OPERATIONAL EXCELLENCE

- Integrated processes
- Process that maps to strategies
- Corporate policies and procedures which align to business needs
- Consistent and efficient tools that support business functions and needs
- Process maps
- Tools: make use of state of the art tools to manage operations
- Clear R&R – roles & responsibilities, community roles, etc.
- ICANN staff organized hierarchically (structured)/relationally – NOT FLAT
- Look like a “Malcolm Baldridge Award” winner
- Understood/Agreed portfolio priorities
- All departments cooperating and with common goal
- People talent
- People: right staff, right talent, right education
- Refreshed, engaged, focused – order, not chaos
- Service level agreements
- Define community expectations “DIALOG”
- Continuous improvement
- Business excellence
- What is definition of “Excellence” and how do we “Measure” it?
- Avoid trap of “that’s the way we’ve always done it”
- Continuously evaluate whether there’s a better approach
- Develop operating plan
- Organization planned to deliver on strategy and DPS plan
- Processes defined, documented and followed to achieve goals (published)
- Tools/systems identified/implemented to support priorities
- “Ables” – scale-able; repeat-able; measure-able, sustain-able
- Quarterly plan/project review: Quarterly budget update, feedback, learn, improve
- Planning process to achieve cost benefits
- Communicate & align operating values
- Transparency: complete clear and transparent budget process
- Minimal effort in, max result out
- Budget based on operational plans, which are based on and aligned with strategic direction
- Transparency to staff, board, communities
- Operate our critical systems as critical systems: 24hrs, 99.999+, etc.
- Operationally BORING (no surprises, stable and flowing)
- Consistency not matter what – no matter who
• Operationally invisible, effortless
• Develop 4th quadrant staff
• Better/tighter integration of staff and scattered in diverse location worldwide
• Interfaced/effective division of functions across regional HQ hubs
• Evolve beyond names & numbers to access and --- need experts to identify partners to work with -- more notice on PDPs
• Establish more hub presence in regions underrepresented to attend to local needs – ccTLDs to have real local presence (global and local)
• ICANN to conduct more group discussions like these when discussing strategies, policies and stakeholder engagement
• Clear, reasonable tradeoff between distributed and central governance
• ICANN should co-with the local entity to form the local ICANN
• Have more oversight over the Board
• Internet means not only us
• Trim down staff
• Transparency and accountability
• Need to reconsider the supply-chain in order to meet global trends
• Balance staff recruitment across various regions
• Recognize the efforts of the large group of volunteers who run the programs increase fellowship
• Are there different patterns between different TLDs (large vs small ccTLDs)
  o Dotless Domains
  o Certificate Authority / Name Collision _____? – New gTLDs
  o DDOS
• Stability – When Internet goes out in locality, impact on users
• Having a local instance of root server would help with stability.
• Calls on ICANN to ensure ccTLD follow best practices
• Formalize relationships between parties – reporting scalability for some ccTLDs
• Need to understand which is responsible for the security of different zones (org.za example is different than .co.za)
• Adoption of best practices (DNSSEC)
• EBERO Data Escrow – good examples of efforts to help with redundancy and contingency
• Collaboration w/security community
  o Local certificates authorization/companies bought in North America/Western Europe
  o Need local operator in security industry =
• What is ICANN’s job there to do? Should community have lead role?
• ICANN in educate inform – training
• Engagement centers truly taking functions to the regions
• (Van Roste – CENTR; peter@centr.org) Operational excellence starts with S.M.A.R.T. goals. Without them it is hard to measure the value of any initiative and its possible excellence. We encourage ICANN to introduce the SMART approach as soon as possible. Furthermore, CENTR fully supports the comments made by the SOP WG on June 26th, 2013.

Long-term financial stability can only be achieved by finding sufficient (financial) support and commitment for projects and activities before launching them. Therefore, it is of paramount importance that ICANN looks carefully into the economic aspect of any action.
More than in any other area, operational excellence is a must for the IANA function. Improvements over the recent years have lead to high standards and meeting expectations. CENTR encourages IANA to continue to reach out to the relevant communities and commits to providing feedback where relevant.