

# ICANN 48

## Organisational Excellence



# AGENDA

- + Focus on Organisational Excellence
- + Model – EFQM
- + Achievements & Goals

*Appreciate Your Input & Collaboration!*

# FY14 OBJECTIVES

- DELIVER CORE INTERNET FUNCTIONS
- ACT AS STEWARDS OF PUBLIC INTEREST
- ENGAGE IN IG ECOSYSTEM
- DEEPEN PARTNERSHIPS WITH I-ORGS

## 1 AFFIRMATION OF PURPOSE

## 2 OPERATIONAL EXCELLENCE

## 3 INTERNATIONALIZATION

## 4 MULTI-STAKEHOLDER MODEL EVOLUTION

- OPTIMIZE POLICY DEV. PROCESS
- INCREASE/IMPROVE PARTICIPATION
- EVOLVE SO/AC STRUCTURES
- PROMOTE ETHICS & TRANSPARENCY

- INSTITUTIONALIZE MGMT. DISCIPLINES
- MATURE ORG. SUPPORT FUNCTIONS
- OPTIMIZE R&R SERVICES
- PLAN FOR SCALE, SECURITY, CONTINUITY

- ENGAGE STAKEHOLDERS GLOBALLY
- COMMUNICATE CLEARLY & LOCALLY
- INTEGRATE GLOBAL/REGIONAL RESP.
- EVOLVE GOV. RELATIONSHIPS



Change → Transform → Success

改变

Gǎi biàn

变成

Biàn chéng

成功

Chéng gōng

危

Danger

機

Opportunity

John F Kennedy  
(1917 - 1963)

InspirationBoost.com

"The Chinese use two brush strokes to write the word "crisis".  
One brush stroke stands for danger; the other for opportunity.  
In a crisis, be aware of the danger - but recognize the opportunity."

# Model – EFQM

ICANN is a proud member of EFQM

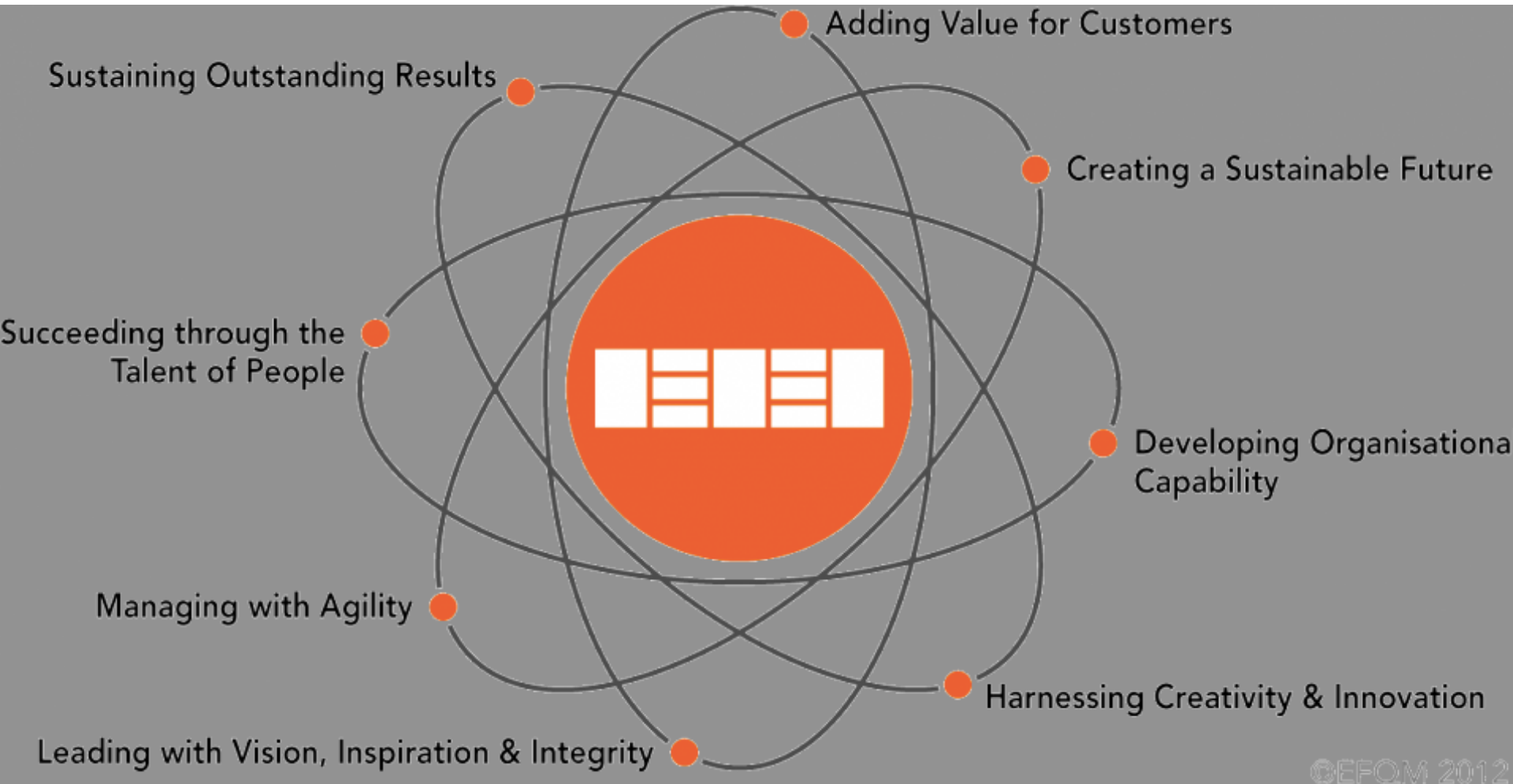
ICANN began applying the EFQM model in 2009 because:

- It is not tied to any one country
- It is used on multiple continents
- Many ICANN customers & stakeholders use the model
- EFQM is a not-for-profit and non-governmental membership association

**EFQM**   
Shares what works.

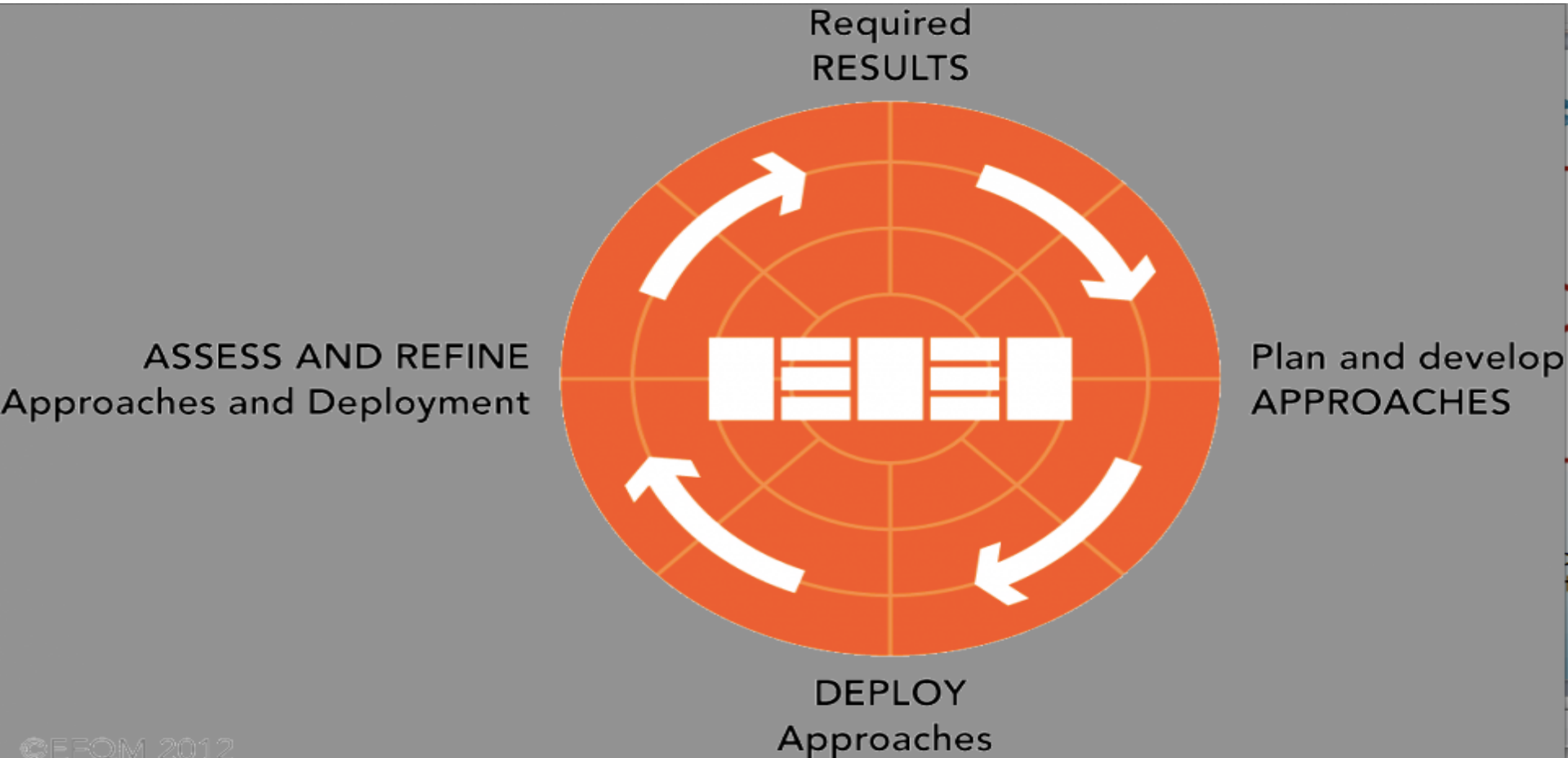
**EFQM = European Foundation for Quality Management**

# EFQM Fundamental Concepts of Excellence



*Excellent Organisations achieve and sustain outstanding levels of performance  
meet or exceed expectations of all their stakeholders*

# EFQM Radar Logic

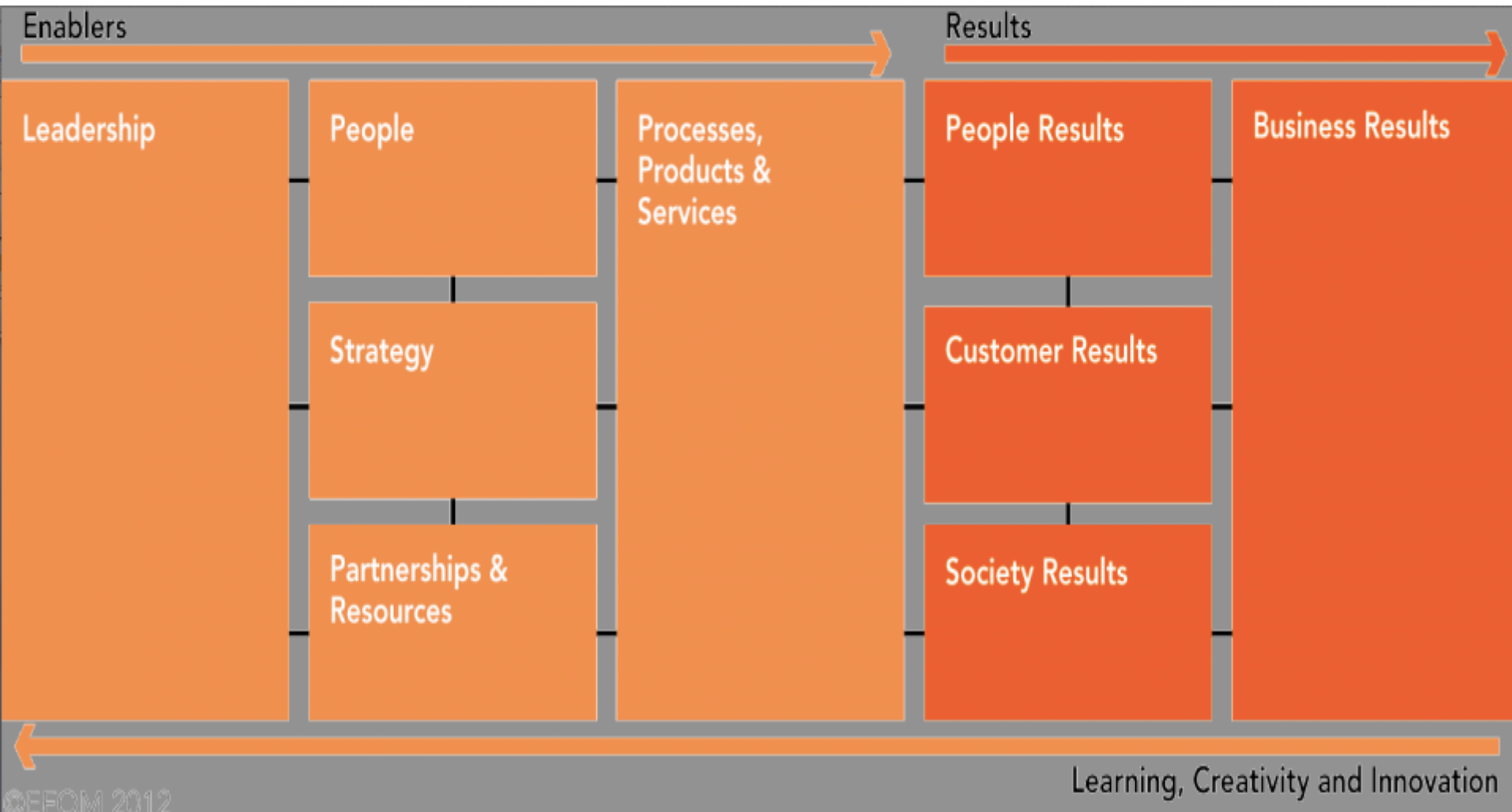


A dynamic assessment framework & powerful management tool

A structured approach of continuous assessment to achieve sustainable excellence



# EFQM Excellence Framework



A framework to help organisations convert the Fundamental Concepts and RADAR logic into practice

# IANA Team Achievements



- + 4<sup>th</sup> annual self-assessment in January
- + External assessment in August
- + Achieved Committed to Excellence
- + We are still on the journey...

# IANA – Additionally...

We have conducted a series of consultations and

- Have agreed performance standards with customer groups
- Begun publishing performance metrics
- Agreed and published user instructions documentation
- Will be introducing a secure notification service

The screenshot shows the IANA website with the following content:

**IANA**  
Internet Assigned Numbers Authority

DOMAINS NUMBERS PROTOCOLS ABOUT IANA

**About IANA**

- Introduction to IANA
- Performance Reporting
- Procedures
- Presentations
- Public Reports
- Reviews**
- Glossary of terms
- Excellence & Quality
- Contact us

**IANA Reviews**

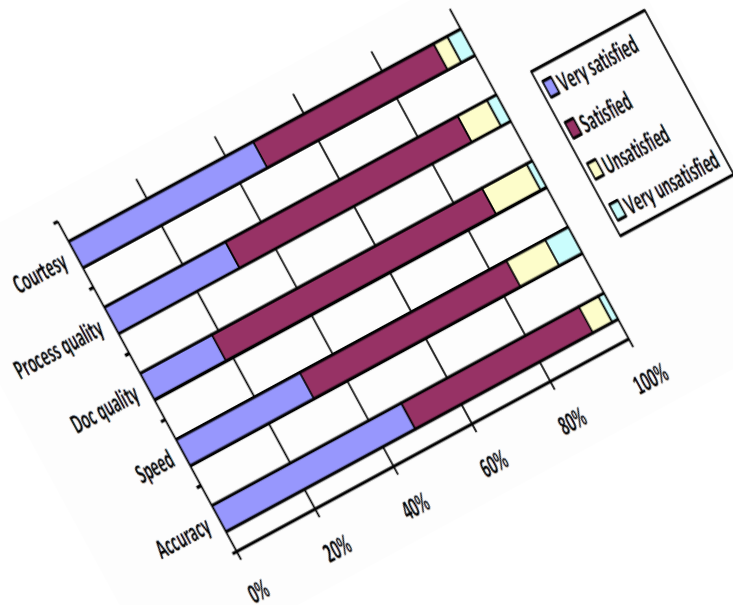
In performing the IANA functions, ICANN is required to perform a number of public consultations on certain aspects of how these functions are performed. These consultations are spelled out in *IANA Functions Contract S41301-12-CN-0035*, and will be conducted between October 2012 and mid-2013.

ICANN welcomes and encourages feedback from all interested and affected parties on these consultations.

| Consultation   | Status             |
|--|--------------------|
| <b>Source of Policies and User Instructions for ccTLD Delegation and Redlegation</b><br>A consultation on the Source of Policies & User Instructions for delegations and redelegations of country-code top-level domains.                          | Concluded          |
| <b>Source of Policies and User Instructions for gTLD Delegation and Redlegation</b><br>A consultation on the Source of Policies & User Instructions for delegations and redelegations of generic top-level domains.                                | Concluded          |
| <b>Source of Policies and User Instructions for Internet Number Resource Requests</b><br>A consultation on the Source of Policies & User Instructions for Internet Number Resource Requests  | Concluded          |
| <b>Root Zone KSK Rollover Process</b><br>Seeking feedback on how ICANN should perform a rollover (change) to the Key Signing Key used to sign the DNS Root Zone for DNSSEC.  | Reviewing Comments |
| <b>Performance Standards for ccTLD Delegation and Redlegation</b><br>Seeking feedback on developing performance standards for delegation and redelegation of a country-code top-level domain.  | Concluded          |
| <b>Performance Standards for gTLD Delegation and Redlegation</b><br>Seeking feedback on appropriate performance standards for delegation and redelegation of a generic top-level domain.   | Concluded          |
| <b>Secure Notification Process</b><br>Seeking feedback on how ICANN should notify the community relating to service changes, outages, and other important announcements.   | Concluded          |
| <b>Customer Service Complaint Resolution Process</b><br>Seeking feedback on how ICANN should resolve customer complaints relating to how the IANA functions have been executed.  | Concluded          |
| <b>Performance Standards for Internet Numbers Resources</b><br>Seeking feedback on appropriate performance standards for the allocation of Internet Number Resources such as IPv4 and IPv6 allocations, primarily to Regional Internet Registries. | Concluded          |

ICANN 48 - 17-21 Nov 2013  
**Buenos Aires**  
ICANN 15

# IANA Last Year's Survey



We ran our first survey last year and discussed the results in Toronto  
Feedback suggested

- Going for a longer survey would be fine
- Segmented results are important

# IANA – This Year’s Survey

- + 2<sup>nd</sup> annual customer survey underway
  - + Conducted by a 3<sup>rd</sup> party to ensure anonymity
  - + Only aggregate statistical results provided to ICANN
  - + Segmented by customer group
  - + Results likely to be published early in 2014

# 1 AFFIRMATION OF PURPOSE

شبكة.

.онлайн

.сайта

.游戏

.ventures

.camera

.clothing

.lighting

.singles

.voyage

.guru

.holdings

.equipment

.tattoo

.bike

.estate

.contractors

.plumbing

.construction

.land

.sexy

.graphics

.technology

.gallery

**24** NEW gTLDs  
DELEGATED TO DATE

**POLICY**  
SINCE DURBAN

**19** ALAC POLICY ADVICE  
STATEMENTS AND  
CORRESPONDENCES

**4** SSAC ADVISORIES

**ICANN LEARN**  
ONLINE LEARNING PLATFORM

**DNSSEC** DEPLOYMENT

**129**  
IN ROOT ZONE

**BIGGEST**  
NEW TLD  
= **CHINA**

CAPACITY  
BUILDING  
TRAINING  
IN **10**  
OVER **10**  
COUNTRIES

**PICs**  
PUBLIC  
INTEREST  
COMMITMENTS

**477** within active  
applications/  
registries

**RAAs**  
REGISTRAR  
ACCREDITATION  
AGREEMENT

**106** signed  
to date

**RAs**  
REGISTRY  
AGREEMENT

**144** signed  
to date

DEEPEN PARTNERSHIP WITH I-ORGS

**ISOC**

DNS Forum  
Durban + BA

**IETF**

Supporting  
London Meeting

**ITU**

Build  
relationship

**JOINT  
STATEMENT**

**MONTEVIDEO**

IG ECOSYSTEM

**IGF** Bali / Turkey & Brazil

**/1net**

## 2 OPERATIONAL EXCELLENCE

### IMPLEMENTED MANAGEMENT SYSTEMS



PORTFOLIO MANAGEMENT



TRAVEL & EXPENSE MANAGEMENT



CUSTOMER RELATIONSHIP MANAGEMENT



ENTERPRISE RISK MANAGEMENT



EXECUTIVE DASHBOARD



COST MANAGEMENT

EXAMPLE: MINIMIZED  
**HEALTH BENEFITS COST**  
ANNUAL INCREASE  
FROM 12% TO **1.6%**

### GDD GLOBAL DOMAINS DIVISION

INITIAL EVALUATION  
CONCLUDED

**1800** new gTLD  
applications  
PASSED

IMPROVED NEW gTLDs  
DELEGATION PROCESS

**FROM WEEKS OR MONTHS**  
TO IN AROUND **1 WEEK**

CONTRACTED  
**2 EBEROs**  
EMERGENCY BACK  
END REGISTRY  
OPERATOR

### CONTRACTUAL COMPLIANCE

FULL **AUTOMATION** OF COMPLIANCE PROCESS, **CONSOLIDATION** OF SYSTEMS,  
**IMPROVED** USER EXPERIENCE AND ADDITIONAL FEATURES

### IANA

**EFQM**  
COMMITTED  
TO EXCELLENCE  
CERTIFICATION



### CONTRACTING CONTINUES TO PROGRESS

**960** applicants invited to Contracting  
**275** applicants responded to CIR  
**178** contracts sent out for signature  
**144** Registry Agreements signed

**L-ROOT** DEPLOYMENT  
**146** INSTANCES IN **71** COUNTRIES

## 3 HUBS • 4 ENGAGEMENT CENTERS



MyICANN.org

&gt;9,000

UNIQUE USERS

WHOIS.  
ICANN.org

ICANN PREMIERE:

6 UN LANGUAGES  
AT LAUNCH

## GLOSSARIES PROJECT

6 UN LANGUAGES FOR ICANN  
GLOSSARY TERMS AND ACRONYMS

## LANGUAGE SERVICES

TRANSLATED

3.5M

WORDS  
IN LAST  
5 MONTHS

TRANSCRIBED

161 hrs

FROM 166  
DURBAN MEETING  
SESSIONSGLOBAL STAKEHOLDER  
ENGAGEMENT PLAN

## 6 REGIONAL STRATEGIES

IN PARTNERSHIP WITH THE COMMUNITY

COUNTRY  
PARTNERSHIPS

- KISA Language Localization Pilot
- India Center for DNS Security

## FELLOWSHIPS

90 &gt; 120

MEETING  
ATTENDANCE  
UP 28%

## SPEAKERS BUREAU

105

EVENTS

AUDIENCE

33K

|             |    |
|-------------|----|
| AFRICA      | 13 |
| ASIA        | 10 |
| AUSTRALASIA | 5  |
| CES/RUSSIA  | 6  |
| EUROPE      | 31 |
| LATAM       | 8  |
| MIDDLE EAST | 4  |
| N-AMERICA   | 28 |



# 4 MULTI-STAKEHOLDER MODEL EVOLUTION

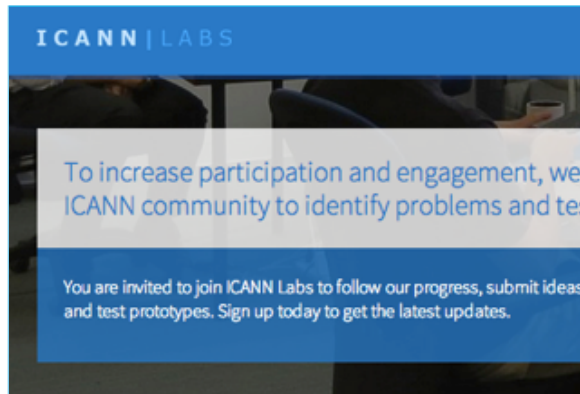
## ACCOUNTABILITY & TRANSPARENCY

**ATRT1** COMPLETED  
ACCOUNTABILITY  
& TRANSPARENCY  
REVIEW

**ATRT2** ACCOUNTABILITY  
& TRANSPARENCY  
REVIEW OUT FOR  
COMMENT

**12**  
PROPOSED AREAS OF IMPROVEMENT

## ICANN LABS



**5**  
EXPERIMENTS  
LAUNCHED &  
COMPLETED

**653**  
PEOPLE SIGNED  
UP FOR NEWS &  
PARTICIPATION

## GROWTH

GAC **14**  
COUNTRIES  
JOINED AS  
NEW MEMBERS  
TOTAL = **131**

**6**  
IGOs JOINED  
AS NEW  
OBSERVERS  
TOTAL = **30**

AT-  
LARGE

**8**  
NEW STRUCTURES  
TOTAL = **161** (153 LAST YEAR)

## EWG

COMPLEX  
PROBLEM SOLVING

## STRATEGY PANELS

NEW WAY TO TACKLE FUTURE  
CHALLENGES

## CCNSO

**8**  
NEW MEMBERS  
TOTAL = **142** (134 LAST YEAR)

# MyICANN – PROJECT STATUS

## ICANN Portfolio Management System

All Current Projects

The ICANN Project Portfolio System assists ICANN in effectively managing and prioritizing its work activities across its global workforce. As part of its transparency and accountability mechanisms, ICANN is sharing a regular snapshot of the Project Portfolio Management System with the community, which offers visibility into ICANN's workload and progress. ICANN's work is guided by the ICANN Strategic Plan that has been developed in conjunction with the community, and is organized in a hierarchy of Objectives, Goals, Portfolios, and Projects. Below is a high-level composite of ICANN's work structure. The details of each level can be found by clicking on each level of the hierarchy.



## Objectives

Objectives are the highest level of the ICANN work plan, and the responsibility of the ICANN President. The status information for each Objective reflects the status of the component portfolios and projects within that Objective.



Last Updated: November 5, 2013 - 02:28

# FY14 OBJECTIVES – OPS FOCUS

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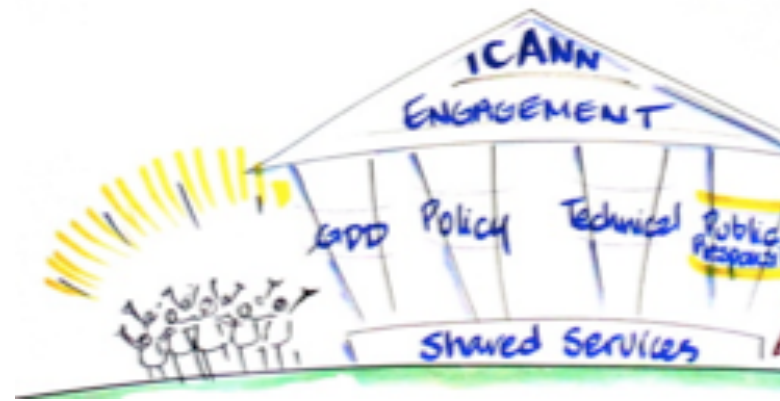
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- 

# Operations Focus – T1 Goals



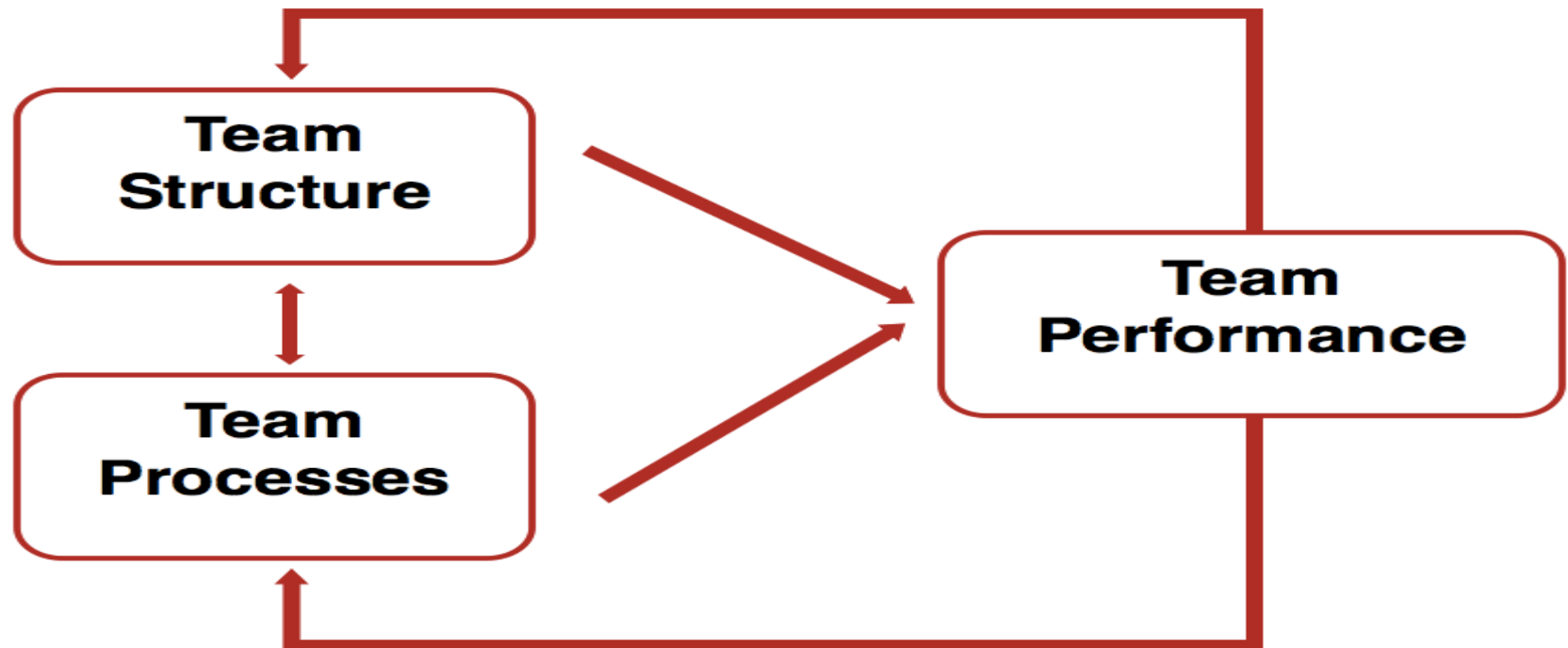
## 2 Operations-relevant goals of CEO:

- Operationalize 3-hub model to fulfill our globalization commitment.
- The process of matrix-ing operational & administrative functions across the hubs should be established & starting to be deployed.

## Operations Team Goals:

- Reorganize to achieve 3-hub globalization – effective & within budget
- Improve processes for efficiency & proper controls
- Increase financial & operational performance visibility for mitigation & advancements
- Self & Team advancement

# BUILDING A HIGH PERFORMANCE OPERATIONS GLOBAL TEAM



## To Achieve:

- Goals & Objectives
- On Time & within Budget



# Operations Team Global Structure

| Global Hub | Admin & HR Dvlpmt            | HR Operation Services                            | Finance | Procurement | PMO     | ERM     | Mtg Ops & Int'l RE      | Ops Leadership |
|------------|------------------------------|--|---------|-------------|---------|---------|-------------------------|----------------|
| AMERICAs   | LA Team                      | LA Team  | LA Team | LA Team     | LA Team | LA Team | US Team                 | LA Team        |
| EMEA       | Int'l - HR Dvlpmt (Brussels) | Ops Mgr (Istanbul)<br>Reports to Sally Costerton |         |             |         |         | Mtg Planner (Istanbul)  |                |
| APAC       |                              | Ops Mgr (Singapore)<br>Reports to Y.C. Kuek      |         |             |         |         | Mtg Planner (Singapore) |                |

# Operations T1 Goals – Progress

- ✓ Achieved clean FY13 audit
- ✓ Launched regular budget review and financial reporting
- ✓ Cost control & process improvements in various areas
- ✓ Resourcefully and creatively minimized health benefits cost annual increase from 12% to 1.6% for US staff (6/2013 base)
- ✓ Developed EDB V1 with existing metrics, and begin launching V2 to review & assess key metrics
- ✓ Completed enterprise risk assessment and mitigation plan – ready to implement mitigations
- ✓ Completed management competency & communication guidelines, building HR development plan.. both to roll out in T2



# Operations T2 & T3 Focus

- Management visibility – KPIs
- Cost controls while ensuring quality
- Process improvements
- Risk mitigation implementation
- Staff & Management development
- Communication – reducing silos

***... Getting ready for EFQM Assessment***

***IF YOU WANT TO GO FAST,  
GO ALONE.***

***IF YOU WANT TO GO FAR,  
GO TOGETHER.***

**AFRICAN PROVERB**

***Welcome Your Input  
&  
Thank You for Your  
Collaboration!!!***