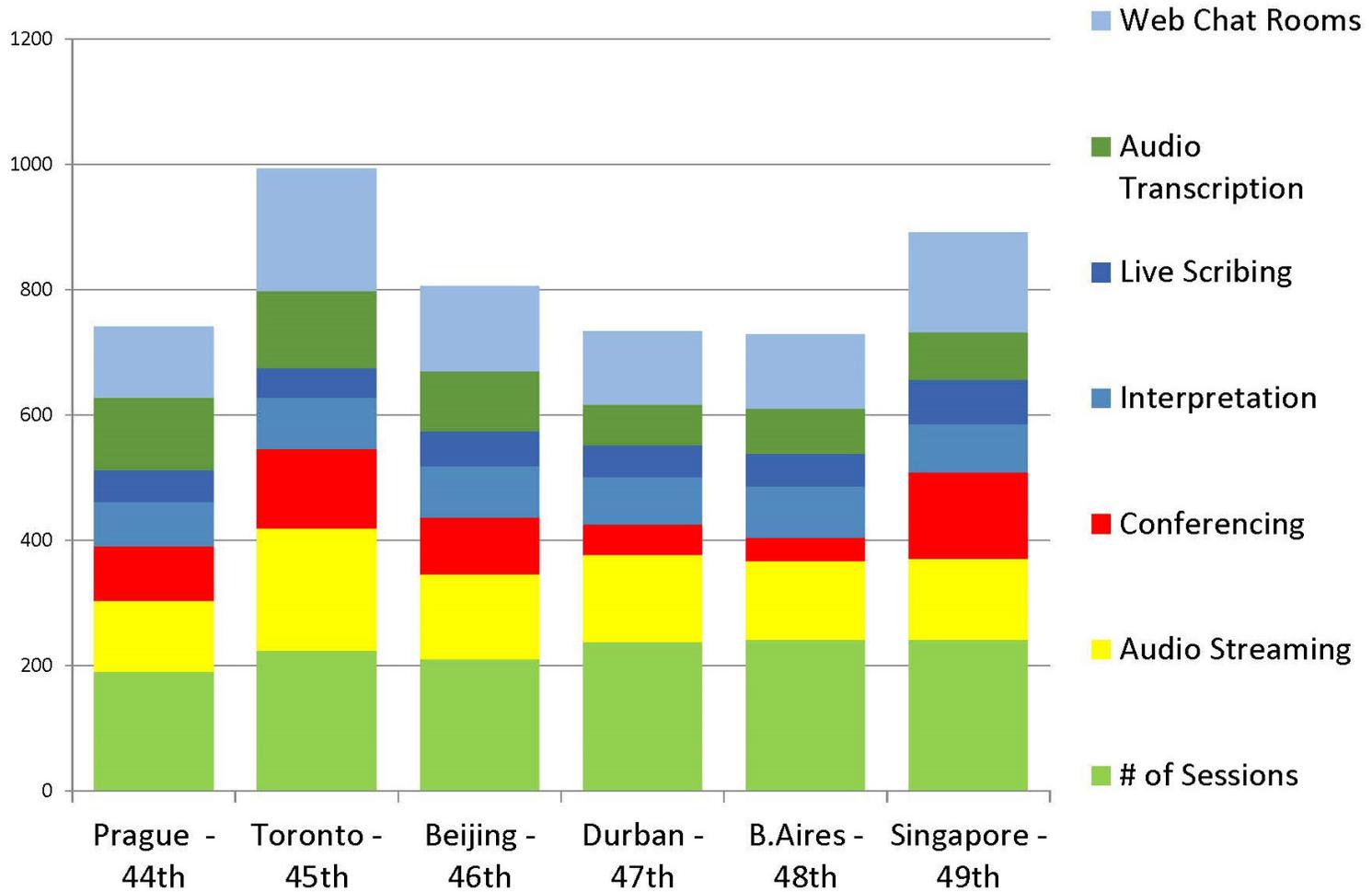
C.2.9.2.a,b — Root Zone File and WHOIS Database Change Requests

Key Performance Indicators

| Metric	Target	Actual	Target Met
Timeliness — End-to-end processing for changes pertaining to routine maintainence of delegated TLDs (such as NS changes, DS changes, point-of-contact changes, and other administrative updates) are performed within 21 days.	80%	97.1%	✅
Accuracy — The requests that have passed validation are implemented correctly at the conclusion of a change request.	100%	100%	✅

1-AFFIRMATION OF PURPOSE

IANA - Timeliness of Root Zone and WHOIS Change Requests (March 2013)

Legend: ■ Time to validate ■ Time to dispatch ■ Time to complete ♦ end to end time
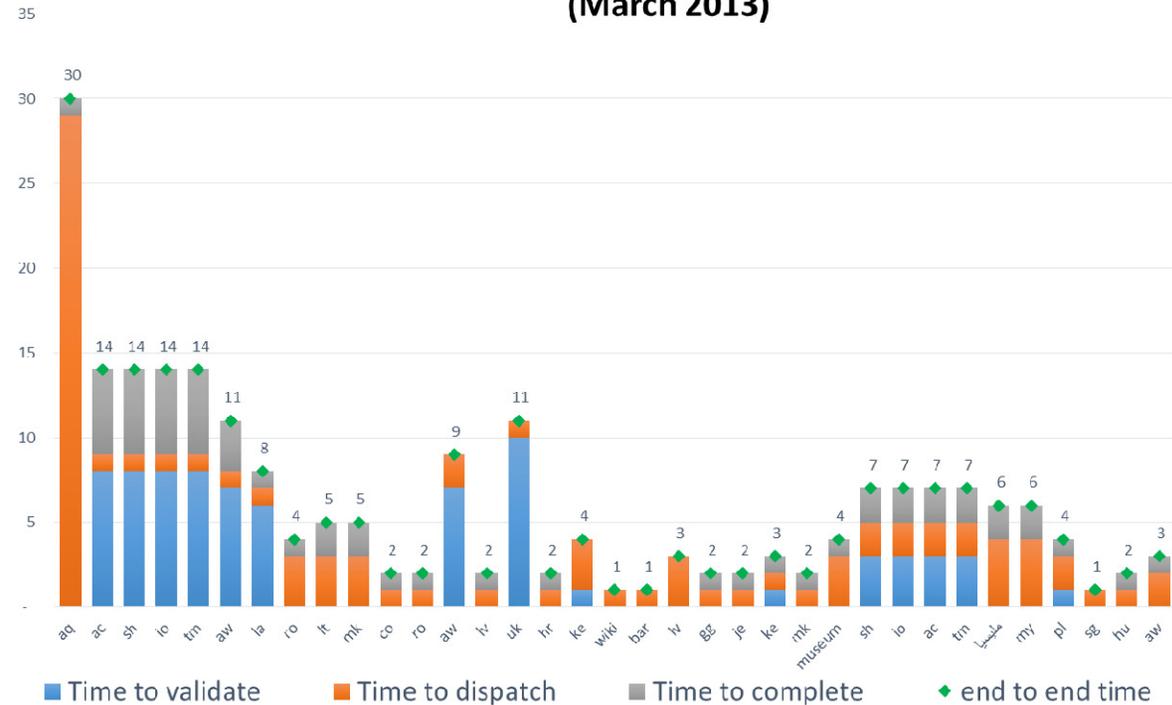
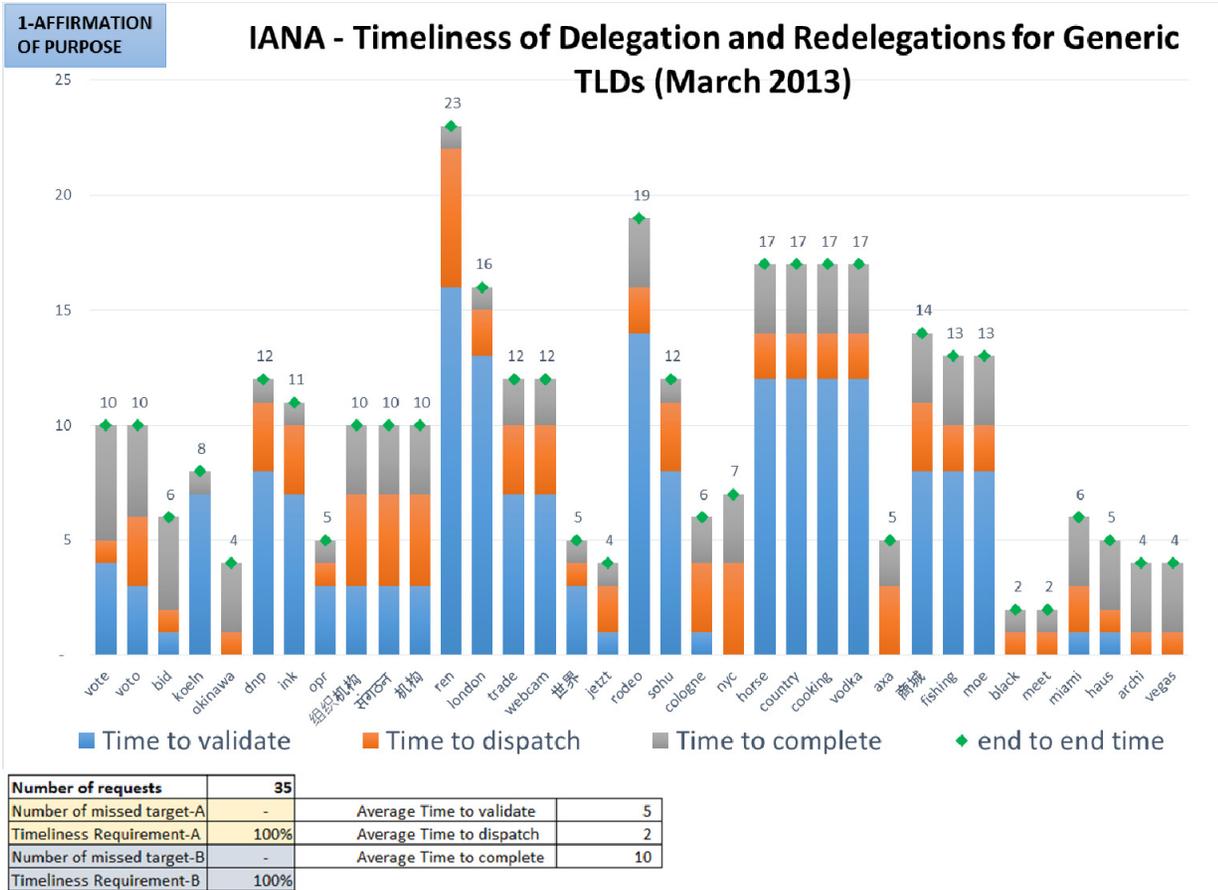|				
Number of requests	35	Average Time to validate	2
number of missed target	1	Average Time to dispatch	3
Timeliness Requirement	97.1%	Average Time to complete	5

#ICANN50

24

ICANN

C.2.9.2.d — Delegation and Redelegations for Generic TLDs

Key Performance Indicators

Metric	Target	Actual	Target Met
Timeliness — End-to-end processing times for changes pertaining to delegation or redelegation of generic top-level domains are within 30 days.	80%	100%	✅
Timeliness — Requests to delegate new gTLDs are dispatched to the Root Zone Administrator within 14 days of validation (passing technical checks and other confirmations).	100%	100%	✅
Accuracy — The requests that have been approved by the applicant are implemented correctly at the conclusion of a change request.	100%	100%	✅

IANA - Timeliness of Delegation and Redelegations for Generic TLDs (March 2013)

Number of requests	35		
Number of missed target-A	-	Average Time to validate	5
Timeliness Requirement-A	100%	Average Time to dispatch	2
Number of missed target-B	-	Average Time to complete	10
Timeliness Requirement-B	100%		

Discussion

Intelligence

Operations

Questions & Answers

Excellence

Management

ICANN