



# 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

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## Purposes of the CAF

Cultural



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

Operational



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

Communication



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

Support

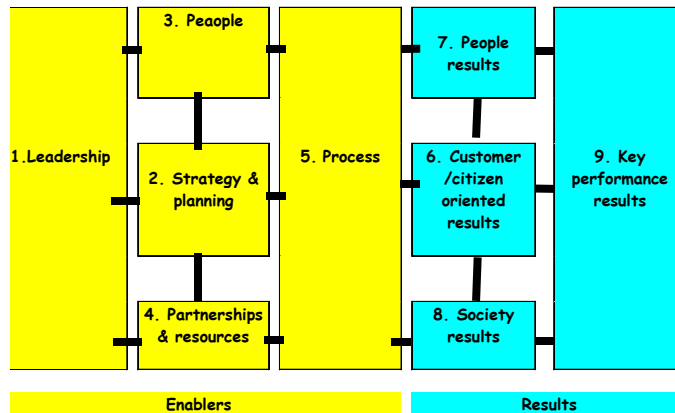


1. 4. To facilitate **bench learning** between public sector organisations

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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



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## Use of the CAF

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



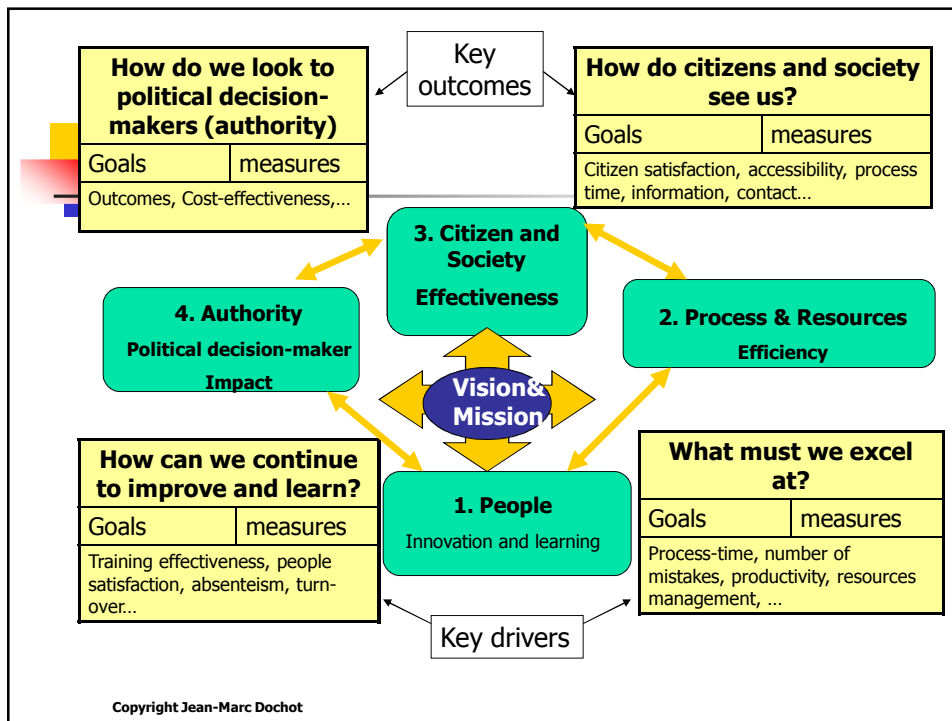
A diagnosis tool focused on the current situation providing information allowing to build an improvement plan

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# 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.

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## Organisational benefits in using BSC

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- 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

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## Comparison CAF -BSC

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	The BSC	The CAF
<b>Origin</b>	Monitoring and measurement of performance- creation of added value	Total Quality Management Devt of a culture of excellence
<b>Goals</b>	<ul style="list-style-type: none"> <li>■ Improvement of strategic and financial performance</li> <li>■ translating the organisation's strategy into practical activities, communication and monitoring</li> <li>■ Focus on success drivers</li> </ul>	<ul style="list-style-type: none"> <li>■ Continuous improvement through the encouragement of the introduction of best practices</li> <li>■ Identification of strenghts and areas of improvement</li> <li>■ Action plan</li> </ul>
<b>Results</b>	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.

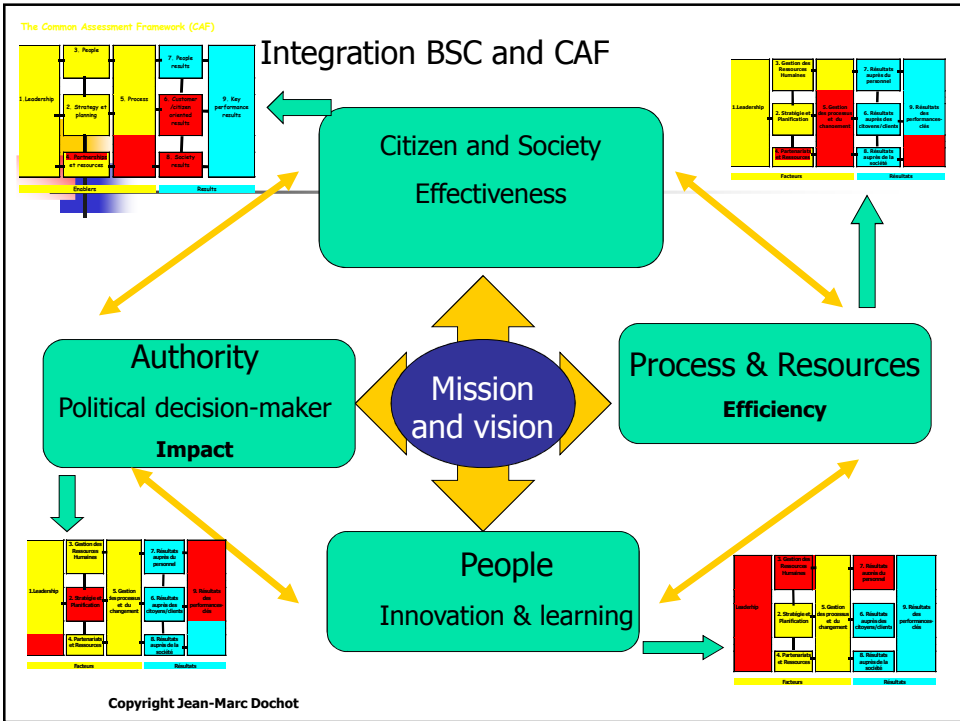
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	The BSC	The CAF
<b>Approach</b>	<ul style="list-style-type: none"> <li>■ strategy oriented</li> <li>■ contains presumptions</li> <li>■ macro-level examination by management</li> <li>■ future oriented</li> <li>■ specifically tailored for each organisation: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

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


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## 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

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## 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

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## 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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