NATIONAL AGENCY
ON CORRUPTION
PREVENTION

OKR IN NACP
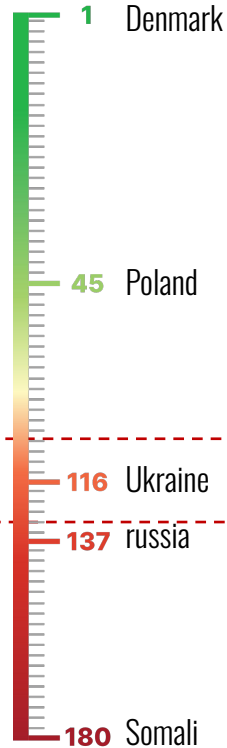
The Simple Idea that Drives 10x Growth

- Why it is important?

- How OKRs works?

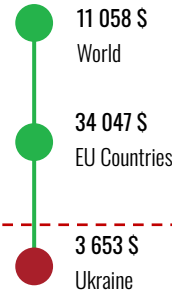- NACP's experience in implementing OKRs

OKRs - a management system for Ukraine's rapid growth by 10 times or more

Any systemic social problem is a management problem

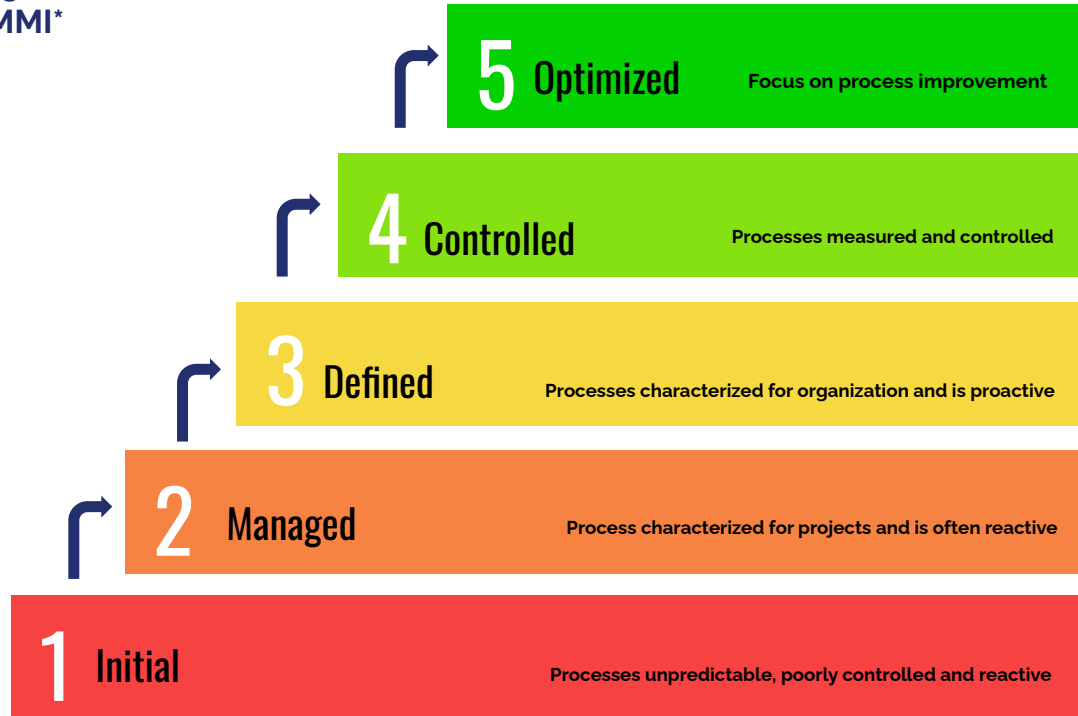Corruption Perceptions Index

1 Denmark

Standard of living as a share of GDP

11 058 $
World

34 047 $
EU Countries

45 Poland

3 653 $
Ukraine

level of "efficiency" of governance in Ukraine

116 Ukraine

137 russia

180 Somali

Process approach in management

Maturity levels of the management system according to the **CMMI***

5 Optimized — **Focus on process improvement**

4 Controlled — **Processes measured and controlled**

3 Defined — **Processes characterized for organization and is proactive**

2 Managed — **Process characterized for projects and is often reactive**

1 Initial — **Processes unpredictable, poorly controlled and reactive**

*CMMI - Capability Maturity Model Integrated

Studies on which the NACP's OKR methodology is based
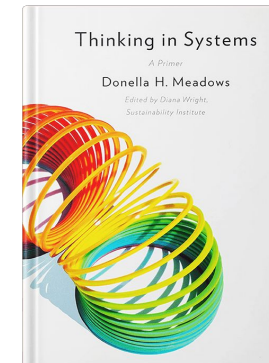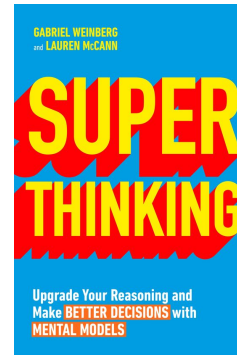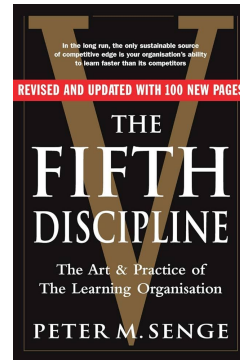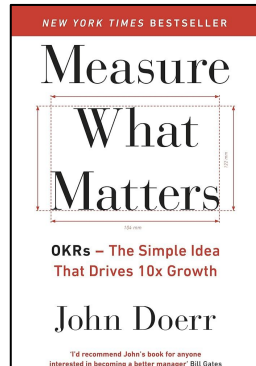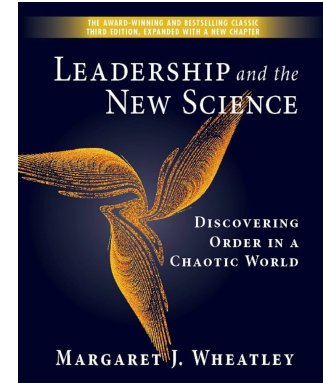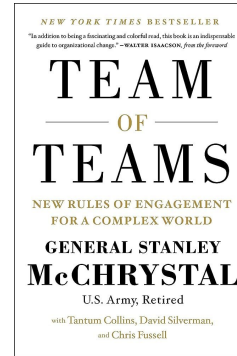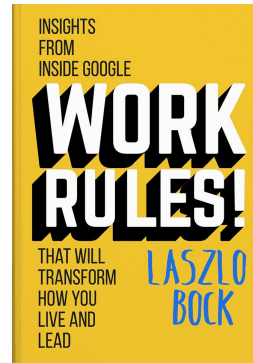
What is OKRs?

OKRs:

- a system for setting goals and achieving results
- a method that allows to achieve sincere involvement of employees, unlocks the creative potential of each team and its member, due to a common vision of the organization's goals

OKRs Structure:

According to J. Doher's formula

I will achive _____goals_____ **and they can be measured by** _____KR_____

Goals are **ambitious**
Key results are clearly **measurable**

KPI vs OKRs: Difference

OKR VS KPI: WHAT'S THE DIFFERENCE?

KPI	OKR
Key Performance Indicators	Objectives and Key Results
Business metrics that reflect performance	Goal-setting method that improves performance and drives changes
For performance management and measurement	For alignment, engagement and focus
Leadership led – Top-Down	Bottom-up and Top-Down – 50/50
Not changeable on a regular basis	Frequently set, adaptive, tracked and re-evaluated
The level of performance you want to achieve	A specific area of improvement to focus on
Monitors the steady state and provides benchmarks	Informs everyone on what's important to achieve company goals

WEEKDONE

OKR is a continuous performance management system implemented with CFR*

CFR is a powerful alternative to annual performance reviews

Conversation

A genuine, deeply structured dialog between manager and employee aimed at improving performance

Feedback

Two-way or group communication with colleagues to assess progress and identify areas for improvement

Recognition

Expressing gratitude for participation of any importance to all those who deserve it

CFR shows complete interaction inside the team

*CFR - conversations, feedback, recognition

5 common OKRs mistakes

Use OKRs as a list of tasks. Tasks within the goal should be determined by the team or the performer, 50/50 - at least 50% of quarterly OKRs should be determined by someone other than the manager.

Too many OKRs. From one to three desirable but realistic OKRs per quarter.

Not coordinating OKRs. OKRs will not bring any benefits if they are set separately. Start with the organization's priorities and then ask department heads, team leaders, and individual contributors to set OKRs to advance those priorities.

Lack of support for organizational change. Shifting to OKRs requires a change in mindset.

Goals are not imposed from above, but are set by employees independently in discussion with management.

There is no cross-functionality. Create a need for Teams to interact with each other.

Getting started with OKR - NACP's experience

Why are we implementing OKRs?

- We have a common goal
- We profess a systematic approach
- We strive for development
- We are customer-oriented

What value do we create?

- Integrity as ethics and integrity
- Making the public sphere accountable
- Making corruption unacceptable
- Anti-corruption processes are effective, convenient and not burdensome

The first steps

- Mission statement (why do we exist?)
- Behavioral definition (who are we?)
- Definition of values
- Fixation of strategic goals by top management (OKR, the period of achievement of which is more than a year)

Implementation

- Jointly set quarterly OKRs with teams
- Discussion of quarterly OKRs in the last week of the quarter

Building integrity

Mission
(why we exist?)

We are building a virtuous government and a just society

Vision
(What value we create?)

NACP team is a champion of integrity, making the public sector accountable, corruption unacceptable, and anti-corruption processes effective, convenient and easy to use

Values
(How do we behave?)

- **Integrity.** "Behave with integrity even when no one is watching"
- **Cooperation.** "Together we can do anything"
- **Responsibility** No imitation. We change the essence, not the form"
- **Development.** "To be better tomorrow than today"
- **Ambition.** "Who else but us? When, if not now?"

Long-term goals (OKR)
(How we will succeed in the long run?)

- NACP has become a benchmark of state institution
- Public service and corrupt practices are not compatible
- Public organizations, business and their leaders have become virtuous due to the implementation of anti-corruption policy
- Ukrainians choose integrity as a key to success

Quarterly OKRs cycle
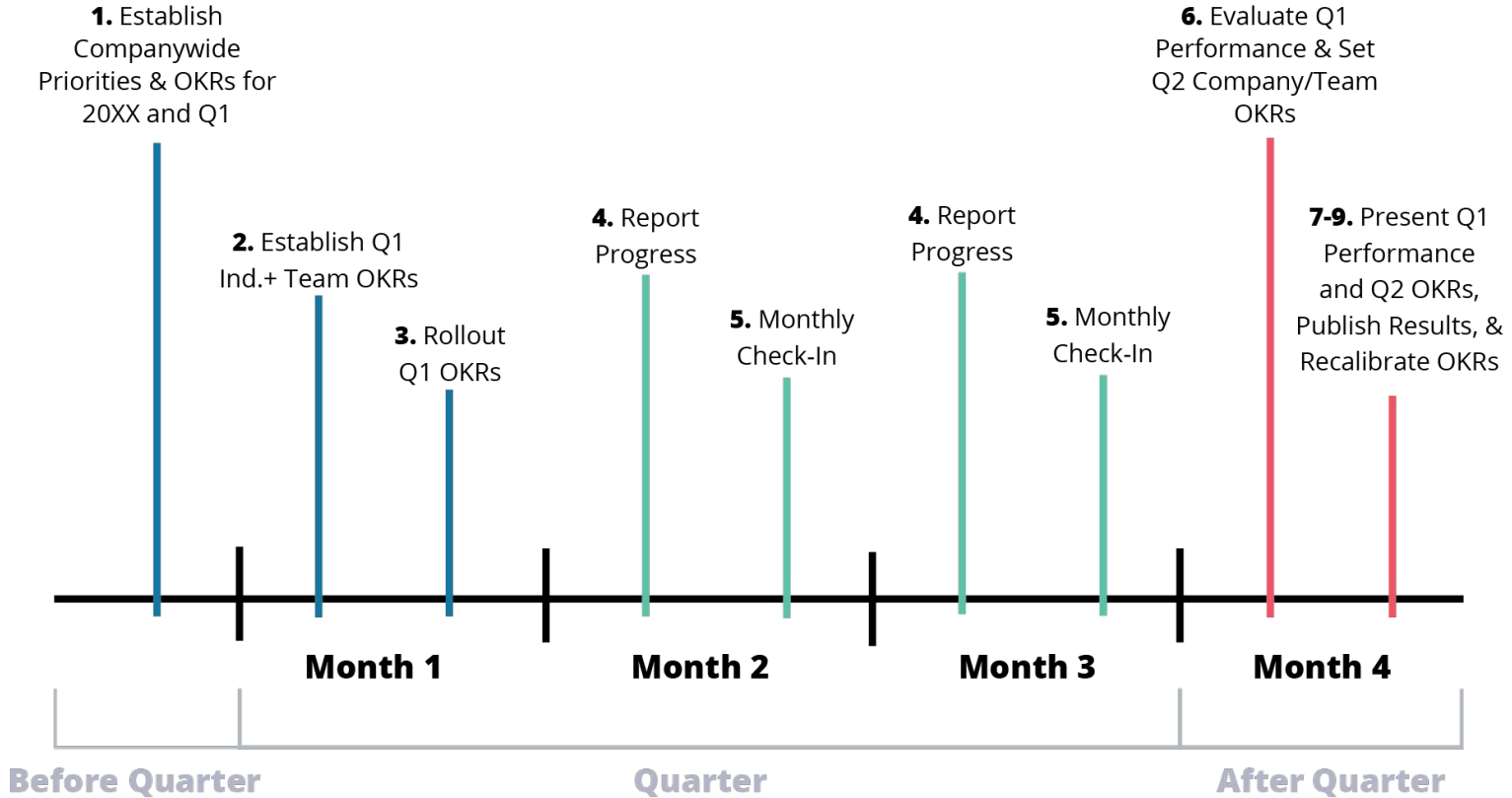
Highlights from the quarterly OKR cycle

Main issues,to be discussed at the meeting:	• What was successful? • What didn't go well? • What should be done differently in the next quarter?

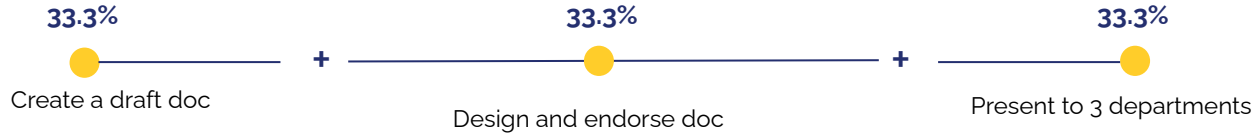|	
Ambitious and operational OKRs	• The team can have both ambitious (part of the Work Plan) operational OKRs (included in the civil servant's tasks for the next year).

What is important to remember when working with OKRs

- Goal should be achieved within a quarter
- Key result is measurable
- No more than 3 ambitious OKRs per team
- Each Goal should have at least 3 and no more than 5 Key Results

- There can be no team without its own Key Result or Goal
- Each OKR must have an owner (it can be either a manager or a subordinate)

Measuring weekly progress on key deliverables throughout the quarter

1 By stages

Key Result: A draft portfolio on effective management in public institutions based on OKRs was developed and presented at the level of the head of the organization in at least three central executive authorities

33.3%   +   **33.3%**   +   **33.3%**

Create a draft doc   Design and endorse doc   Present to 3 departments

2 By weeks

Key Result: Upgrade 'War & Sanctions' portal

Art-sanctions module developed
2 weeks

Sanctions expert module developed
4 weeks

API upgraded with translation
2 weeks

15%   +   **15%**   +   **10%**

2 weeks
OSINT registry developed

15%

2 weeks
News module implemented

30%

1 week+
News module implemented

15%
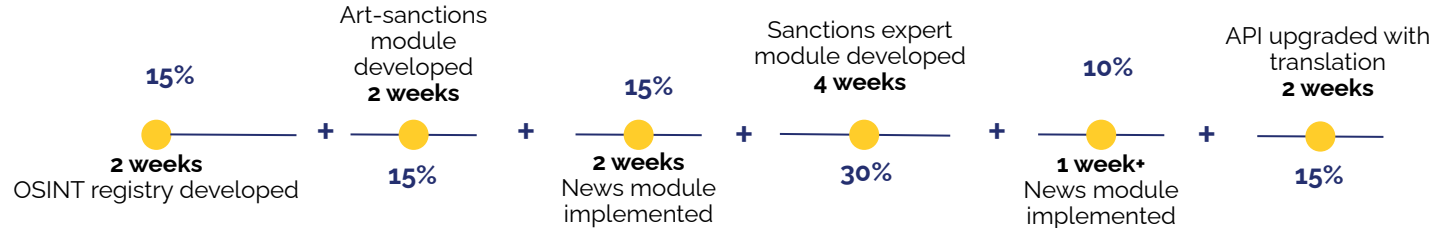
Measuring weekly progress on key deliverables throughout the quarter

3 **Digital**

Key Result: 100% of units were trained to use the system

In this option, indicate the % of key results for this week

10% + 20% + 15% + 15% + 20% + 15% + 10%

4 **Delayed**

Key Result: 80% satisfaction of divisions with self-assessment of goals and their setting for the next quarter

The result will be known in the last week of the quarter, which means that the progress does not change throughout the quarter

+ 100%

5 **Adaptive**

Key Result: When you divide the percentage into equal parts of the quarter and set the same percentage of completion every week. For example, if we have 13 weeks, then -7.7% is set every week (provided that the project is moving and there is no suspension of work)

7.7% 7.7% 7.7% 7.7% 7.7% 7.7% 7.7% 7.7% 7.7% 7.7% 7.7% 7.7% 7.7%

Weekly progress

	Тип	% Виконання цілі	Значення на початку періоду	Статус на сьогодні	Значення на кінець періоду	Issue Одиниця вимірювання	Планова дата початку	Планова дата завершення	Issue assignee	Всі залучені підрозділи
− 1.2. У НАЗК запроваджено культуру організації, що навчається, шляхом створення спільного бачення та роботи з ментальними моделями	Ціль	17%	0	1	6	К-сть виконаних КР	03.04.2023	30.06.2023	КОЗЛОВА Оксана	100. Управління по роботі з персоналом
1.2.1. Завершено 4-модульне навчання "Зворотний зв'язок" керівників (борд -2)	Ключовий результат	100%	90	100	100	100	03.04.2023	30.06.2023	ІСАЄВА Алла	100. Управління по роботі з персоналом
1.2.2. Розроблено програму навчання за темою «Ментальні моделі: вплив мислення на результат»	Ключовий результат	50%	0	50	100	% виконання	03.04.2023	30.06.2023	ІСАЄВА Алла	100. Управління по роботі з персоналом
1.2.3. Сформовано групу (керівники борд-1) і проведено навчання. 80% учасників навчання підтвердили спроможність аналізувати своє мислення та ментальні моделі, які у ньому формуються і обмежують здатність бачити факти з різних сторін	Ключовий результат	20%	0	20	100	% виконання	03.04.2023	30.06.2023	ІСАЄВА Алла	100. Управління по роботі з персоналом
1.2.4. Проведено/організовано стратегічні сесії з формування спільного бачення для працівників структурних підрозділів, що зазнали трансформації, чи за запитом інших керівників	Ключовий результат	30%	0	30	100	% виконання	03.04.2023	30.06.2023	КОЗЛОВА Оксана	100. Управління по роботі з персоналом
1.2.6. Проведено/організовано стратегічну сесію з формування спільного бачення для ТОП-менеджменту, керівників самостійних структурних підрозділів та основних стейкхолдерів	Ключовий результат	10%	0	10	100	% виконання	03.04.2023	30.06.2023	ДРОБКО Ігор	100. Управління по роботі з персоналом

HOW TO LAUNCH IT? 🚀

Ministry X

Key results

Goals

Strategic priorities

Mission

Values

Vision