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# **Workshop I**

## ***Objectives and performance indicators***

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**Getting started -**

**Defining quality**

***Exercise 1: How would you define  
'quality of service'?***

- ♥ **What is YOUR definition of 'quality of service'?**
- ♥ **Is this the definition that other people in your organisation have, too?**

**DISCUSS THIS WITH YOUR  
COLLEAGUES.**

# Conceptualisations of quality

- ♥ **‘Conformance to specification’ - engineering and contract management (Deming)**
- ♥ **‘Fitness for purpose’ – meeting corporate and social objectives - systems analysis (Juran)**
- ♥ **‘Meeting or exceeding customer expectations’ - consumer psychology (PZB)**
- ♥ **Bringing about a passionate emotional involvement between the customer and the service – social psychology (Pirsig)**

**EACH OF THESE IS INTERESTING!**

***Exercise 2: How many definitions of  
'quality of service' are used in your  
agency?***

- ♥ **Is there ONE official definition of service quality in your agency?**
- ♥ **OR is there NO definition of 'quality of service' in your agency?**
- ♥ **OR are there SEVERAL definitions of 'quality of service' in your agency?**

**WHICH IS WORSE:  
HAVING NO DEFINITION OR THREE?**

# Summary

♥ **Service quality is difficult to define but easy to recognise by its absence.**

- If there is no definition, there is no language for discussing quality.
- If there are too many definitions, there is only confusion when quality is discussed.
- It is best to agree a single definition in the organisation, and discuss how to assess it and how to assure it, then to implement these plans ... and then to move to a different definition some time later, if desired.



***“What gets measured  
gets managed”***

**Measuring quality**

# Purposes of Performance Management

- Control
- Strategic direction, 'shaping', 'steering'
- Hands-off empowerment
- Learning and continuous improvement

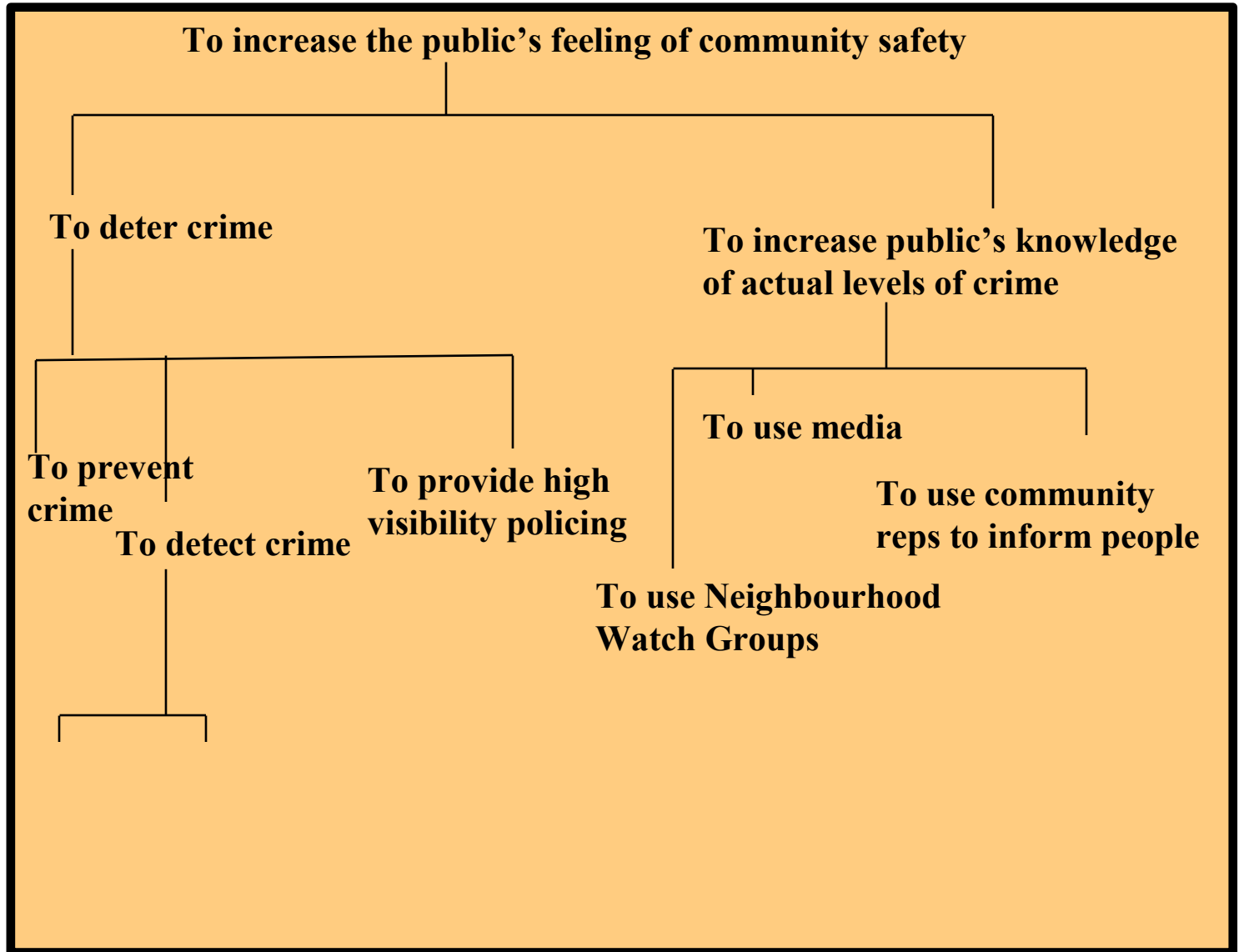


# Definitions in performance management

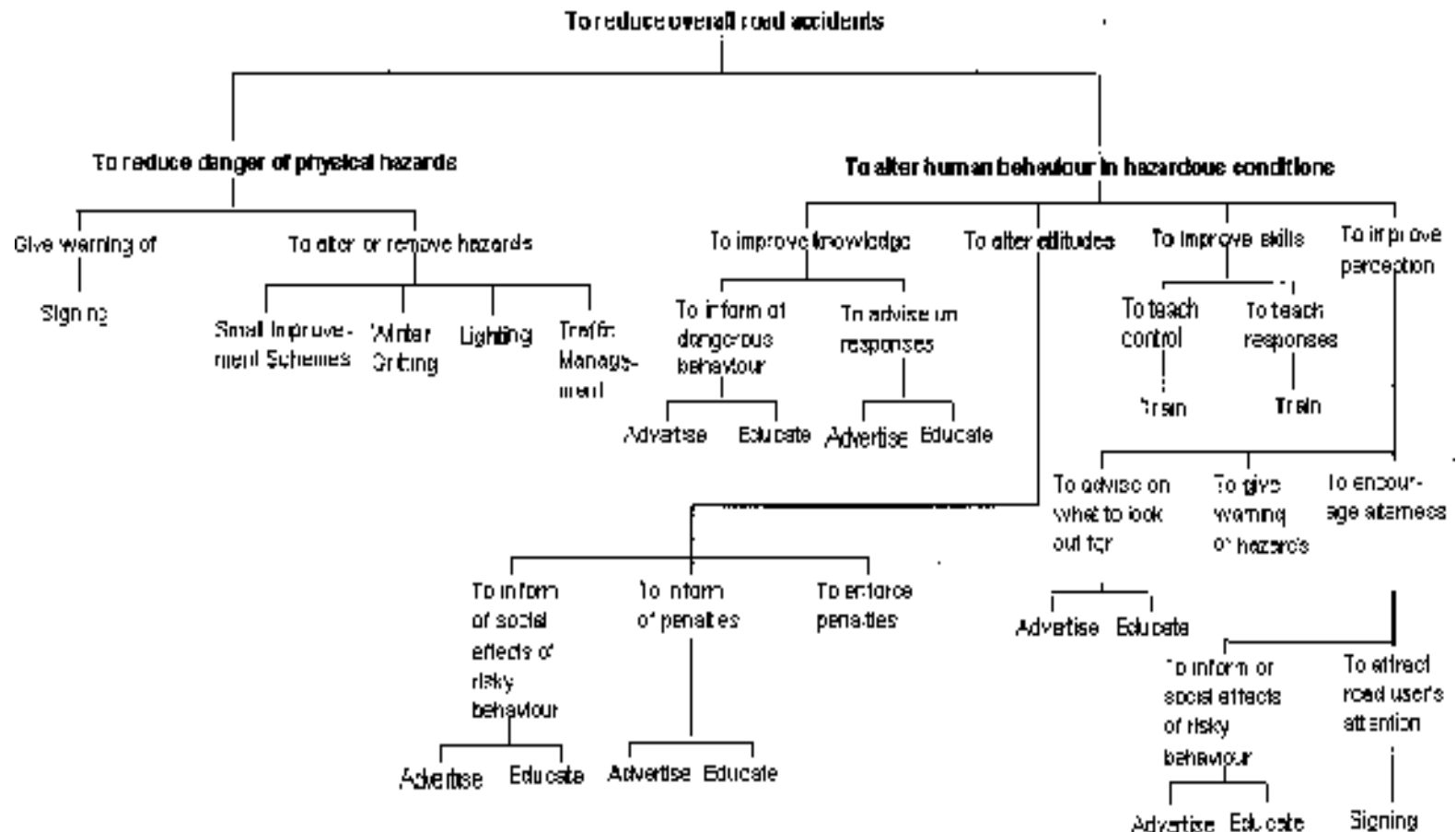
- **Objectives** (aims, goals):
  - general aspirations
- **Performance indicators** (performance measures):
  - variables which tell us how close we have come to reaching our objectives
- **Targets**
  - a specific value of a PI to be reached by a specific date

# **First step: Establish a clear hierarchy of objectives**

## **Example 1: Hierarchy of objectives for safety**



# Hierarchy of Objectives for Road Safety



## *Group exercise 3: Define a hierarchy of goals*

- ♥ **Start with your definition of quality as used in the first exercise – what does it suggest is your overall aim for the service?**
- ♥ **Think about which other objectives you need to achieve to make this overall aim a reality (*write these actions on post-it notes*)**
- ♥ **Order these post-it notes into a hierarchy of objectives**

**AND ...?**

“To reduce the occurrence  
of coronary heart disease and  
to reduce associated deaths and  
ill health and to improve the treatment  
and rehabilitation of those suffering  
from it”.

***Health of the Nation (HMSO, 1991)***

# Objectives are more important than targets

- NHS waiting list targets!
- Filling projects with easy-to-reach members of 'hard-to-reach' groups!
- Getting the numbers through the door by giving people a 'quick dose' rather than a real experience, e.g. in musical performance, theatre performance, craft workshops.

*However, in each case, some smarter PIs might have been set to protect the underlying objectives?*

And finally ...

**Measurement** is no substitute for  
**management** ...

... but **guesswork** is a poor  
substitute for  
**measurement!**