

Utilizing Broadcom® Clarity® for OKRs

Enhancing the Effectiveness of Government Investments to Improve Citizen Service

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Objectives and Key Results (OKRs) in Goal-Setting and Performance Management

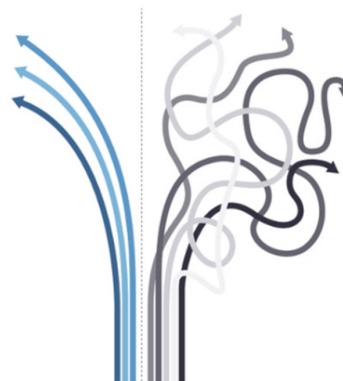
Billions of dollars are spent every year by U.S. federal and state government agencies to develop new offerings, introduce new services, improve efficiency, and increase usage of existing products. These resources are expended to further strategic priorities such as improving responsiveness to citizens and constituents, increasing revenues, deepening market penetration, or cutting overall expenditures to drive efficiencies. Many times, the value desired from the investments made is not fully realized, strategic needs are not fulfilled, and additional millions are spent trying to realize the initial goal.

A key reason investments fail to fully achieve their intended goals is that the performance management framework commonly used is output-based. Common program management practice focuses on cost and schedule, counting task completion as value delivered. However, when performance management focuses on counting task completion (outputs), it is possible to complete all workstream tasks and still not realize the outcome desired. Focusing performance management on achieving the outcome desired instead of counting task completion greatly increases the customer value delivered.

Figure 1: Track Outcomes Instead of Outputs

Aligning Around Value

Aligning Around Work



The U.S. federal government is heavily dependent on IT to deliver services and interact with citizens and constituents. It will spend over \$65 billion (USD) for IT programs at civilian agencies in FY 2023. These agencies have a number of projects and programs that are not delivering the value intended as defined in their original investment business case. Although many corporate initiatives also fail to deliver their intended value, this issue is even more acute with government investment since the *customers* are citizens and the *funding* is tax revenue.

Executive leadership looks to quickly pivot strategies to ensure that agency programs are delivering the most customer value as intended. The adoption of outcome-based, data-driven performance management becomes imperative. The use of an outcome-based performance measurement framework, such as the OKR method, has proven to be more effective in consistently communicating the value desired to the task level. Work progression, productivity data, and resource visibility are critical in providing the information leadership needs to turn the value signal into customer outcomes.

Measuring initiative progress in terms of customer value generated, in addition to cost and schedule, has become essential. The most successful IT and business leaders have driven their organizations to a high level of maturity using the OKR process to guide and optimize their organization's decision making. The most effective way to implement and adopt an outcome-based framework across a complex organization is through the use of an integrated OKR solution such as Clarity®.

Objectives and Key Results

Strategic priorities are captured in an *objective* statement describing the future state the agency wants to create. The objective is a qualitative statement with enough detail to give it boundaries and direction. *Key results* are critical characteristics of the objective future-state. Key results have a quantitative metric showing a change in behavior or a consequence of the work being performed. High achievement of all key result outcomes indicates that the objective state has been reached or is occurring. For instance, the following objective statement might apply if a chief information officer's priority strategy is to introduce software factory concepts into production:

Divisions, product groups, and other internal entities will receive IT products and support that is reliable, secure, highly available, and delivered efficiently on time.

Key characteristics of the objective future state desired are captured in the following quantitative key result metrics:



IT will have no major software incidents because of software or configuration changes by the end of the calendar year.



All (100%) of the highest priority systems and infrastructure components have tested failover capabilities by Q3 of the current year.



All (100%) of the information at rest is encrypted by Q3 of the current year.

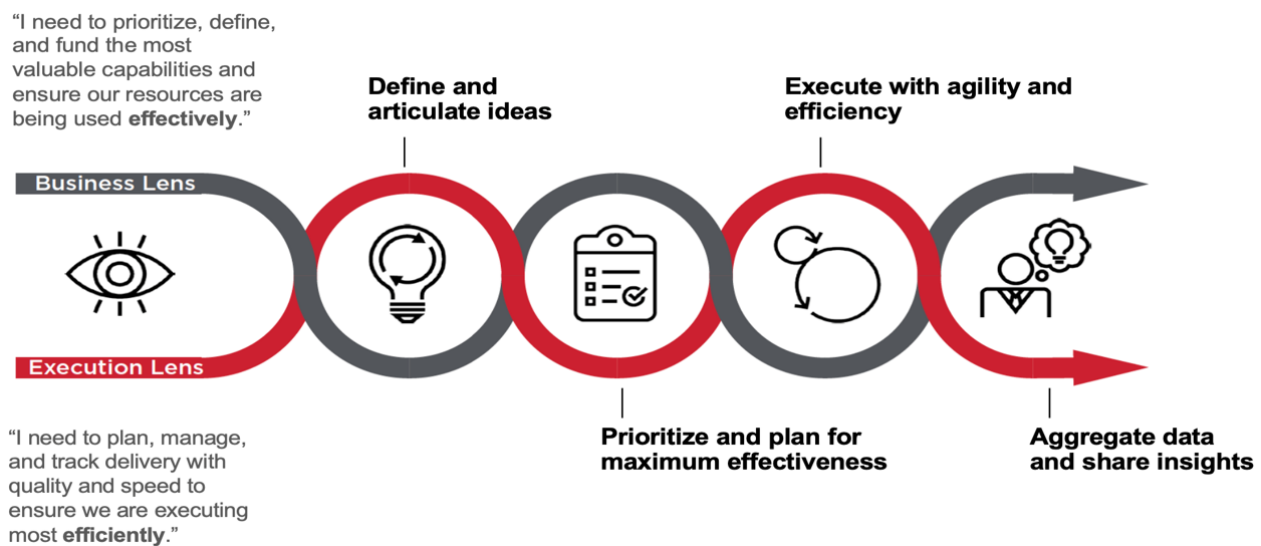


There is a 30% improvement in the ratio of staff and contractors to code deployed by Q2 of the current year.

Top-level OKRs can be cascaded down within an organization with each lower level business unit expressing an objective that contributes to the top-level OKRs. These goals are easily captured and tracked in an integrated OKR framework such as Clarity.

Clarity allows all levels of an organization a clear view of the enterprise objectives, the key result achievement that the organization is working towards, and the OKR sets of subordinate business units as the strategic priority is cascaded down the organization. The comprehensive workflows and dashboards enable a quick understanding of the OKRs and allows analysis of a path down to the key results status, workstreams, and tasks. Verifiable, real-time performance data for managers and program leads increases their ability identify constraints to key result achievement, avoid bottlenecks, determine corrective strategies, and identify downstream risks to increase the likelihood of success with fact-based data.

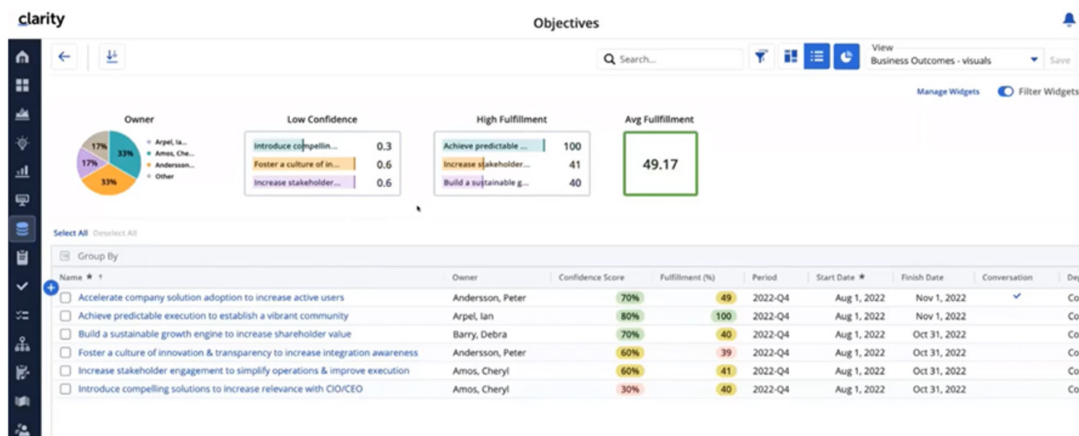
Figure 2: All Levels of an Organization Have a Clear View of the Enterprise Outcomes



Enhanced Transparency

Utilizing Clarity for OKRs facilitates an enhanced level of transparency within government agencies. By establishing clear, measurable objectives and key results, leaders and employees at all levels gain greater visibility into their collective performance. This transparency helps identify areas in need of improvement, uncovers potential bottlenecks, and allows for proactive decision-making. With greater visibility, government agencies can ensure that every team and individual is aligned with the overarching mission of serving citizens.

Figure 3: Clear and Measurable Objectives

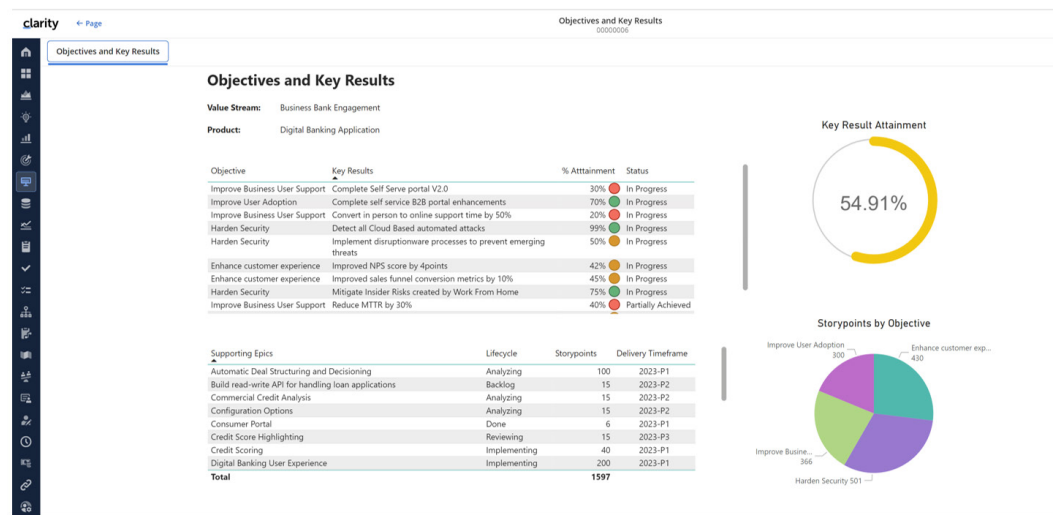


The management of work to maximize key result achievement relies on understanding the value stream that generates the behavior change measured as an outcome.

Streamlined Alignment

Clarity offers a comprehensive Value Stream Management platform where government agencies can align their strategies and initiatives with their mission. OKRs translate strategic needs into specific, measurable, achievable, relevant, and time-bound outcomes. Through the alignment of OKRs, different departments within government agencies can better coordinate their efforts to ensure a holistic approach to serving citizens. This streamlined alignment increases efficiency, minimizes duplication of efforts, and promotes a more effective organizational structure.

Figure 4: Objectives and Key Results

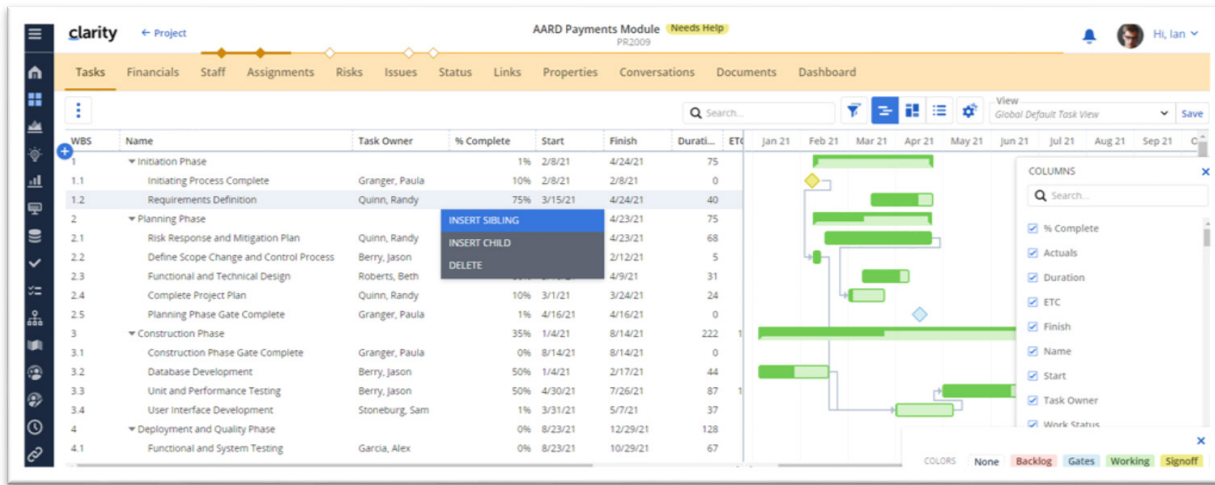


A critical aspect of performance management through OKRs is an understanding of the value stream that generates outcomes and the ability to monitor and manage it. Each week the development team meets to consider their progress in making the key result metric, determining the priority work, and identifying constraints in their value stream that keep the team from maximizing key result achievement. Agile development methods give insight into work velocity. Managers increase work efficiency within the resources they control. Larger issues need to be raised during governance reviews.

Accountability and Performance Management

Achieving priorities within fiscal year budgetary constraints requires a high level of accountability and performance management at every level. Clarity offers capabilities such as real-time progress tracking, automated reporting, and data-driven insights that contribute to improved accountability. By leveraging the OKR methodology, government agencies can clearly define performance expectations and measure progress towards desired outcomes. This data-driven approach holds teams accountable for their respective contributions, ensuring continuous improvement and maximum impact in serving citizens. The following figure shows a simple task list, task board, and interactive project Gantt chart.

Figure 5: Multiple Task Management Views with Automatic integration with Agency Existing Toolsets Such as Microsoft Project, Open Workbench, and Others.

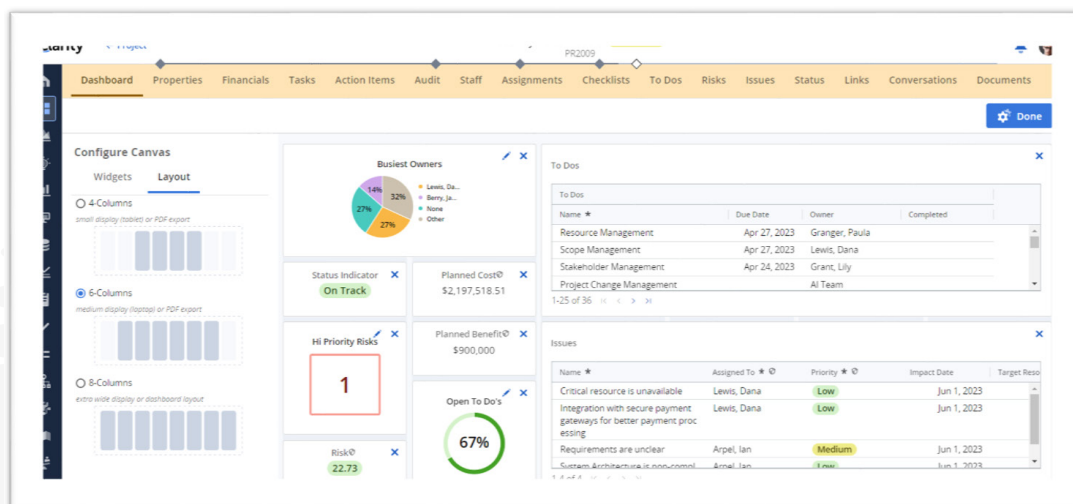


Work within and across workstreams is managed to maintain parity in key result achievement. Task completion, tasks in-work, and flow metrics easily accessed in Clarity make resource allocation and estimating completion easier. Executive review teams or governance boards can reference the same information through customized dashboards, follow a path to identify constraints, and use their authorities to ease them.

Continuous Improvement and Agility

Using Clarity for OKRs enables government agencies to foster a culture of continuous improvement and agility. The robust tracking and reporting features provided by the system support iterative goal setting, allowing for adaptability as circumstances change. By defining the key results associated with an objective, teams can monitor progress, identify areas needing attention, and adjust strategies as necessary. This agile approach empowers the agencies to respond to emerging needs and challenges effectively, ensuring ongoing adaptation and improvement in its support to citizens.

Figure 6: Tracking and Reporting



Ultimately, it is the degree to which the key results are maximized and the changes in customer behavior and perceptions that let executives know they have achieved the objective and thus, their strategic priority.

Conclusion

For government agencies, delivering needed services to citizens demands efficient performance management systems that foster transparency, alignment, accountability, and continuous improvement. Clarity offers a comprehensive OKR solution that can significantly contribute to enhancing the efforts of government agencies in fulfilling their mission. By utilizing Clarity, the government agencies can streamline operations, align objectives, improve transparency, and hold teams accountable. Ultimately, this implementation can lead to a more efficient and effective government, thus improving citizens' lives, experiences, and outcomes.