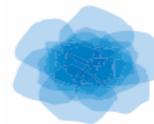




3rd European CAF Users Event



PORTUGAL 2007
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Resource
Centre
European Institute of
Public Administration



**The CAF 2006 – BSc aligns
individual objectives with
organisational strategy**

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1. Background and reasons
2. Process and results
3. Holistic approach – prioritised areas
4. Innovation content
5. Lessons learned



- Background :
 - the challenges of the EU membership
 - the diagnosis and improvement planning
 - the main obstacle – lack of TQM experience
- Reasons:
 - CAF 2006 – powerful TQM tool
 - BSc – tool for CAF action plan implementation
 - CAF2006 - BSc – integrated management system



- Process:
 - zero base measurement
 - CAF 2006 fine-tuned scoring
 - arriving at a consensus

- Results:
 - lowest scores – lowest variance
 - areas for improvement
 - “3. People” & “2. Strategy and planning”



- PDCA approach:
 - Enablers sub criteria - PLAN phase
 - Results sub criteria – few targets-modest progress
- PLAN phase – *“spokes of the Deming wheel”*:
 - Identify problem
 - Analyse cause
 - Formulate countermeasures





- Inside cross functions
 - cause-effect relationships at enablers sub criterion level - “*vital few and trivial many*”
 - holistic approach – “*dian xue*”
- Prioritise areas and actions
 - locate the areas for improvement
 - formulate and check causality hypothesis
 - formulate improvement actions
 - calculate the impact - “*80/20 Juran principle*”



- First phase key process:

Aligning individual objectives with organizational strategy

- Support processes:

Concentrate resources for effective HRM

Bridge the competence gap at the middle level management

- Cascading *Balanced scorecard* in the CAF 2006 - BSc integrated management system context



- Accentuated holistic approach of CAF 2006 implementation
- Improvement areas and actions prioritized by Juran principle
- Integrated management system CAF 2006 – BSc with multi-level cascading



“You need participation by the people that are going to be impacted, not just in the execution of the plan but in the planning itself. You have to be able to go slow, no surprises, use test sites in order to get an understanding of what are some things that are damaging and correct them.”

Prof. Joseph M. Juran



Thank You For Your Attention!

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