

Create a partnership between CAF and BSC

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Partnership's definition

§ « A working relationship between two or more **parties** creating added value for the **customer** (...) »

EFQM, Glossary of term

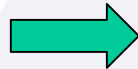
Parties: CAF and BSC

Customer: public organisation



Purposes of the CAF

Cultural



1. To be an introduction to the TQM, especially adapted for the Public Sector

2. To facilitate the self-assessment of an public organisation in order to obtain a diagnosis and improvement actions

Operational



3. To act as a bridge across the various models in use in quality management.

Communication



4. To facilitate bench learning between public sector organisations.

Support



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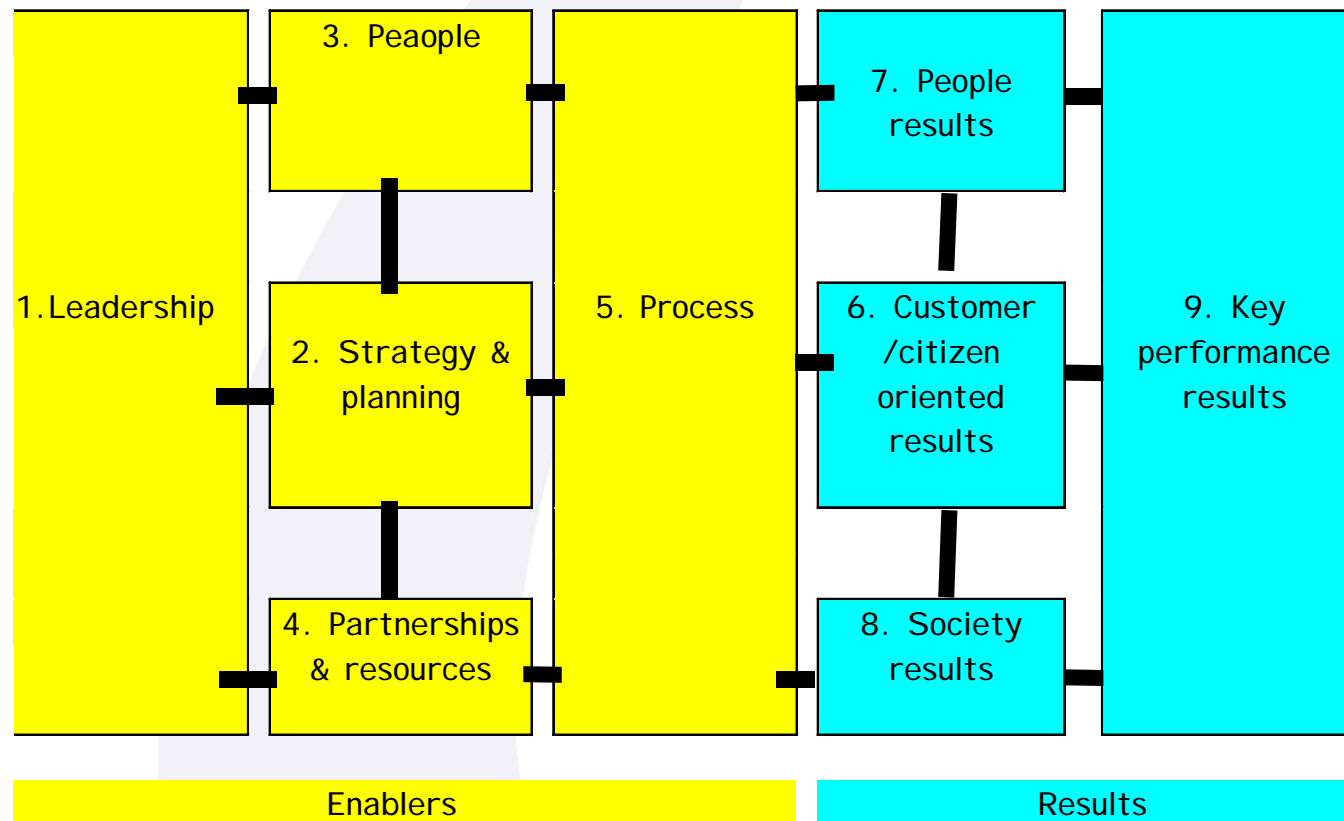
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Objective 2: To facilitate the self-assessment of an public organisation in order to obtain a diagnosis and improvement actions

Self assessment against 9 major benchmark criteria



Use of the CAF

Originally, CAF is a framework to identify good practices to present at the European Conference for public sector.



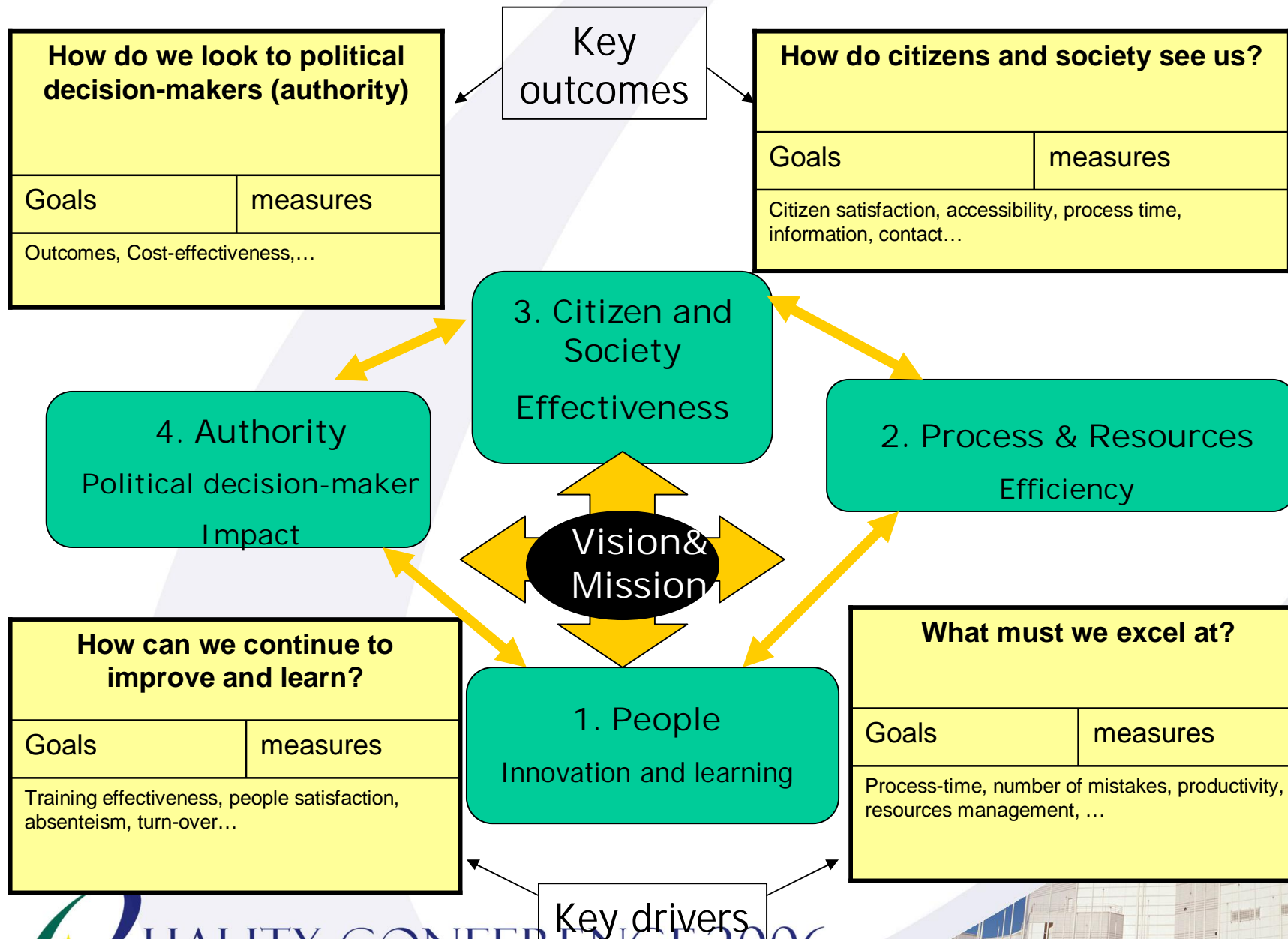
A diagnosis tool focused on the current situation providing information allowing to build an improvement plan



Purposes of the BSC

- § Core driver (private sector): to move managers away from a focus on short term **financial measures** and focus on generating long term economic value by paying attention to non financial aspects of the organisation: **customer, people (learning) and process;**
- § **Strategic management tool** helping to orientate the strategy towards the future and to monitor the progress of its achievement through selected indicators.
- § **Communication tool** helping people to be aware of the movement of the organisation in the achievement of the targets.





Organisational benefits in using BSC

Operational → Clarifies and helps define the business strategy by:
§ integrating strategy with performance measurement;

Operational → § providing a comprehensive set of achievable measures, clear and understandable to employees;

Communication → § enabling individuals to make a more effective contribution to organisational performance through their better understanding of strategy.

Cultural → § helping the senior management change attention from managing the present to leading future performance



Comparison CAF -BSC

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	The BSC	The CAF
Origin	Monitoring and measurement of performance- creation of added value	Total Quality Management Devt of a culture of excellence
Goals	<ul style="list-style-type: none"> § Improvement of strategic and financial performance § translating the organisation's strategy into practical activities, communication and monitoring § Focus on success drivers 	<ul style="list-style-type: none"> § Continuous improvement through the encouragement of the introduction of best practices § Identification of strenghts and areas of improvement § Action plan
Results	Set-up of strategic objectives with a logical cause-and effect relationship with indicators coming from 4 perspectives	Qualitative assessment (and scoring) of managerial practices, process and results according to the 9 criteria of the model expressed as strenghts and areas of improvement.



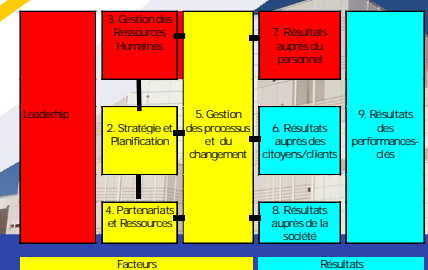
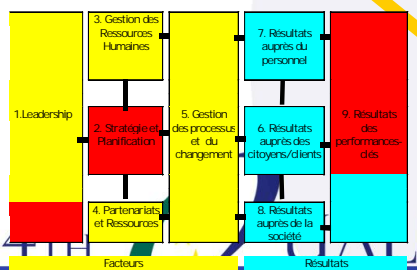
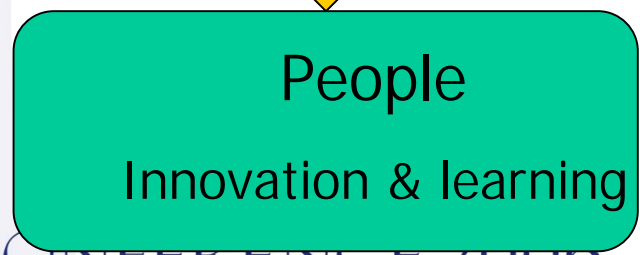
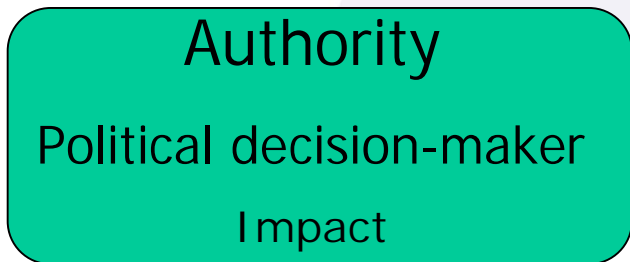
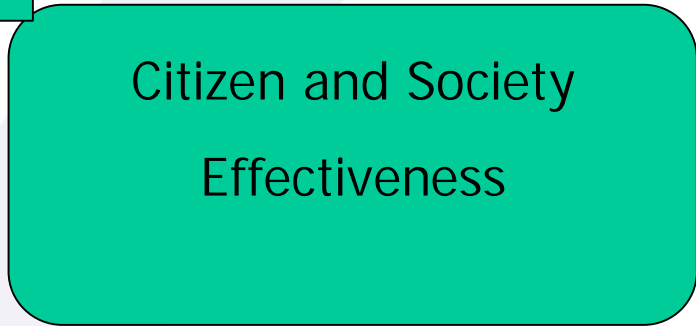
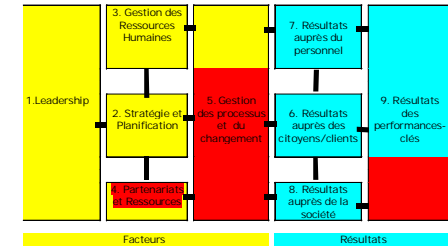
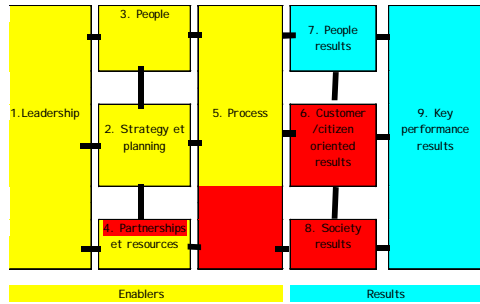
	The BSC	The CAF
Approach	<ul style="list-style-type: none"> § strategy oriented § contains presumptions § macro-level examination by management § future oriented § specifically tailored for each organisation: objectives and measurement 	<ul style="list-style-type: none"> § Process and stakeholders oriented § based on evidences § detailed diagnosis trough self-assessment by employees § present oriented: snapshot of the current situation § same areas of attention for each organisation



	The BSC	The CAF
Focus and priorities	Focused on important issues selected by the management	<ul style="list-style-type: none"> § Comprehensive assessment § no prioritisation
Present-future	« This is what we will look like in the future »	« This is what we look like today »
Critical success factors	<ul style="list-style-type: none"> § Support and commitment of the management team § Continuous process § participation 	



Integration BSC and CAF



CAF and BSC: partnership

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Use CAF and BSC together(1)

A complementary approach reduce the apparent weaknesses of each

1. CAF can helps managers

§ understand the principles of organisational excellence necessary to meet customers rising expectations

§ understand the principles of causalty that underpin a BSC

§ diagnose the strenghts and areas of improvement in a more holistic approach



Use CAF and BSC together(2)

2. BSC helps:

- § Focus performance on the objectives of an organisation
- § Makes clear links with the process needed for achievement.
- § Prioritizing the action plan coming from a CAF application, keeping the link with strategy and planning
- § Better communicates understanding of strategic objectives and enables a more effective employee contribution



Critical success factors

1. Single team ownership of quality and performance
2. Top team committment
3. Learning mindset
4. Partnering
5. Corporate problem solving

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