*Business Constituency FEEDBACK & INPUT*

**Focus Area: IV. Striving towards technical and operational excellence**

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| **General Feedback**  *What are your thoughts on this Focus Area?* |
| The Business Constituency believes this focus area is vital to support ICANN’s role to coordinate, at the overall level, the global Internet’s systems of unique identifiers and ensure the stable and secure operation these systems. As the Internet grows and evolves, ICANN, its staff and the community must learn and adapt to direct and support changes in a structured, organized and predictable manner.  BC also notes that IANA has been dropped from the title of the focus area but management of IANA function should remain a key strategic objective. |

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| **Focus Area Goals**  *As listed in the Focus Area section of the draft* | **Outcomes**  *What are the specific outcomes or achievements we should target for this effort?* | **Measures**  *What quantitative / qualitative elements should we consider in measuring progress / results?* |
| Improve the technical sophistication of ICANN staff and stakeholders, and ensure structured coordination of ICANN’s technical resources. | * Continuous improvement of systems, processes, and people. * Support of operational growth and evolution, underpinned by technology (i.e. minimum effort in, maximum value out).   *Note: the level of sophistication required will differ between ICANN staff as well as stakeholders. This should be balanced by the need to perform specific roles and the level of knowledge required to manage governance aspects and future developments/innovation.* | * Operational performance against SLAs. * Usage of educational tools and feedback regarding same. * Adoption of standards and best practices (e.g DNSSEC). * Identification of new solutions to improve systems, tools, processes to support priorities. * Post-implementation reviews, including comparisons of actual implementation against implementation plans. |
| Develop a culture of knowledge and expertise by attracting top talent to staff and the community. | * Motivation and people development.   *Note: ICANN should not ignore opportunities for organic growth within the organization, through staff development, motivation and progression planning. It’s not just about attracting top talent, it must also be about ‘retaining’ talent.* | * Recruitment successes. * Staff retention/turnover. * Staff informational sessions to strengthen understanding about ICANN’s functions and unique bottom up multistakeholder processes, including the leading role of the community, versus staff driven approach. * Community engagement/input (particularly new engagement). |
| Create role clarity for the Board, staff and stakeholders. | * Clear roles, responsibilities and accountabilities to maximize productivity and develop optimal structures. * Encourage the right people to fulfill the right roles. | * Defined roles and responsibilities. * Strengthen the understanding of the staff at all levels about the roles and functions performed by the multi stakeholder participants in the Internet and within ICANN. |
| Ensure ICANN’s long-term financial stability and sustainability. | * Stable foundation with forward-looking approach and capabilities. * Support operational growth and evolution. * Maintain secure and stable operations. | * Financial plans for medium-long term, aligned to operational plans and strategy. * Improve support to the organizational structures, such as Constituencies/SGs/and GAC. * Positive balance sheet. * Periodic review of progress against plans. |
| Ensure a strong linkage between ICANN’s Strategic Plan, Operating Plan (with measurable objectives), and Budget. | * Ensure that staff and community efforts align with the operating plans, budget and overall strategy. | * Periodic reporting of progress against strategic plan. * Transparent processes defined, documented and followed to achieve goals. |

Authored by Martin Sutton on behalf of the Business Constituency, **,** posted for member comment on 18th January 2014. BC Member comments incorporated by Chris Chaplow on 31 January 2014.