

# Continuous Improvement Program Research

---

- Proposed Definition of Continuous Improvement
- Research Considerations
- Objectives of Rec 3.6 and Bylaws Article 4.4
- Solutions We Assessed
- Initial Findings
- Principles / Criteria Framework Introduction
- Principles / Criteria Framework Example

# Proposed Definition of Continuous Improvement

---

## Definition Option:

Continuous improvement is an ongoing process of identifying, analyzing, and making incremental improvements to systems, processes, products, or services. Its purpose is to drive efficiency, improve quality, and value delivery while minimizing waste, variation, and defects. The continual improvement process is driven by ongoing feedback, collaboration, and data.

[BusinessMap.io](https://www.businessmap.io)

# Research Considerations

---

Recommendation 3.6 directs for to “evolve the content of Organizational Reviews into continuous improvement programs in each SO/AC/NC”. It also states: “ICANN org shall work with each SO/AC/NC to establish a continuous improvement program [that shares] a common base between all SOs, ACs, and the NomCom but will also allow for customization so as to best meet the needs of each individual SO/AC/NomCom.” Our research looked for a solution that could provide:

- **Flexibility:** CIP framework must offer flexibility for individualized fit to different structures.
- **Uniformity:** Ensure uniformity for assessing the health of various structures following the content of Organizational Reviews scope written in Article 4.4
- **Efficiency:** Seek an effective and efficient approach to avoid overburdening community resources.
- **Build on Existing Work:** Identify and build upon existing work to avoid duplicating efforts.
- **Areas for Improvement:** Understand what is working well and identify opportunities for improvement.

# Objectives of Rec 3.6 and Bylaws Article 4.4

## While the process may change...

Organizational Review

Conducted by one  
independent examiner



Continuous Improvement Program

Conducted by community structures

## The mandate is the same.

**Organizational Reviews** are anchored in Article 4.4. of the [ICANN Bylaws](#) to assess the effectiveness of ICANN's supporting organizations and advisory committees. Organizational Reviews are conducted by independent examiners to assess:

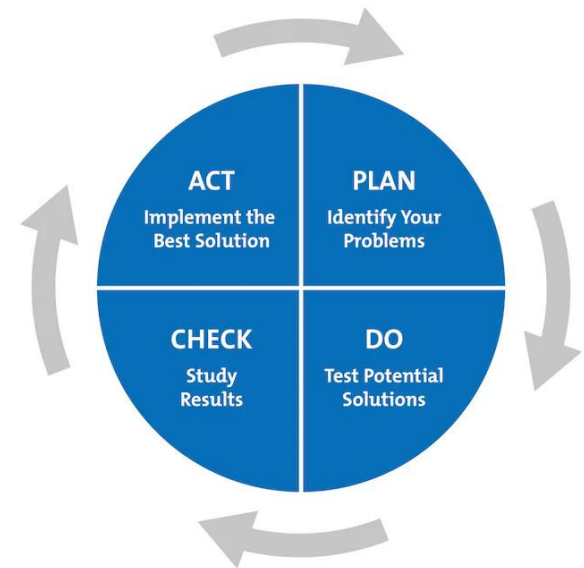
- (i) whether that organization, council or committee has a continuing purpose in the ICANN structure.
- (ii) if so, whether any change in structure or operations is desirable to improve its effectiveness.
- (iii) whether that organization, council or committee is accountable to its constituencies, stakeholder groups, organizations and other stakeholders.

# Solutions We Assessed

There are a wide variety of CIP tools and frameworks used by different organizations for different reasons.

- Plan-do-check act
- Lean
- Kaizen
- Six Sigma
- Total Quality Management
- ISO 9000
- EFQM Model
- Baldrige Performance Excellence
- Principle/Criteria Sustainability Framework

Figure 1: The Plan-Do-Check-Act Cycle



# Initial Findings

---

- Plan-Do-Check Act
- Lean
- Kaizen



- Solution/Process Improvement Tools

- Six Sigma



- Ideal for optimizing manufacturing

- Total Quality Management
- ISO 9000
- EFQM Model
- Baldrige Performance Excellence



- Inflexible - prescribed quality management principles

- Principle/Criteria Sustainability Framework



- Best use case we identified through research. Provides needed flexibility and uniformity

# Principles / Criteria Framework Introduction

---

**Principles / Criteria Framework:** consists of principles, criteria, and indicators:

- **Principles** describe the objectives of the Continuous Improvement Program. They define what the CIP is fundamentally trying to do.
- **Criteria** are the conditions that need to be met in order to comply with a principle. A criterion is an element or set of conditions or processes by which a system characteristic is judged. Criteria define how a principle will be achieved, without themselves being a measure of performance.
- **Indicators** define what the CIP will measure. Indicators are measurable states which allow the assessment of whether or not associated criteria are being met. Indicators are flexible and they can include metrics, assessments, and or new processes put in place to meet a criteria.

**Uniformity** is provided by having shared principles. **Flexibility** is provided because each stakeholder group can prioritize criteria and develop custom indicators.

# Principles / Criteria Framework Example

---

**Uniformity** is provided when stakeholders share the same principles.

**Organizational Reviews** are anchored in Article 4.4. of the [ICANN Bylaws](#) to assess the effectiveness of ICANN's supporting organizations and advisory committees.

Organizational Reviews are conducted by independent examiners to assess:

(i) whether that organization, council or committee has a continuing purpose in the ICANN structure.

(ii) if so, whether any change in structure or operations is desirable to improve its effectiveness.

(iii) whether that organization, council or committee is accountable to its constituencies, stakeholder groups, organizations and other stakeholders.



# Principles / Criteria Framework Example

---

**Flexibility** is provided when structures are able to prioritize criteria they will focus on and develop custom indicators to suit their needs.

## Principle

- The organization, council or committee is accountable to its constituencies, stakeholder groups, organizations and other stakeholders.

## Criteria:

- SO, AC, and NomCom maintain sufficient levels of transparency of information.

## Indicators:

- There is clarity of information across channels.
- There is accessibility of information.
- There is timely delivery of information.
- Sufficient transparency is maintained to facilitate relationships and interconnectedness with the ICANN Board, community, and other SO, AC, and NomCom).