

Participation 2015 Strategic Plan v9

V9 / Jan 11, 2015. Improvements from staff and volunteers still coming, later in January.

3 Year Vision

Mozilla is a global community with a shared mission. Our people – supporters, volunteers and staff -- are our biggest strategic advantage. They give us the leverage we need to compete and win against competitors with much more reach and money. Keeping our people engaged -- and finding modern, high impact ways to get them participating in our work -- is essential if we want to successfully confront the huge challenges that Mozilla and the web face today.

By 2017, we need to make a leap forward: Mozilla again needs to have an approach to participation that is massive and diverse, local and global. By then we want:

- Many more people working on Mozilla activities in ways that make Mozilla more effective than we can imagine today.
- An updated approach to how people around the world are helping to build, improve and promote our products and programs.
- A steady flow of ideas and execution for programs, product whatever from around the world — new and diverse activities that move the mission forward in concrete ways.
- Ways for people to participate in our mission directly through our products -- there is integration of participation into the *use* and *value proposition*.
- Ultimately: more Mozilla activities than employees can track, let alone control.

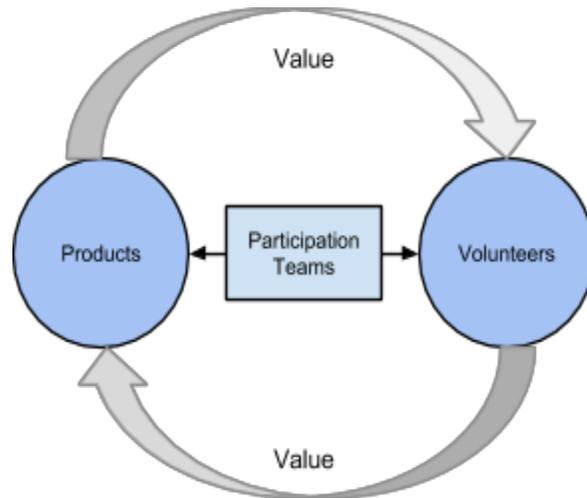
If we can get to this point, we will be a different Mozilla -- an organization that is once again recognized as a leader in openness and participation and that is able to enrich lives and shape the web with a depth and scale that is bigger than ever. The Mozilla community will be having a massive positive impact on the web and on people's lives.

The seeds of all this already exist. We have strong DNA and experienced people from the original Firefox era, where participation made a difference. We have people who have experience running campaigns and volunteering at scale outside of Mozilla. And we have our leadership aligned around the idea that participation with impact is key to our success.

But, if we're frank, we don't currently have a participation model that actually let's us punch above our weight (MozFactor). **We need to be bolder and more radical in how we think about participation**, both within and in support of our products. This plan is meant to signal Mozilla's commitment to taking bold and radical steps in this area.

Key concept: building a virtuous circle

Before getting into the 'how' of this plan, we need to start with an assumption: radical participation that has real impact is only possible if we can build a virtuous circle between the 'build product' and 'empower people' sides of Mozilla's personality. Something like this:



Concretely, this means making sure that a) people participating in Mozilla genuinely help make our products and programs better and b) the lives and careers of these people are enriched as a result of their participation.

Scope of this plan

This plan is **focused on the work that will be carried out by an emerging set of participation teams, including the Community Development Team**. These teams are responsible for designing programs and system like ReMo that provide a core platform for working with volunteers and supporters across Mozilla. It is expected that scope and capabilities of this group will become cleared throughout 2015. It is also expected that we will hire a senior executive level leader for this group at some point this year.

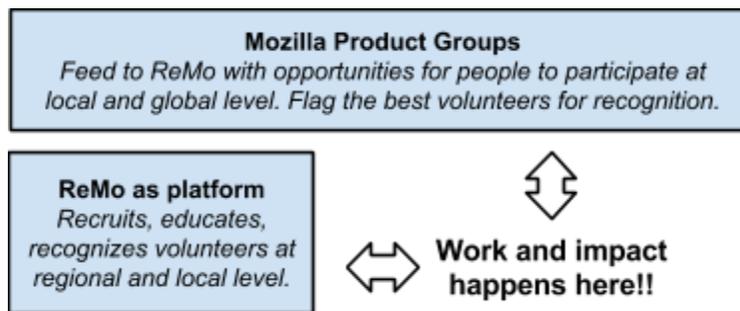
There are also many other programs and teams that actively support our core products and programs: community marketing; user success; localization; QA; localization. There are also programs where community is core to how they operate: Webmaker, MDN; policy, news, science. During the course of the year, we will be working to understand what is working in these areas and whether success in these areas can be expanded on. We will also examine what needs these communities have and evaluate whether and how the Participation Teams can provide assistance. However, the work of these programs is not dealt with in detail here as it is dealt with in plans for other teams.

Contribution in 2015 To Achieving Your 3 Year Vision

In 2015, we want to simultaneously a) **get more impact** from the participation models we're using today and b) find and **develop new models** that can help us make dramatic leaps forward in participation over the next few years. We'll do this by working on three goals:

1. Update and expand the ReMo organizing model.

ReMo is an important asset for building participation at Mozilla. However, its focus until now has been on growing our regional volunteer communities. In 2015, we will update and expand ReMo so that it can better help volunteers to work closely with our product groups.



Roughly: the idea is to evolve ReMo into a platform that feeds the virtuous circle: our products get better by benefitting from volunteer contributions while volunteers get even more engaged, trained and rewarded by contributing to better products.

For ReMo to be this sort of platform, we need to improve and expand its capabilities in a number of areas: leadership development; creating educational and training; community health and growth; technical infrastructure to organize volunteers; targeted volunteer recruitment; event design and delivery; volunteer recognition. These capabilities make up the ReMo organizing model – a single global approach that rolls out locally and regionally.

A major focus of 2015 will be expanding these capabilities while at the same time testing their value to product groups. We'll course correct the platform as we go.

2. Get more volunteers and product groups working together, starting with ReMo.

As we develop ReMo into a stronger platform, we also need to help more product and program groups tap into Mozilla's volunteer community – and help more volunteers tap into our product and program work at a regional and global level.

Concretely, this will start with building a stronger focus on product lines into the structure of ReMo through dedicated special interest groups (aka SIGs). At a minimum, there will be groups dedicated to some aspect of each of our major product lines. E.g. there could be a group for Firefox OS market research where volunteers with business and marketing skills assist with market research on an ongoing basis.

We will also develop, test and iterate new models for events that help people learn about and get involved in product work when they get together. As has always been the case, events will play a key role in engaging, focusing, training and rewarding volunteers. However, there will also be a much stronger focus on 'getting things done' in relation to the goals of product groups. E.g. there may be a series of events that engage and train QA volunteers while at the same time getting these volunteers in doing testing that helps with new Firefox Flash feature development.

A number of product lines and programs including Firefox OS, Content Services, Webmaker and the office of the CTO have already started to outline how they would like to work with regional volunteer communities in 2015. The Community Development Team will work with these groups and others to develop concrete plans early in Q1.

3. Develop a bold long-term plan for radical participation at Mozilla.

In addition to deepening the impact of our existing participation programs, we also need to find and develop new models that can help us make dramatic leaps forward in participation over the next few years.

In Q1 2015, we will create a Participation Task Force charged with looking for and testing these sorts of new approaches. The charge of this Task Force will be to develop a bold plan with concrete strategies for a) radically increasing the number and skill of people actively helping our product and program groups have impact (b) providing supporters and volunteers with value, including opening up doors to economic opportunities; and (c) examining a mix of high-touch and lightweight-touch activities that move our mission forward.

Ultimately, we will hire new executive level leadership to lead our participation efforts and build out a large participation team based on the outcomes of this task force.

Contribution to the 2015 Organizational KPI

Overall, Mozilla is focused on increasing the **number of relationships that advance the open web.**

In the immediate term, **the Participation Teams are responsible for increasing both the number and quality of volunteers that we have relationships with.**

Last year's focus was on growing the number of volunteers to 20k. The 2015 focus will be on a) improving the skill and impact of volunteers we have (quality) and b) targeted growing in functional areas where we need volunteers with specific skills (e.g. marketing).

Product Line Contribution

Direct Contribution to the 2015 Product Line Goals

As outlined above, the primary 2015 focus of the participation teams will be to a) improve the ReMo platform, b) bring in new participation methods via the Task Force and c) tie these things back to the goals and needs of product teams.

The primary test of whether we are succeeding in 2015 will be whether an **increased number of product groups understand and are getting value** from the ReMo platform (all year) and from new methods brought in by the Task Force (Q3-4).

We are still developing specific plans for what this will look like. A core focus of the Community Development team in Q1 will be coming up with more specific plans with products groups re: how the ReMo platform can advance 2015 product goals.

Product Line Key Initiatives	Dependencies
<p>Update the ReMo SIG model: The model used to organize functional groups with ReMo (formerly called SIGs) will be evolved over the course of 2015. We will create at least one group tied to the needs of each of the five main product lines. Through this model, a Mozilla Rep will have a clear avenue to grow and become a local/regional/global functional area expert and functional teams can leverage this local/regional/global expertise. Discovery and creation of these groups will start in Q1. The model and the groups themselves will be evolved over the course of the year.</p>	<p>Clear identification of needs by product groups. E.g. is there enough demand for in market research that we should create ongoing Firefox OS market research SIGs.</p> <p>Clear commitment from product groups to work with and support their respective SIGs.</p>
<p>Develop participation pilots with key product groups: In addition to ongoing groups, the Community Development Team will develop a set of pilots that help product groups work better with volunteers and test the updated ReMo model. E.g. a Firefox OS volunteer product market insights pilot program -- recruiting volunteers with specific</p>	<p>Ability of Community Development Team and product lines to negotiate clear scope of work.</p>

<p>marketing skills to work in key markets. Discussions about pilots have started with Firefox OS, office of the CTO and Content Services.</p>	
<p>Create a way to quickly develop education materials: Develop staff capacity, templates and workflows that help product groups quickly develop education materials that give volunteers the information and skills they need to carry out specific tasks / activities and be more effective partners to product and functional teams.</p>	<p>Getting staff with educational design expertise in place. Connecting them to people in product groups.</p>
<p>Evolve event model in a way that is responsive to needs of product groups: Quickly develop, test and iterate new models for events that help people learn about and get involved in product work when they get together. As has always been the case, events will play a key role in engaging, focusing, training and rewarding volunteers. However, there will also be a strong focus on 'getting things done' in relation to the goals of product groups. We will need a mix of small (and low cost) plus medium sized (and more costly) events to support the growth of our volunteers. Again, this is key if we want local communities to help move our priorities forward in 2015+.</p>	<p>This one is both important and risky -- we really struggled with getting it right last year.</p> <p>We need to be clear about our commitment to community events. And we need to understand what both product groups and volunteers want from events.</p> <p>From there, we need to test new event models quickly to see what works and iterate.</p> <p>We will need people communicate clearly and openly for this to work.</p>
<p>Develop specific workflow for targeted recruiting and training volunteer leaders with skills that that product groups need (e.g. QA professionals or design students).</p>	<p>Requires assessment clear labour / skill needs, probably flowing from SIGs or pilot projects above.</p>

<p align="center">Product Line Milestones and KPIs</p>
<p>Specific milestones and KPIs will be developed in January (CDT) and February (TF) 2015. Given the Community Development Team was only created in December 2014 and the Task Force is still being formed, time is needed to consult with product teams.</p>

Risks	Risk Mitigations
We're not fast enough and successful in identifying the right experiments.	Focus on things that drive top line product goals as much as possible to make sure product groups getting value. Involve Mark and Mitchell to keep conversations going at executive level.
Product Line goals and ambitions are scaled for what employees can accomplish; volunteers then become a burden.	Look for places where involving volunteers in workflow provides concrete advantage. Then, design that in w/ help of participation teams.
Volunteer activities result in low return for investment to product lines and / or volunteers	Developed structured approach to identifying and measuring ROI for product lines and for volunteers from first moment.
Mismatch between priority markets chosen for products and places where we are investing in volunteer growth / strength.	Set reasonable expectations based on level of community development. Strengthen ability of regional communities to teach each other. Consider possibility of staff on ground.

Operations of Mozilla Contribution

Contribution to the Operations of Mozilla
<p>As an organization, Mozilla believes it needs to do two things to advance its mission -- building great products and empowering people. Radical, effective, high impact participation is essential for both of these things to happen.</p> <p>During 2015, the Participation Teams are focused on improving both the a) architecture of participation and b) actual participation that is happening across the whole of the organization and community. These goals are essential to building the Mozilla we -- and the world -- need for the coming era of the web.</p>

Organizational Key Initiatives	Dependencies
<p>Community Health and Growth: (re)dedicate staff to community health at the local and regional level -- especially in key regions like SE Asia, S. Asia and Latin America where we are aiming for product growth. Continue to develop and support community leaders on the ground.</p>	<p>Product work (e.g. Firefox OS) formerly done by our regional community development leads needs to be reassigned to other people.</p>
<p>Participation Task force: establish task force of people with a) expertise in modern approaches to participation and b) a keen sense of how Mozilla has done this before. This Task Force will be charged with looking for and testing these sorts of new approaches. The charge of this Task Force will be to develop a bold plan with concrete strategies for a) radically increasing the number and skill of people actively helping our product and program groups have impact (b) providing supporters and volunteers with value, including opening up doors to economic opportunities; and (c) examining a mix of high-touch and lightweight-touch activities that move our mission forward.</p>	<p>First dependency is building a team to manage the Task Force and move it ahead.</p> <p>From there, the key dependency is taking our goal of radical participation seriously: it will be easy for people to brush this off as rhetoric. We will need to find a group of people across the organization who are genuinely open to trying new things on the participation front this year.</p>
<p>Recognition: Update, expand and socialize Mozilla's recognition toolkit to help Mozillians effectively recognize people for their contributions and deepen/extend relationships. In particular, focus on rebooting the open badges project for contributors.</p>	<p>Staffing and resourcing needed for recognition, plus interest and willingness to use across product groups. These things still need to be negotiated.</p>
<p>Technical infrastructure: begin to update our online infrastructure to allow us to try new approaches to participation right away. For example, begin to use Mozilla.org as a participation hub for rallying supporters and volunteers. Also, build out better ways to</p>	<p>Biggest known dependencies are CRM strategy and developing clear plan / ownership for Mozilla.org.</p>

communicate with supporters and volunteers (e.g. CRM, metrics).	
<p>Research and surveys:</p> <p>1. Quickly undertake a survey of participation programs in Mozilla that are vibrant -- SUMO, MDN, Webmaker, etc to understand what's working. Document this and abstract patterns to feed into the work of the Task Force.</p> <p>2. Develop a clear understanding of capabilities of Regional Communities (# of people, areas of expertise, local leadership skills, time commitments possible), leading to ability to advise product groups on which projects are feasible. This may include a survey of regional communities and a way to train local leaders in the sorts of assessments that product groups need.</p>	<p>Task Force needs to be in place for #1. Skilled resources need to be in place for #2.</p>

Operational Milestones and KPIs
Specific milestones and KPIs will be developed in January (CDT) and February (TF) 2015 . Given the Community Development Team was created in December 2014 and the Task Force is still being formed, time is needed to develop more concrete plans.

Risks	Risk Mitigations
Planning gets in the way of doing.	Move quickly on specific initiatives related to product groups – don't wait for overall plan to do this. Same with the growth of ReMo.
Infrastructure issues drag out, cost too much money, don't solve our problems.	Identify and empower a clear owner early – doesn't matter from what team. Give that person authority and budget to succeed.
We have no project-centered employees now, so we'll need to unlock resources quickly.	Demonstrate value of structured interaction with volunteers, unlock resources.