

CASE STUDY

IGFSS - Portuguese Institute for Financial Management of Social Security

3 years after BSC implementation



INSTITUTO DE GESTÃO FINANCEIRA DA SEGURANÇA SOCIAL, I.P.

The IGFSS (Institute for Financial Management of Social Security), which forms part of the Portuguese Ministry for Labour and Social Solidarity, is a public institution integrated in the State's indirect administration.

The IGFSS, having a transversal strategic positioning in the social security system, provides services in four different areas: budgeting and accounting, debt management, immovables and financial management. The Institute is responsible for:

- Fixing and managing the Social Security's budget which has a financial volume of around 32,000 million euro, Portugal's second most important annual budget;
- Daily provision of all institutions of the Social Security system to ensure fulfilment of obligations and making accounting surpluses more profitable;
- Acquitting the Social Security's obligations, mainly by encashment, managing at the moment around one million processes of debt collection;
- Management of 4,600 immovables that are part of the Social Security's property.

Thanks to a culture based on innovation and good practices, the IGFSS received several awards: "Committed to Excellence" of the European Foundation for Quality Management (EFQM) in 2006, certification of its quality management system with the international standard ISO 9001 in 2007 and "Recognised for Excellence" with 5 stars.

Achieved benefits

Organisational alignment

BSC Quidgest is considered as a guide that allows communicating IGFSS's strategy to all employees in a clear, simple and efficient way and at the same time permits monitoring its execution:

- More than 400 users, with different academic levels, have access to the tool and are able to view the scorecards' monthly results;
- Thanks to online access all employees are aware of their contribution to the organisation's output what results in an increase of responsibility and work motivation.

Participation of all employees in management control is a critical success factor for target achievement.

"It is a system that ensures interactive control, encourages management personnel and employees to have a permanent dynamic attitude, privileges action and quick decision making processes, stimulating accountability for actions."

Dr. Paula Pedro, Head of the IGFSS's Strategy Support Department

Improvement of performance monitoring

- By using a score evaluation system BSC Quidgest ensures an automatic and precise detection of each process's/organisational unit's efficiency, facilitating performance control and comparison of KPI (key performance indicator), target and strategy map performance levels;
- Deadline reduction. For example, prior to the implementation the department responsible for performance monitoring needed five days for information processing and evaluation, today it just needs one click;
- Better monitoring. The system implementation allowed a significant increase of the number of targets and KPIs;
- Improved management. The administrative board's decisions are now based on objective and quantified reports.
- The employees's high level of involvement in target achievement is visible. In 2009, the targets of 81% of 303 indicators were achieved or exceeded.

3 reasons why IGFSS recommends BSC Quidgest

(named by Dr. Paula Pedro, Head of the Strategy Support Department of IGFSS)

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The application is user-friendly and has at the same time all necessary functionalities to valorise management;

Good quality-price ratio;

Quidgest always shows great readiness for making additional adaptations and developments.

“Many critical success factors contributed to the receipt of all these awards, without any doubt, one of them was the implementation of BSC Quidgest in 2007.”

Dr. Paula Pedro, Head of the IGFSS's Strategy Support Department

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