

## **Continuous Improvement Program and Holistic Review Overview**

### What is the Continuous Improvement Program (ATRT3 Recommendation 3.6)?

ATRT3 recommended that Organizational Reviews evolve into a Continuous Improvement Program (CIP). A community coordination group is developing a CIP pilot framework under which each group would model its continuous improvement efforts. The framework currently consists of the following 5 principles (subject to change):

1. The SO, AC, or NomCom is fulfilling its purpose.
2. The structures of SO, AC, or NomCom are effective.
3. The operations of SO, AC, or NomCom are efficient.
4. The SO, AC, or NomCom is accountable internally to its stakeholders and substructures (where applicable), and externally to the wider ICANN community in benefit of the global Internet population.
5. The SO, AC, or NomCom collaborates to further the mission of ICANN.

At least once every three years, SO/AC and the NomCom would evaluate its continuous improvement efforts and develop a report on its work which it would publish for Public Comment. This reporting would serve as input to the Holistic Review.

### What is the Holistic Review (ATRT3 Recommendation 3.5)?

ATRT3 recommended the creation of a Holistic Review with the following four objectives:

- Review continuous improvement efforts of SO/AC/NC based on good practices.
- Review the effectiveness of the various inter-SO/AC/NC collaboration mechanisms.
- Review the accountability of SO/ACs or constituent parts to their members/constituencies.
- Review SO/AC/NC as a whole to determine if they continue to have a purpose within the ICANN structure as they are currently constituted, or if any changes in structures and operations are desirable to improve the overall effectiveness of ICANN as well as ensure optimal representation of community views (but taking into consideration any impacts on the Board or the Empowered Community).

The Holistic Review would use the CIP reporting for the SO/ACs and NomCom to perform the assessments outlined in the four objectives above.

**The CIP and the Holistic Review, together, would replace Organizational Reviews.**

### **Holistic Review and Continuous Improvement Program (CIP) Discussion**

**Question:** Would the Holistic Review look at the SO/ACs and NomCom individually or all together?

**Response:** *Both. In looking at the CIP principles, four of the principles are focused internally, while principle five is focused on collaboration with other SO/ACs and NomCom to further the mission of ICANN. Using the CIP outputs as inputs to the Holistic Review, this would give the review team data to assess how SO/ACs and NomCom are conducting their Continuous Improvement work within their group as well as how they are working with other groups to further ICANN's mission.*

**Question:** Would the Holistic Review replace Accountability and Transparency Reviews (ATRT)?

**Response:** *No. ATRT's have a different purpose and scope than a Holistic Review.*

**Question:** Would the Holistic Review look at the Board?

**Response:** *No. The Holistic Review is only focused on the SO/ACs and NomCom.*

**Question:** How do questions about the need to restructure ICANN get asked and where?

**Response:** *The Holistic Review would not conduct a broad review focused on restructuring ICANN's structures. The Holistic Review would focus on assessing its four objectives as defined by ATRT3 using the SO/ACs and NomCom's CIP reporting. Any potential questions about the need for a specific group to restructure would come from an assessment of a group's CIP reporting.*

**Clarification:** *The Holistic Review would assess the SO/AC and NomCom's continuous improvement efforts to ensure each group is, 1. Conducting its continuous improvement efforts following good practices, 2. Effectively collaborating with other groups, 3. Being held accountable to its constituents/constituent parts, and 4. Continuing to have a purpose within the ICANN structure as they are currently constituted. The Holistic Review would assess CIP work, develop findings, determine areas which may require action, and make any needed*

*recommendations to address specific findings. **It would not be the Holistic Review's role to design any solutions or architect any restructuring for a SO/AC or NomCom.***

**Question:** How would a Holistic Review handle a situation where data shows that a specific group should explore restructuring to address known issues?

**Response/Example:** *Using the GNSO structural questions as an example - If during a Holistic Review's assessment, the GNSO's CIP reporting shows persisting issues that could be resolved through restructuring of the GNSO, a Holistic Review could produce a recommendation stating that, considering the information produced in the group's CIP reporting, the GNSO should explore restructuring with the aid of an external party to address the issues identified.*

Clarification: Although a group could wait for a Holistic Review to produce such a recommendation, a group could make this determination and explore restructuring on its own at any time, including during its internal continuous improvement work.

**Question:** How would the Holistic Review address the need to create groups not currently represented in the ICANN structure? This topic could be missing from a group's CIP work and therefore would not be reflected in its reporting.

**Response:** *Constituents/constituencies may flag the need for representation of unrepresented groups during the course of an SO/AC or NomCom's CIP internal assessment. The need for representation of unrepresented groups can also be raised during Public Comment on SO/AC or NomCom's CIP reporting. Each SO/AC or NomCom would have to respond to such input, noting why the input is or isn't being addressed. Such input would be flagged for a Holistic Review as part of its review.*

**Question:** Could a Holistic Review have assistance from an external reviewer with specific subject matter expertise?

**Response:** *Yes. An external expert could be used for a Holistic Review to provide specific expertise and inform the review team's work.*