

PMMI: Improvement through Performance Management, Measurement and Information

## **Review of Performance Improvement Models and Tools**

January 2006

# Review of Performance Improvement Models and Tools

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## Section 1: Introduction

While public expectations of local government services continue to rise, the drive for efficiency savings and value for money becomes a major focus and public satisfaction remains low in many areas, authorities are keen to review and improve the way they manage and deliver public services. The range of services provided by local authorities is large and as diverse as education services to removing abandoned cars, monitoring air quality and the provision of cemeteries. Management and improvement of performance across this range of services requires a structured and strategic approach.

Findings from year one of Comprehensive Performance Assessment (CPA) revealed that whilst most councils recognise the importance of performance management many are still struggling to develop effective performance management arrangements in their authority. Over 70% of councils identified performance management as one of their top priorities in their improvement plans. Increasingly however, the sector is turning to a range of tools and approaches that aim to help it better manage and measure performance and provide leaner and improved services.

Many authorities and organisations in the UK and elsewhere have chosen to adopt an off the shelf performance improvement model or tool in order to help them manage strategically and deliver against the national modernisation agenda. The Modernising Government White Paper, published in March 1999, encouraged all public sector organisations to make use of one of the four main quality approaches. These are the European Foundation for Quality Management (EFQM) Excellence Model®, Charter Mark, Investors in People and ISO 9000. However there are many other approaches and tools available on the market – and the choice which to use can be a difficult one.

A number of these approaches provide a framework that helps to link the array of initiatives that make up the local government modernisation agenda and provide a coherent platform for organisations to drive improvement. They are holistic frameworks designed to give some structure and rigor to an organisation's performance management and improvement approach. They aim to give focus on what is important and help monitor progress towards their aims. Others approaches are used to improve a specific service or aspect of performance in an organisation or partnership. There are many varied methods and approaches ranging from national standards for customer service to focused process improvement techniques.

The approaches and tools vary. However all aim to address one or more of the following objectives, with the ultimate aim of improving performance:

1. help understand what customers need;
2. help organisations and employees become more results orientated;
3. improve the quality of service to customers by improving processes or practices;
4. provide a structured approach to strategic management;
5. create links between individual, service and corporate objectives;
6. translate strategy in to performance measures and targets and in doing so rationalise performance information;
7. help demonstrate individual staff contribution to organisational objectives and create ownership of performance by staff involvement in the improvement process;
8. identify strengths and areas for improvement;
9. aid internal and external communication.

The more widely used models and tools have been reviewed as part of the Performance Management, Measurement and Information (PMMI) Project being conducted jointly by the Audit Commission and the Improvement and Development Agency (IDeA). The aim of the PMMI project is to develop a common approach and language on performance management in all areas of work, from publications to consultancy, audit and inspection. This will be achieved by building on the experience of those who have developed successful performance management and measurement approaches in the public, private and voluntary sectors. The PMMI team has also developed a comprehensive set of improvement and review tools. These can be found at [www.idea-knowledge.gov.uk/performance](http://www.idea-knowledge.gov.uk/performance).

In addition to the tools developed through the PMMI project there are a range of other performance improvement models and tools available and currently in use in local authorities and their partner organisations. The aim of this review is to help gain awareness and understanding of the models and tools available to local authorities and others.

The performance improvement models and tools reviewed as part of the PMMI project are summarised below in alphabetical order:

**Figure 1: Improvement models and tools reviewed**

Performance improvement model or tool	Summary description
1. Balanced Scorecard	A multi-dimensional framework for managing strategy by linking objectives, initiatives, targets and performance measures across key corporate perspectives
2. The Big Picture	Organisational development framework and toolbox designed to make an organisation think about every aspect of its work and take action to improve it.
3. Business Process Reengineering	An approach to review and redesign organisational processes in order to achieve improved performance in terms of cost, quality of service and timeliness
4. Charter Mark	The Government's national standard and quality improvement scheme for customer service in the public sector
5. EFQM Excellence Model®	Organisational improvement framework for assessing strengths and areas for improvement across the spectrum of an organisation's activities
6. EFQM Excellence Model™ - Dolphin	Organisational improvement framework for conducting self-assessments. The Dolphin approach builds on the success of the EFQM Model® while greatly simplifying the process
7. Investors in People	National standard for improving organisational performance by training and developing people to achieve organisational goals
8. ISO9001 Quality System	Global standard and approach for quality management systems. The standard focuses on the management of processes and documentation in order to meet customer needs and expectations
9. Kaizen Blitz	Short term and intensive performance improvement approach to improving business processes
10. Performance Prism	A stakeholder centric, three dimensional framework for performance measurement and management
11. PQASSO	Practical Quality Assurance System for Small Organisations, or projects within larger organisations based on a self assessment work pack
12. Public Service Excellence Model	Organisational improvement framework and diagnostic tool for identifying strengths and weaknesses within an organisation or

	programmes of work
13. Six Sigma	A disciplined methodology for process improvement that deploys a wide set of tools based on rigorous data analysis to identify sources of variation in performance and ways of reducing them
14. Statistical Process Control	A technique used to reduce waste and improve consistency through a reduction in variation
15. Value management	Organisational improvement framework incorporating a toolbox of proven methods that aim to raise productivity and optimise customer outcomes within the resources available

### Aim of the review

Evidence over the past five years suggests that the use of the various improvement models and tools has been variable – with equally variable impact. The aim of the review is to raise awareness and understanding of some of the more popular performance improvement models and tools available to organisations and to share learning in their use to date. It is hoped that the review will enable authorities to make more informed choices on the use of appropriate approaches or tools – if appropriate to use them at all.

**In writing this review the IDeA and the Audit Commission are not endorsing the use of any particular model or improvement tool in authorities, but are aiming to help people make more informed choices based on the experience and learning of others.**

### Format of the review:

Performance improvement models and tools are summarised in alphabetical order. Each model or tool has been reviewed using a common format:

**Figure 2: Format of the review**

Item:	Information reported:
Performance management model or improvement tool	Name of performance management model or improvement tool
Background	When, where and why the model or tool was developed; how it has been adapted since development
Objectives	Objectives of the model or tool
Scope	Scope and limitations of the model or tool
How is the model used	How and when is the model or tool used to drive improvement
How widely is the model used	How much and how widely is it used
Effectiveness	Strengths and issues in implementation
Capacity and skills issues	Training and support requirements in implementing the model
Further information	Contact details for further information and to enable readers to speak to users of individual models and tools

Sources of further information are listed at the end of the review.

## Section 2: Selection of an appropriate model or tool:

Before selecting a particular performance management model, improvement tool or approach, authorities need to be clear what they are trying to achieve and why. This will involve asking a series of questions, including:

- What are you aiming to change and improve?
- What outcome are you looking for?
- Does the improvement need to be holistic covering all the organisations activities or designed for a specific task, service or area of activity?
- What is the key driver for change i.e. inspection or review, change of staff etc
- What is the timescale for the change?
- What resources are available?
- To what extent do you want to involve staff in the changes?

Figure 3 below summarises the models and tools across a number of these criteria:

**Figure 3: Selecting an appropriate model or tool**

	Scope	Time	Resource	Staff involvement
PM Models				
Balanced Scorecard	Holistic model that can be used at various levels across the organisation, service, team or group.	Four to six months to implement depending on level of measurement in place	Low resource investment – often just facilitation costs and staff time	Inclusive if scorecards are cascaded and widely deployed
The Big Picture	Holistic model or focused on individual strands	Depends on the level of use – anything from a week to several months	The work pack costs around £50	Fully inclusive
Business Process Reengineering	Improvement tool used to bring about change in systems and people who operate them	Improvements anticipated in 6-12 months from the start of the project, although can be sooner for individual processes	Investment of resources can be high due to the intensive nature of the approach. External support often required	Inclusive of staff in the areas of activity being improved
Charter Mark	Holistic quality standard and improvement tool for customer service in public sector organisations	Depends on the state of readiness of the organisation	Costs depend on individual organisations being revised	Inclusive
EFQM Excellence Model®	Holistic self assessment model	Approx 35 staff days over six weeks	Can be resource intensive. Costs are estimated to be at least £4000-£5000 for external support per assessment	Fully inclusive. Involvement usually through facilitated staff workshops.
EFQM Model™ - Dolphin	Holistic self assessment model	Quick – can be undertaken in as little as a week Usually 2-4 weeks	Relatively low resource investment, but intensive if conducted over a short period of time	Level of inclusion varies depending on time taken.

Investors in People (IIP)	Processes supporting employee development	Six months to three years from commitment to achieving IIP	Assessors cost approx £550/day. Organisations of 50-100 people need three to four assessor days	Fully inclusive
ISO9001:2000 quality system	Processes and documentation	Implementation to assessment takes approx. six to nine months	Organisations of 60-70 would pay approx £3000 for the assessment and £1600 a year for audits	inclusive of staff in the areas of activity being improved
Kaizen Blitz	Processes or functions	Usually two to three months from conception to bedding in of new processes	Consultant costs within the region of £7000-10,000 per blitz event	Fully inclusive of staff in the areas of activity being blitzed
Performance Prism	Stakeholder centric-model	Up to approx 6 months to implement depending on strategies and performance measures in place	Relatively low resource investment. Independent facilitation may be required to maximise the effectiveness of workshop sessions.	Inclusive of organisational managers and stakeholders.
Practical Quality Assurance System for Small Organisations (PQASSO)	Holistic model. Can be applied to projects	Designed to be worked through incrementally - anything from 12 months to several years	Low resource investment. The work pack is approx £80	Inclusive.
Public Service Excellence Model	Holistic model. Can be applied to projects or programmes	Approx two to four months	Moderately resource intensive, less for programme assessments	Inclusive.
Six Sigma	Processes, functions or services	Black belt projects will normally take three to nine months	Costs vary depending on methods adopted and consultancy requirement	Inclusive of staff in areas of activity being improved
Statistical Process Control	Processes or functions	Less than 6 months to implement improvements to processes or functions	Moderately resource intensive. External support often required	Inclusive of staff in areas of activity being improved
Value Management	Organisations, projects or functions	Several months but varies depending on the breadth of application	Start up costs vary depending on training needed and consultancy requirement	Inclusive of staff in areas of activity being improved

Individual authorities and organisations will need to undertake research to decide on the approach or balance of approaches that would best suit their organisation and circumstances. It is unlikely that a single approach would address all their needs. This review does not aim to provide definitive information on each approach but is provided to help people make more informed decisions. Those considering the adoption of a particular models or tools are advised to undertake further research and speak to users prior to making a final decision.

## Section 3: Performance improvement models and tools

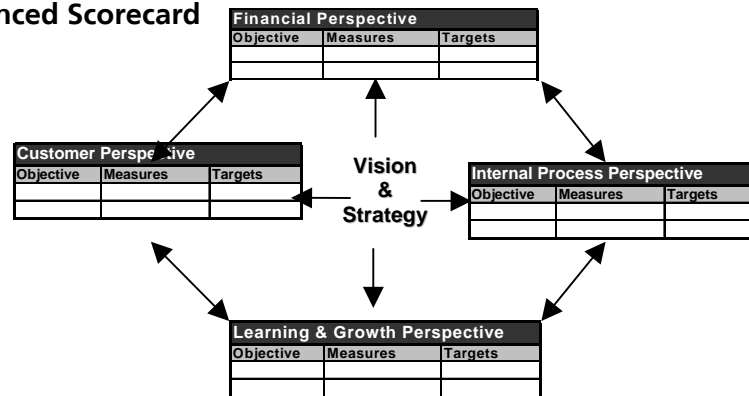
### Balanced Scorecard

#### Background:

Doctors Robert Kaplan and David Norton developed the balanced scorecard in the 1990s in the USA. Having begun as a performance measurement tool, the Balanced Scorecard was quickly being used as a multi-dimensional framework for managing strategy by linking objectives, initiatives, targets and measures across key corporate perspectives.

Kaplan and Norton noticed that financial measures being used to gauge performance in many organisations were not necessarily related to achieving strategic objectives. The scorecard sought to remedy this by providing a more balanced suite of performance measures across a number of key perspectives. Typically these look at customers, finances, internal processes and organisational learning (Figure 4). However they can be adapted depending on what factors are considered important for the success of the particular organisation.

**Figure 4: The Balanced Scorecard**



#### Objectives:

The Balanced Scorecard aims to:

1. enable organisations to manage strategy by linking corporate objectives, initiatives, measures and targets at all levels in the organisation;
2. achieve a balanced set of performance measures and targets that allow managers to track progress in key areas.

#### Scope:

The Balanced Scorecard is a holistic model that can be used at various levels across the organisation, service, team or group. It is used to manage strategy by linking objectives to initiatives, targets and measures across a range of corporate perspectives. These perspectives are determined by the organisation using the model.

#### How the model is used:

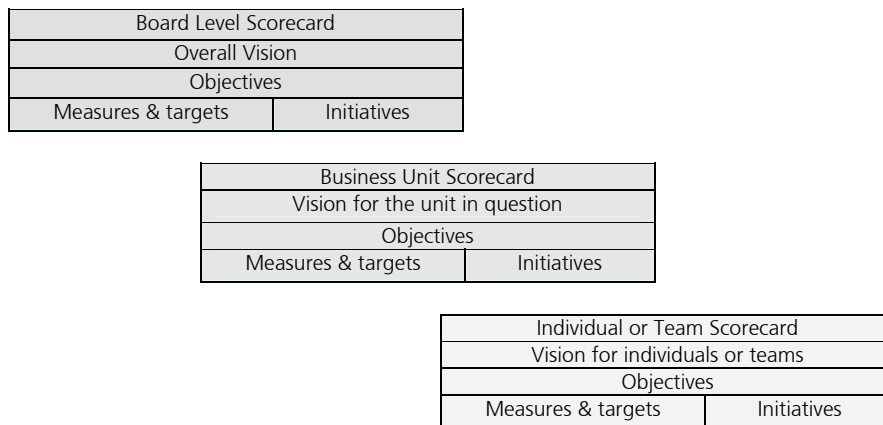
The balanced scorecard can be used at various levels in an organisation (Figure 5).

Many organisations now use a Balanced Scorecard to:

- formulate and refine strategies;
- communicate strategies and priorities throughout the organisation;
- link strategic objectives to long term targets and budgets;
- monitor progress and introduce initiatives to improve performance.



**Figure 5: Cascading scorecards**



Source: The Balanced Scorecard, Public Sector Benchmarking Service, 2003. [www.benchmarking.gov.uk](http://www.benchmarking.gov.uk)

The Balanced Scorecard supports other performance management models and improvement tools, such as Investors in People and EFQM self-assessment, which can be used to inform the development of the scorecard and the latter for diagnosing strengths and weaknesses. For example, in the year 2000 The Ministry of Defence developed a performance management framework based upon complementary use of a balanced scorecard and the EFQM. The balanced scorecard would provide the means through which the board's strategic objectives were translated into action with the EFQM providing an internal check of the strengths and weaknesses of the component parts of the department. The scorecard also provides a firm base for service level agreements.

**How widely is the model used:**

While the scorecard was designed for private sector use, the take-up by the public sector has been widespread. It now has a wide range of public sector users ranging from small districts such as Blyth Valley to large county and metropolitan councils. The model is equally widely used in the private sector among organisations as diverse as Johnson and Johnson Medical and the Royal Bank of Canada. A survey undertaken by the International Institute of Banking and Financial Services, Leeds University Business School revealed that 15% of private sector firms apply Balanced Scorecard methodology. Among the largest UK companies this figure rose to 30%.

**Key strengths of the model**

- holistic overview of organisational health;
- focuses individual objectives to the wider picture helping to create ownership, understanding and focus at all employee levels;
- links targets and measures to operational objectives and in doing so helps rationalise performance information, identify gaps and ensure balance;
- facilitates communication and understanding of business goals and strategies at all levels;
- encourages a focus on key priorities, assists in allocating resources and helps organisations / groups to become more results orientated.

**Issues in implementation:**

- organisations should not be afraid of tailoring the scorecard to be meaningful at a local level. Public sector services have more complex perspectives to consider than private sector organisations and there is a danger that organisations will merely massage existing measures into an 'off the shelf' framework;

- the success of the approach is based on the organisation having a clearly defined vision and strategic objectives;
- the scorecard can encourage a focus on existing short term goals rather than encouraging innovation and transformation;
- users must make efforts to ensure that staff do not see the scorecard as a measurement project.

**Capacity and skills issues:**

The balanced scorecard is relatively simple to implement if the organisation has a clear vision, mission and strategies in place. It is not steeped in methodology and is easy to use at all levels. There are minimal resource implications for implementing the scorecard in authorities.

Data taken from a Business Intelligence report 'Building and Realigning the Balance Scorecard Research Survey 2001' which received responses from over 200 public and private organisations revealed that 42% of respondents said implementation took 4-6 months.

① **To find out more** about the Balanced Scorecard visit the Public Sector Benchmarking Service website at [www.benchmarking.gov.uk](http://www.benchmarking.gov.uk)

① **To speak to users** of the Balanced Scorecard contact:

1. Hertfordshire County Council. Contact Geoff Brown, Head of Performance Improvement, on [geoff\\_brown@hertscc.gov.uk](mailto:geoff_brown@hertscc.gov.uk)
2. London Borough of Barking and Dagenham. Contact John Tatam, Borough Policy Officer on [john.tatam@lbbd.gov.uk](mailto:john.tatam@lbbd.gov.uk)

## The Big Picture

### Background:

The Big Picture is an organisational development framework and toolbox designed to make users think about every aspect of their organisation and take action to improve it. The model was designed by voluntary sector organisations in Scotland with Scottish Office funding. It was launched in 1999 and the second edition of the framework was published in June 2003.

The Big Picture addresses all aspects of the organisation and is very similar to The EFQM Excellence model®. The framework recognises that ‘one size does not fit all’, and therefore it does not attempt to provide standards against which organisations should measure themselves. Instead it operates by helping organisations to identify strengths and areas for improvement and assisting them to determine their own priorities for development.

The framework is comprised of 4 quadrants and 24 strands. The quadrants are:

1. *Direction* focuses on where the organisation wants to go, how to get there, who leads and how fast or slowly to travel. It sets the agenda within which the organisation makes things happen;
2. *Processes* are the means by which the chosen direction is put into action. It is about identifying, managing, reviewing and improving the way things are done;
3. *Stakeholder satisfaction* refers to all those with a legitimate interest in the organisation and work;
4. *Positive impact* is all the organisation’s positive accomplishments. They demonstrate the success achieved in terms of outcomes, both internal and external.

Each quadrant is comprised of 6 relevant strands. The strands define the quadrant and enable users to determine what area they want to focus on.

**Figure 12: The Big Picture**

enablers	results
<p><b>DIRECTION</b></p> <p>Governance Purpose Strategy &amp; policy Staffing Culture Legislation and registration</p>	<p><b>STAKEHOLDER SATISFACTION</b></p> <p>People we help Paid staff Volunteers Funders Partners Influencers</p>
<p><b>PROCESSES</b></p> <p>Planning Managing people Managing money Managing other Resources Managing activities</p>	<p><b>POSITIVE IMPACT</b></p> <p>Strategic outcomes Financial health Evidence of standards Development Public profile Impact on society</p>

Source: The Big Picture Website, [www.thebigpic.org.uk](http://www.thebigpic.org.uk)

Organisations assess themselves against the framework and prioritise areas for improvement. The user manual provides detailed guidance on how to do this and case study examples of organisations that have used the model.

A dedicated website ([www.thebigpic.org.uk](http://www.thebigpic.org.uk)) has now been established. This provides information about The Big Picture, practical examples of how it works and a database of next

step resources for organisational development. A Peer Support Network also exists to provide organisations with advice and help in using the process.

European Social Funding has been received to develop The Big Picture further, to ensure that it fits with existing frameworks, to develop a peer support network and to consider the feasibility of accreditation.

**Objectives:**

The Big Picture can be used for:

- organisational reviews;
- forward planning and evaluation;
- inducting staff on quality improvement issues;
- providing a format to write funding applications;
- consulting people within the organisation and involving stakeholders;
- conducting training needs analysis;
- identifying gaps for development.

**Scope:**

The Big Picture is a holistic organisational development framework based on self-assessment. It was designed to be used by any type of not for profit organisation, large or small, service or campaign based, local or national, paid or volunteer staffed. Although designed for the voluntary sector it can be adapted for use in other organisations or teams.

**How is the model used:**

Typically The Big Picture is used during an organisational review session where an organisation will:

- assess their strengths using the 24 strands as a guideline;
- identify one or more strands to focus on;
- ask the tough questions for those strands;
- use one or more of the practical ideas for quality improvement to deepen their understanding of how the organisation works and/or how they could improve on this area;
- identify and prioritise areas for action;
- use the database of next step resources for further help in taking this action forward.

The Big Picture can also be used:

- methodically focusing on one strand at a time over a period of time;
- as a checklist for business plans, reports or funding applications;
- to develop and implement strategy;
- to develop questions for consulting stakeholders.

It can be used at branch, project or departmental level.

Evaluation of the first edition showed that 93% of respondents who had used The Big Picture found the publication to be 'useful' or 'very useful'. Organisations have found that The Big Picture produces a wide range of benefits including increased sense of direction, team building and consensus, increased funding, improvements to services, processes development, development of people and help in achieving a quality standard.

**How widely is the model used:**

In Scotland over 500 copies of The Big Picture are in circulation covering the full range of voluntary organisations - sports, arts, care, housing, advice, guidance and counselling etc.

**Key strengths of the model**

- holistic, non-prescriptive approach that allows organisations to improve at their own pace, without costly consultancy fees;
- user friendly, even for small organisations;
- flexible with many types and different levels of use in all sizes of organisation;
- relatively inexpensive at less than £100;
- lots of support materials including an initial starter pack, training and toolkit, a dedicated website with on line group facilitation, a database of next steps and case studies and a peer support network.

**Issues in implementation:**

- the lack of external accreditation may be seen as a weakness in the model;
- The Big Picture currently does not have an in depth assessment process, although the designers are working to improve this aspect of the model;
- currently peer support is only available in Scotland.

**Capacity and skills issues:**

As a user-friendly framework, organisations can either implement The Big Picture themselves using the support materials available or they can engage the help of a Peer Supporter from another organisation. It can be used in either a quick and easy fashion (needing few resources) or systematically in much more detail.

**📍 To find out more** about more about The Big Picture visit the Big Picture website at [www.thepigpic.org.uk](http://www.thepigpic.org.uk) or e-mail Diane Kennedy or Sheila Fraser, Scottish Council for Voluntary Organisations, [diane.kennedy@scvo.org.uk](mailto:diane.kennedy@scvo.org.uk) , [sheila.fraser@scvo.org.uk](mailto:sheila.fraser@scvo.org.uk)

## Business Process Reengineering

### Background:

Business Process Reengineering (BPR) became popular in the early 1900s with the publication of Hammer and Champy's best selling book '*Reengineering the Corporation*' 1993. Hammer and Champy described BPR as '*the fundamental rethinking and radical re-design of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed*'.

The ideas built on Hammer and Champy's observations that organisations are sometimes faced with problems that need urgent attention. Issues have to be tackled immediately, and often with external help that brings expertise, resource and independence from the internal environment that may resist the change.

### Objectives:

BPR aims to review and redesign organisational processes in order to achieve improved performance in terms of cost, quality of service and timeliness.

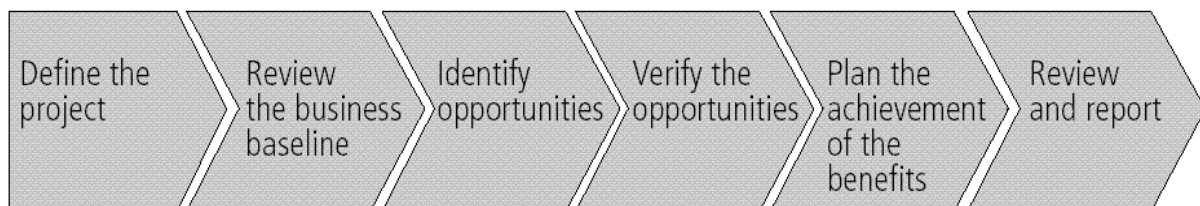
### Scope:

BPR has the potential to bring about considerable change in systems and in the people who operate them. BPR is often considered to be primarily about cost saving, however it can also have a marked effect on customer and employee satisfaction. The approach combines the hard case for reengineering with the softer 'people aspects', ensuring the solution can be implemented with minimum problems.

### How the model is used:

The approach applies six steps to reengineering and involves reviewing the current situation, developing a business model that addresses the issues at hand and planning implementation. Implementation is handled through a change management approach. The ideas and output are verified throughout the project to ensure that the best solution is developed and that the project stays on track. By focusing on the few issues that cause the greatest number of problems, the approach produces rapid and focused results.

**Figure 6: The six steps of Business Process Reengineering**



### Step 1: Define the project

The project is defined and authorized by the senior management team. The project team is mobilized and they gain an understanding of the context within which the re-engineering is to be delivered. Stakeholders are engaged.

### Step 2: Review the business baseline

Hypotheses are developed relating to the underlying cause of the problem. The performance of the area under review is established by carrying out 'business base-lining'. Process mapping is conducted to get a better understanding of the activities within the area. This leads to more detailed cost modeling and the identification of problems and needs.

**Step 3: Identify opportunities**

So far the activity has been reflective, revolving around the collection of data and formulation of ideas. Process redesign and hypotheses testing now begins. A business model that captures the new way of working emerges. Investigative or best practice benchmarking is used to develop the business model.

**Step 4: Verify the opportunities**

The derived solution is tested against the problems to ensure that it solves the problem and meets the needs. At this stage the solution must be verified with the key stakeholders to make sure that it is acceptable. The solution is reviewed against benchmarking data to ensure that it is both effective and efficient.

**Step 5: Plan the achievement of the benefits**

Once the solution has been tested fully, implementation is planned. Implementation costs need to be identified, which may lead to a revision to the business model that has been developed. As with any change programme there is likely to be resistance to change. A detailed understanding of both the costs and benefits allows the case for action to be made.

**Step 6: Review and report**

The final activity is a project report and a project review. This ensures that all the details of the project are recorded and that any learning is captured and shared.

**How widely is the model used?**

BPR may be, and has been used in all types of organisations, both manufacturing and service based.

**Key strengths of the approach**

- BPR has the potential to deliver significant improvement to systems;
- The key concept is to focus on 80% of the costs so that time is not wasted searching for small gains;
- The approach takes into account the historical, political and cultural context of the work;
- There is a strong emphasis on team working. Workshops are used to engage as many people as possible to get buy-in to the changes. The level of engagement of teams can be highly motivating.

**Issues in implementation:**

- Processes need to be considered in their wider context – it is possible to “improve” a process in one department, without recognising the impact the change can have elsewhere in the organisation;
- External support is often used to provide challenge and independence from the internal processes and environment;
- There needs to be an acceptance that improvement is both necessary and possible within the participants of the process;
- Process mapping can sometimes be regarded as IT-led, diverting focus from roles and responsibilities.

**Capacity and skills issues:**

Improvements in performance can be expected 6-12 months from the start of the project. The level of investment of resources during the early stages is high due to the intensive nature of the approach. External support is often required to bring expertise, resource and independence from the internal environment that may resist change.

## Charter Mark

### **Background:**

Charter Mark is the government's national standard and quality improvement scheme for customer service in the public sector. The scheme focuses on results – the service the customer actually receives.

Charter Mark was launched in 1992. More recently it has been updated by the Prime Minister's Office of Public Services Reform in order to more closely reflect government priorities, reduce bureaucracy and to make it easier for applicants to apply. The new scheme became fully operational in early 2004. It includes a new web based self-assessment tool that helps organisations assess what they need to do to achieve Charter Mark.

### **Objectives:**

Charter Mark aims to:

1. drive customer focused quality improvement programmes and a culture of continuous improvement;
2. improve the quality of service that customers are receiving;
3. provide a recognised standard that users and customers will equate to quality services;
4. communicate more effectively with customers and respond to their needs.

### **Scope:**

Charter Mark can apply at organisation or service level. All public and voluntary organisations providing a service to the public and receiving at least 10% of their income from public funds can apply for Charter Mark. Sub-contractors can also apply. There is no limit placed on the number who can hold the standard at any one time.

### **How the model is used:**

Applicants to Charter Mark are assessed against six criteria:

1. setting standards and performing well;
2. actively engaging customers, partners and staff;
3. being fair and accessible and promoting choice;
4. continuously developing and improving;
5. using resources effectively and imaginatively;
6. contributing to improving opportunities and quality of life in the communities you serve.

Applicants pay to be assessed for the Charter Mark award by accredited external assessors. Those assessed as providing an excellent standard of service achieve the award. Assessors also provide independent feedback on how the organisation needs to improve. The time taken to achieve Charter Mark will depend on the state of readiness of the organisation in the first instance.

A range of organisations achieving Charter Mark find that the standard has made an impact by:

- increasing customer focus;
- improving consultation with users;
- improving staff morale;
- developing better internal processes;
- developing more effective service delivery;
- improving complaints handling;
- delivering more cost effective services.



Once an organisation has been awarded the Charter Mark it holds the status for three years before needing to reapply for accreditation. This ensures that each organisation is meeting the needs of continuous improvement.

**How widely is the model used:**

Charter Mark has had a firm foothold in local authorities for many years. It has been seen as an important means of driving improvement, customer focus and motivating staff particularly amongst direct services organisations that want to secure competitive advantage. To date there are nearly 10,000 organisations that have applied for Charter Mark status and over 2,500 holders of the award. The number of organisations applying has steadily increased.

About 3% of all UK public services (2,431 out of 70-80,000) hold a Charter Mark (ref. [www.Psruni.gov.uk](http://www.Psruni.gov.uk)). Of these over 600 come from local authorities ([www.cabinet-office.gov.uk](http://www.cabinet-office.gov.uk)).

**Key strengths of the model**

- Charter Mark focuses on the experience of the customer and the service they receive;
- Self-assessment provides standard results for comparison purposes;
- experienced assessors give detailed feedback on the organisation's performance;
- improves staff morale, motivation and team building;
- develops better internal processes, including complaints handling;
- recognition and positive publicity;
- applicable to all sizes of public sector organisation.

**Issues in implementation:**

- completion of the application can be time consuming and onerous;
- the award may become the focus, detracting from the process of getting it;
- Charter Mark is considered to be less challenging than some of the other approaches;
- recently the scheme has been considered by many to be dated. However the Office of Public Services Reform responded to this view by updating and re-launching the scheme in January 2004.

**Capacity and skills issues:**

The initial preparation for application for Charter Mark status can be resource intensive depending on the state of readiness of the organisation. Completion of the application is time consuming and onerous. The British Standards Institute suggests around 25-30 staff days. Staff should be aware of the principles of self-assessment and facilitated through the process. External accredited assessors are used to score organisations.

① **To find out more** about Charter Mark visit [www.chartermark.gov.uk](http://www.chartermark.gov.uk) or e-mail the Cabinet Office, [chartermark@cabinet-office.x.gsi.gov.uk](mailto:chartermark@cabinet-office.x.gsi.gov.uk)

① **To speak to users** of Charter Mark visit the Cabinet Office website [www.chartermark.gov.uk/holders](http://www.chartermark.gov.uk/holders) for a list of current holders.

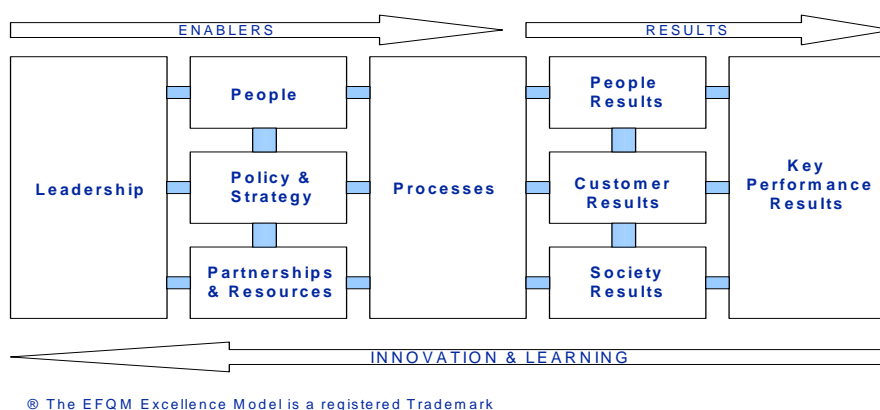
## European Foundation for Quality Management (EFQM) Excellence Model®

### Background:

The EFQM Excellence Model® is a comprehensive organisational development and improvement framework used for assessing strengths and areas for improvement across the spectrum of an organisation's activity. The model is comprised of nine criteria, five 'enablers' and four 'results' (Figure 7). It is based on the principle that the five key enablers of excellence are leadership, policy and strategy, people, partnerships and resources, and processes. These activities enable excellent organisational performance - as demonstrated by people results, customer results, society results and, ultimately, key performance results. Key Performance Results are the indicators of progress towards the organisation's aims and objectives, and are usually those reported in the organisation's Annual Report.

Each of the nine criteria identified above is divided into a number of criteria parts that helps define and structure the assessment. An overall score is reached for each of the nine criteria. The criteria are then weighted to calculate a score out of 1000 points. Organisational scores will vary from less than 250 points to over 800 points. Although it is not necessary to score assessments, the scores do provide an indicator of progress over time.

**Figure 7: EFQM Excellence Model ®**



Source: [www.cabinet-office.gov.uk](http://www.cabinet-office.gov.uk)

There are a number of fundamental concepts that underpin the Excellence Model that are reflected in the criteria and sub criteria of the framework. These concepts are:

1. results orientation;
2. customer focus;
3. leadership and constancy of purpose;
4. management by processes and facts;
5. people development and involvement;
6. continuous learning
7. innovation and improvement
8. partnership development
9. public responsibility.

There is considerable correlation between these fundamental concepts and the basic building blocks to improvement.

Although initially designed for the private sector, the model was revised and re-launched in 1999 in order to make it applicable to the public sector.

**Objectives:** The EFQM Excellence Model® aims to:

1. give a comprehensive overview of organisational health identifying strengths and areas for improvement;
2. provide evidenced levels of achievement that can be used for year on year assessment;
3. facilitate comparison with a range of private and overseas organisations;
4. provide an opportunity for achieving a nationally recognised quality award;
5. aid internal communication and staff contribution to improvement.

**Scope:** The EFQM model® is a holistic organisational development and improvement framework that is generally adopted across the whole organisation but can be used in smaller business units. It is designed for use in any organisation.

**How the model is used:**

Of those authorities using the Excellence Model® nearly two thirds had adopted it as a corporate performance management framework and nearly half were using the self-assessment tool for Best Value Reviews.

Research suggested that the diagnostic was being used primarily in the traditional directly provided services such as environmental services and planning, but use in social services and education was growing. The model is used less in partnerships and against cross cutting themes. It has been criticised by local authorities in the past for providing insufficient challenge and for being inward focused, particularly in relation to service provision (IDeA, Made to Measure: Best Value and the EFQM Excellence Model)

**How widely is the model used:**

The EFQM Model has existed for over ten years and is widely used by over 20,000 UK and European organisations in both public and private sectors. Recent research undertaken by the Centre of Quality Excellence, University of Leicestershire indicated that when the principles of the EFQM Model had been implemented effectively, performance improvement could be seen in both the short and long term.

Today the model is used widely in local government across a range of authority types. An IDeA local authority survey conducted in 2000 found over 25% of local authorities were at that time using the EFQM model (IDeA Made to Measure: Best Value and the EFQM Excellence Model®). The 2001 IDeA survey of authorities revealed that those using the EFQM model felt that the model had most impact on people results, strategy and planning and least impact on resources, partnerships and society results. 83% felt that the model had made some improvement to those parts of the organisation using it.

**Key strengths of the model**

- holistic approach that dovetails well with various improvement tools within a complete framework;
- comprehensive diagnostic that identifies strengths and areas for improvement;
- encourages a customer and results focus and is the first model to include an assessment of the impact on society;
- widely recognised model and rigorous methodology provides an empirical base for year on year assessment of performance and reliable evidence for inspections and reviews;
- encourages innovation and learning and promotes ownership and commitment to change through self assessment;
- users can apply for a nationally recognised quality award;
- aids internal communication and staff contribution to improvement.

**Issues in implementation:**

- the self-assessment process is very demanding and in some circumstances can be overly rigorous. The Cabinet Office have responded to this with the introduction of the Dolphin EFQM Model™;
- the whole organisation approach and the robustness of the EFQM model® increases the potential for facilitating transformational change in an authority. In reality, however, many authorities get bogged down in the detail of the self assessment process and improvement occurs incrementally while the lead officers attempt to interpret overly detailed findings;
- despite the rigor of the model, the scoring is done subjectively and therefore will show some variance between users;
- the lack of a specific 'challenge' dimension in the model means authorities have needed to adapt it to make it work for best value (IDeA Made to Measure: Best Value and the EFQM Excellence Model®).

### **Capacity and skills issues:**

The 2001 IDeA survey revealed that all 65 respondent authorities, irrespective of experience, unanimously acknowledged that they had competency gaps in the use of the model. The most commonly cited were:

1. undertaking self assessments;
2. developing toolkits for review;
3. improving planning;
4. implementation and action planning.

① **To find out more** about the EFQM Excellence Model® contact the British Quality Foundation at [www.quality-foundation.co.uk](http://www.quality-foundation.co.uk) or the Cabinet Office Centre for Management and Policy Studies, now called the National School of Government at [www.nationalschool.gov.uk](http://www.nationalschool.gov.uk).

① **To speak to users** of the EFQM model contact:

1. Dudley Metropolitan Borough Council, Paul Merrett, Head of Information and Support Services, e-mail [paul.merrett@dudley.gov.uk](mailto:paul.merrett@dudley.gov.uk)
2. Hertfordshire County Council, Geoff Brown, Head of Performance Improvement, e-mail [geoff\\_brown@hertscc.gov.uk](mailto:geoff_brown@hertscc.gov.uk)

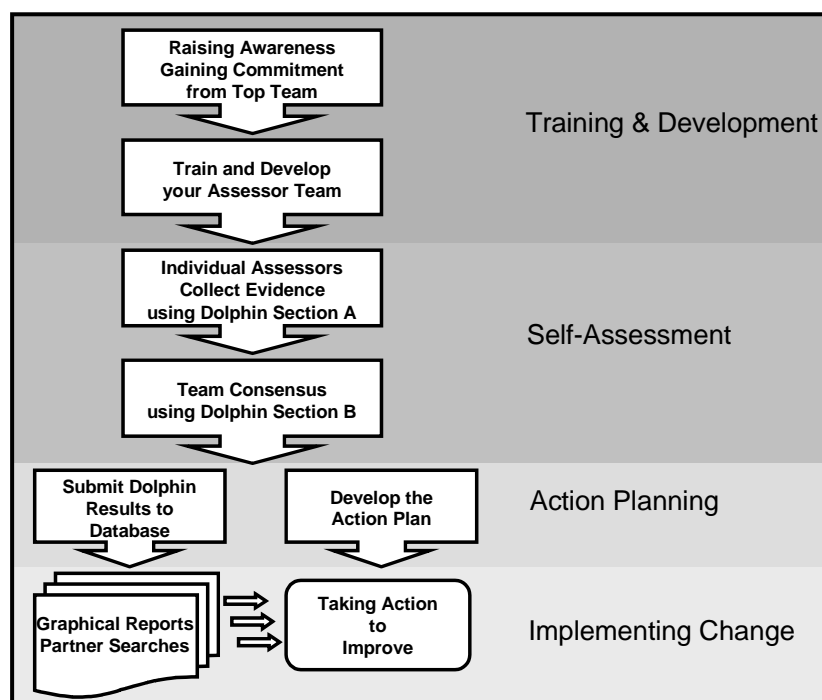
## Dolphin approach to using the EFQM Excellence Model™

### Background:

Dolphin™ is a simple improvement framework for conducting self-assessments using the EFQM Excellence Model®. It was developed by the Cabinet Office Centre for Management and Policy Studies (CMPS), now called the National School of Government, and launched in June 2001 in response to criticisms of the EFQM model in which users often became tied down in too much evidence. The Dolphin approach builds on the success of the EFQM model whilst greatly simplifying the process.

The latest version of Dolphin™ incorporates changes brought about by the 2003 EFQM Model revision and the practical learning gained by organisations using Dolphin™.

**Figure 8: Dolphin™ assessment process**



Source: Centre for Management and Policy Studies, now called the National School of Government, [www.nationalschool.gov.uk](http://www.nationalschool.gov.uk)

### Objectives:

Dolphin™ aims to:

1. provide a high level self assessment tool that will enable an organisation to quickly assess its strengths and weaknesses;
2. develop ideas through learning from others;
3. benchmark with other public sector bodies.

### Scope:

Dolphin™ is a holistic framework for improvement that is based on self-assessment around the EFQM Excellence Model®.

### How the model is used:

The assessment is based on a team and workshop approach. The team normally comprises 6-8 people, usually including the head of unit being assessed, members of the management team and staff representing each function and level within the organisation.

The team carries out individual assessments against the EFQM framework. Individual assessments are expected to take between five and eight hours over a couple of weeks. Evidence is recorded in section A of the two-part assessment pack. Team members are not necessarily expected to address all the issues or to know everything that goes on in the organisation but to consider those parts they are familiar with. Participants are advised to keep the assessment simple and not to compile lots of evidence.

Following the individual assessments, the team comes together to reach a consensus on the findings. This is likely to take a full day. Once a consensus has been reached the team can agree a list of appropriate improvement actions and determine the organisation's maturity against the Excellence Model. An action plan can then be compiled from the list of quick wins and longer-term issues identified.

The co-ordinator sends Section B of Dolphin™ to the Public Sector Database at the National School of Government. In return he/she will receive a graphical report positioning the current status against other organisations and copies of appropriate knowledge pool reports, which highlight good practice, describe different approaches to common problems and provide an insight into latest thinking. Graphical reports do not identify individual organisations but allow comparisons to be made between organisations.

**How widely is the model used:**

Since the launch of Dolphin™ in June 2001 nearly 900 individuals and organisations have registered an interest in using it through the Cabinet Office National School of Government website. Many of those have used, or are considering using, Dolphin™ in their organisations.

**Key strengths of the model:**

- Dolphin™ builds on the strengths of EFQM but reduces the time and resource commitment involved;
- staff involvement in the assessment team generates ownership and motivation;
- the approach enables benchmarking with other public bodies through the Cabinet Office Public Sector Database Service and Performance Improvement Network;
- assessment demonstrates achievement and progress.

**Issues in implementation:**

- the assessor team must understand the dynamics of self assessment, how to collect evidence and how to effect consensus;
- the team must ensure that actions are carried out and staff notified if not. Experience has shown that many organisations undertaking self assessments do not necessarily follow through to improvement;
- questions and terminology used in the Dolphin™ methodology sometimes need adjusting to become more meaningful to different organisations. The optional questions around each criteria of the model (Book B of the methodology) can cause particular difficulties for users.

**Capacity and skills issues:**

The Dolphin™ methodology was designed to be quick and easier to use than the parent EFQM Model. There are no particular skills or expertise required in using the approach. You do not need to be an expert on the EFQM model in order to use Dolphin™.

① **To find out more** about Dolphin™ contact the Cabinet Office National School of Government [www.nationalschool.gov.uk](http://www.nationalschool.gov.uk)

## Investors in People (IIP)

**Background:** IIP is the national standard for improving organisational performance by training and developing people to achieve business goals. It was developed in 1990 by the National Training Taskforce in partnership with various private sector, personnel and trade organisations, including the Confederation of British Industry, Trade Unions Congress and Institute of Personnel Development.

The standard is based on four key principles that link together people development with business planning:

1. *commitment* to invest in people to achieve business goals;
2. *planning* how skills, individuals and teams are to be developed to achieve these goals;
3. *action* to develop and use necessary skills in a well defined and continuing programme directly tied to business objectives;
4. *evaluating* outcomes of training and development for individuals' progress towards goals, the value achieved and future needs.

The four principles are translated into twelve indicators of performance. Evidence is collected against each of the twelve. This evidence may include corporate strategies and action plans, staff feedback and examples of processes or approaches. External assessment takes place against this framework. An organisation will have to demonstrate that it meets all twelve of the indicators of the standard in order to gain IIP status.

IIP requires ongoing commitment and those who do not continue the commitment risk losing the accreditation. And every three years the standard itself is reviewed to ensure that it is still relevant, accessible and beneficial to organisations of any size and to ensure that the experience of applying the standard adds real value.

Initially, the Standard was administered through the Department for Education and Employment but in 1993 Investors in People UK was formed to take national ownership of the Standard. Investors in People UK is a non-departmental public body funded by and accountable to the Department for Education and Skills.

### **Objectives:**

In addition to the generic principles above, IIP aims to bring business planning and people planning together to provide:

1. business benefits;
2. a framework for workforce development;
3. improved motivation, morale, job satisfaction and retention;
4. higher skills levels of staff.

**Scope:** IIP is a national standard for people management and development. It provides a framework for workforce development in organisations of any size from any sector.

### **How the model is used:**

Some authorities undertake IIP incrementally across departments while others take a council-wide approach. Implementation is usually led by human resource departments but internal communications play a vital part in ensuring that the standard is being met.

Becoming an "Investor in People" involves a number of steps:

1. information gathering - understanding the standard and its implications;
2. initial assessment - undertaking a review against the standard;

3. develop people and processes – making a commitment to meet the standard and communicating that to staff, planning and taking action to bring about improvement;
4. assessment – bringing together the evidence for assessment. Once your organisation meets the standard it will be formally recognised as an Investor in People;
5. re-assessment – organisations decide how often they wish to be reviewed against the standard. There is no minimum or recommended time period but the maximum is three years. When conducting re-assessments the assessors will check areas where improvement was shown to be necessary.

Assessors charge around £550 per day but the size of the organisation will dictate how long the assessment will take. As a guide 50-100 people need approximately 3-4 assessor days. Organisations to date have taken between 6 months and 3 years from commitment to achieving the standard.

A survey of 1,208 IIP accredited organisations employing 10 or more staff undertaken in 2001 found that 90% of organisations felt that IIP had been a good business decision and 57% cited better business performance and 46% cited improved quality of work as the main benefits to their organisation (UK Tracking Study, Employer Research, Marketshape LTD, 2001). IIP was also considered by authorities to be useful in raising awareness of performance management, improving internal communications, people management and linking individual development with corporate objectives (DETR Guide to Quality Schemes and Best Value, 2000). The standard dovetails well with other quality models and tools such as ISO9001:2000 or EFQM.

#### **How widely is the model used:**

Over 34,000 UK organisations are recognised as Investors in People employing around 27% of the UK workforce. In the public sector this is far higher with as many as 88% of civil servants working in IIP recognised organisations (Cabinet Office website, [www.cabinet-office.gov.uk](http://www.cabinet-office.gov.uk)). In 1999 the Department for Education and Skills (DfES) launched a three-year strategy to encourage more schools to adopt IIP to support improvement. Since 1999 the number of schools committing to IIP has risen from 9% to 16% by the end of 2002.

#### **Key strengths of the model**

- more systematic training and development which is more closely related to business needs;
- staff see the council valuing them and taking their development needs seriously;
- greater productivity and job satisfaction resulting from improved motivation, morale, retention rates, reduced absenteeism and readier acceptance of change;
- ensures rigorous people management processes are in place – work targets, regular feedback from managers, personal development etc;
- public recognition of the IIP award;
- more skilled workforce and staff are encouraged to gain recognised professional qualifications e.g. NVQ's;
- improved employee communications.

#### **Issues in implementation:**

- can be seen as merely achieving a kite mark rather than improving performance;
- organisations can focus excessively on paperwork and processes rather than outcomes;
- users are advised to involve unions in the development and application process in order to ensure that staff are fully represented and changes to working practices agreed by all;



**Capacity and skills issues:**

Depending on the degree of readiness of the organisation the application process for IIP can be resource intensive and time consuming. The process requires that organisations have skills in information collection and interpretation, self-assessment, communication and action planning.

① **To find out more** about IIP visit the IIP website at [www.iipuk.co.uk](http://www.iipuk.co.uk) or e-mail IIP UK at [information@iip.co.uk](mailto:information@iip.co.uk).

① **To speak to users** of IIP contact

1. Dudley Metropolitan Borough Council, Paul Merrett, Head of Information and Support Services, e-mail [paul.merrett@dudley.gov.uk](mailto:paul.merrett@dudley.gov.uk)

## ISO9001:2000

**Background:** ISO 9001:2000 is the global standard and approach for quality management systems. The standard focuses on the management of processes and documentation in order to meet customer's needs and expectations. The standard originated in the UK in 1976 as BS 5750. It later evolved to ISO9001 and was revised in 2000 to ISO9001:2000. The nature and reduced documentation requirements of the latest edition of the standard have significantly increased its applicability to the public sector.

Over time the standard has evolved to become a quality approach for improving procedures. ISO9001:2000 identifies eight quality management principles that can be used by managers to improve performance. These are:

1. customer focus;
2. involvement of people;
3. systems approach to management;
4. factual approach to decision making;
5. leadership;
6. process approach;
7. continual improvement;
8. mutually beneficial supplier relationships.

### **Objectives:**

ISO9001:2000 aims to:

- establish excellent working practices through effective processes;
- document processes in order to improve understanding among staff;

with the aim of better meeting customer needs and expectations.

**Scope:** ISO9001:2000 is the global standard for managing processes and documentation. It is applicable to all types and sizes of organisation. Integrity in implementation of the standard is maintained through independent assessment.

### **How the model is used:**

To comply with the standard an organisation needs to review and document its procedures in accordance with the requirements, then prepare a quality manual. Organisations must:

- have top management that are fully committed to the management system;
- identify their processes and how they are applied;
- determine what the sequence of processes are, how they interact and how they will be managed;
- ensure that the correct resources are available;
- monitor, measure and analyse the processes;
- ensure that the processes and the effectiveness of the quality management system are continually improving.

Once a quality system is in place and established the organisation can seek independent assessment by the UK Accreditation Service (UKAS). UKAS is the only UK accreditation body recognised by the government and it operates under a Memorandum of Understanding with the Department of Trade and Industry. Only organisations accredited by UKAS can use the national accreditation mark. The mark is a public demonstration that the organisation's quality system has been assessed and is internationally recognised. Once an organisation has gained ISO9001:2000 status it will be visited at regular intervals each year to ensure the standard is maintained.

Frequently the process from implementation to assessment can take 6-9 months to complete.

A typical organisation of between 50-60 people could expect to pay £2000 to £3000 for the initial assessment and £1000-1600 each year from the audits (Open Scotland: A guide to quality schemes and the delivery of public services).

The standard focuses on quality management systems, processes and documentation, therefore it dovetails well with the more holistic performance management models and other improvement tools.

**How widely is the model used:**

ISO9001:2000 has been adopted by 60,000 organisations in the UK and over 340,000 in 150 countries worldwide. In the public sector ISO9001:2000 is particularly used by direct service organisations to gain competitive edge.

**Key strengths of the model**

- improved efficiency of processes and more consistent performance;
- internationally recognised status;
- improved communication, morale and job satisfaction. Staff understand what is expected of them;
- documentation of processes makes changes of staff and induction easier.

**Issues in implementation:**

- the standard is considered by some to be overly bureaucratic. People may see it as company administration;
- there is a focus on compliance rather than improvement. It doesn't necessarily differentiate between effective and ineffective processes and some users suggest that it is possible to adhere to all the clauses yet still be failing as a business;
- internal focus on existing practices may stifle creativity and competitiveness;
- yearly auditing, which has costs and may itself contribute to decreased morale over time;
- the standard relies on the particular assessor's interpretation of quality.

**Capacity and skills issues:**

Implementation of ISO9001:2000 requires service managers to be able to map and document their current processes and identify areas for process improvement. Whilst not difficult, the process of mapping, consulting on improvements, documenting and implementing changes can be resource intensive and time consuming.

📌 **To find out more** about ISO9001:2000 visit the British Standards Institute website at [www.bsi-global.com](http://www.bsi-global.com).

## Kaizen Blitz

### Background:

Kaizen Blitz is a short term project based approach to improving business processes, which can achieve rapid results. It is an intensive facilitated week of assessment and review of processes designed to identify and take out anything that does not add value or hinders the process under examination. Overall organisational improvement is achieved via many small increments and entails relatively little expense. However functional changes can be dramatic and bring about improvement results in a relatively short time.

'Kaizen', meaning 'continuous improvement', is a Japanese business philosophy of making continuous improvements and enhancements in business processes. 'Blitz' refers to the concentrated assault on inefficiency. Kaizen techniques are based on the principles of focused continuous improvement, commitment of leadership, empowerment of staff, hands on doing not proposing, elimination of waste and low budget incremental improvements with occasional breakthroughs. Kaizen principles and techniques can be used on a continuing basis without the intensity of a blitz week.

Kaizen Blitz was developed in the Japanese motor industry and is well established in manufacturing industry.

### Objectives:

Kaizen Blitz aims to:

- improve identified processes and functions;
- achieve 'quick wins' and develop action plans for longer term gains;
- create ownership of the new processes through involvement and empowerment of those working in that area.

### Scope:

Kaizen Blitz is a short term performance improvement approach that can achieve rapid results. It is applicable to any group or organisation needing to improve processes.

### How the model is used:

A Kaizen Blitz is usually undertaken in a week but can take anything from 2-10 days. A usual approach will follow a number of steps:

- day one is setting the scene and providing training on the principles of kaizen;
- day two is observing the current process to identify problems;
- day three is designing and implementing a new improved process;
- day four the team listen to feedback from users of the new process and make changes as appropriate;
- day five they report on what has been achieved and what still needs to be done, including a plan for implementing further changes.

There is a weekly review of the new process with a formal review after 30 days.

A Kaizen team is multilevel and multifunctional but it will include people from the process being examined. The key to success is that the people who have hands-on knowledge of the existing process also explore and develop the new process. It is essential that senior management support the approach and are seen to do so. An external representative is usually invited to provide some challenge and possibly information on better practice elsewhere. A trained facilitator in Kaizen principles is essential to creating and maintaining an environment of improvement. Their role is to train and guide the team to develop and rapidly implement solutions to resolve critical business issues. The consultant facilitator is likely to cost between

£7,000-10,000 per event. A typical Kaizen Blitz takes 2-3 months from conception to bedding in of the new process.

**How widely is the model used:**

Kaizen Blitz is well established in manufacturing industry and has been used more recently by a number of multinational companies such as IBM and Polaroid. To date it has had limited use in the public sector although the approach has been promoted by the Scottish Executive and is being used in a couple of authorities in Scotland.

**Key strengths of the model**

- improves processes and frees up resources. All new processes are fully documented;
- improvements are apparent immediately, which tends to make the approach popular with staff;
- staff with hands on knowledge of the current processes are given an opportunity for creativity and ownership of new processes. This helps boost morale, create empowerment and can help generate culture change;
- opportunity to learn new skills and qualifications;
- complements many other improvement initiatives.

**Issues in implementation:**

- Kaizen Blitz is about improving existing processes rather than making bigger picture improvements. The processes chosen need to be large enough or important enough to justify the resources;
- Kaizen Blitz training is undertaken quickly and intensively. It is essential to have skilled facilitation during the blitz week, which can be expensive. Management support is essential and should be evident during the entire event and after in terms of support for the follow up actions;
- staff engagement is lengthy and intense. Managers should remember that it can be uncomfortable for some staff in challenging the way they work and long established processes. For a Kaizen Blitz to work any fears that could hold back contribution from participants need to be addressed.

**Capacity and skills issues:**

It is necessary for those involved to have an understanding of Kaizen techniques and the process involved in a Kaizen Blitz. This understanding is usually gained on day one of the blitz. There may also be an opportunity, at extra cost, for staff gain an NVQ in the process. Skilled facilitation is essential during the blitz week, however it can be costly. Organisations with an on-going commitment to the approach would ultimately want to bring the skills in house. Follow up from the blitz week can be resource intensive in the short term, particularly for managers responsible for the area under review.

① **To find out more** about Kaizen Blitz contact the Ewhan Barschtschyk, Business Development Unit, Scottish Executive, [ewhan.barschtschyk@scotland.gsi.gov.uk](mailto:ewhan.barschtschyk@scotland.gsi.gov.uk)

① **To speak to users** of Kaizen Blitz contact Aberdeenshire Council. Contact Roger White, Head of Policy, e-mail [roger.white@aberdeenshire.gov.uk](mailto:roger.white@aberdeenshire.gov.uk)

## Performance Prism

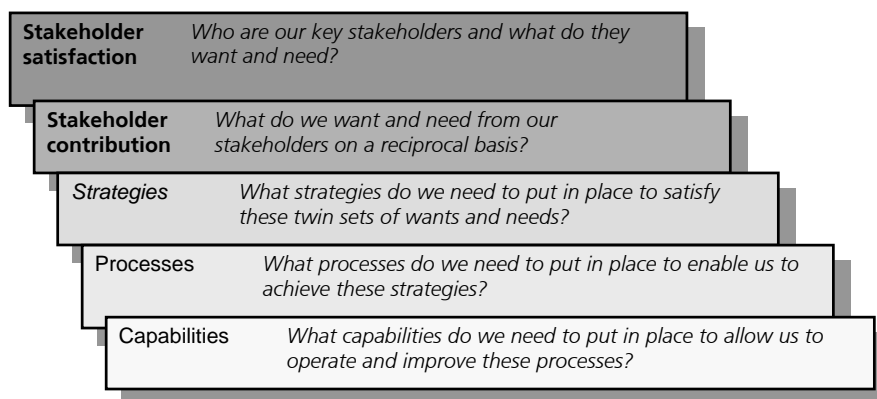
### Background:

The Performance Prism is a stakeholder-centric framework for performance measurement and management. The model was developed by the Centre for Business Performance at Cranfield School of Management, in conjunction with Accenture. It evolved from the Balanced Scorecard, but unlike the Scorecard, it acknowledges the full range of stakeholders an organisation has. Principally these are investors, customers & intermediaries, employees, suppliers, regulators and communities. It does this in two ways; by considering what the current and future wants and needs of those stakeholders are, and more uniquely, what the organisation wants and needs from its stakeholders. In this way the reciprocal relationship with each stakeholder is examined in the context of improvement.

The three dimensional framework, comprising strategies, processes and capabilities, is considered in the light of the organisational relationships with its stakeholders. Strategy maps are drawn up to enable the organisation to understand the essential elements of the framework that need to be in place in order to satisfy the wants and needs of both the organisation and the stakeholders. The maps can also illuminate the often complex relationship between organisation and stakeholders.

The strategy maps cover five facets of the Prism model. Vital questions covering all five facets are posed that help to capture the inherent complexities and performance measurement needs of the organisation (Figure 9). While the creation of the maps need not be too onerous, the process can be a revelation and an effective means of focusing management attention on critical components of performance management.

**Figure 9: Key stakeholder questions**



### Objectives:

The Performance Prism aims to:

1. help organisations develop a set of performance measures that reflect the wants and needs of its key stakeholders;
2. help organisations to identify, measure and manage the strategies, processes and capabilities they require to satisfy these wants and needs;
3. enable an organisation to build an explicit understanding of the drivers of performance at all levels that enable sustained achievement of performance objectives.

### Scope:

As a methodology based on satisfying stakeholder wants and needs, the Performance Prism is designed to be applicable to any organisation or organisational unit.

**How the model is used:**

The model is used in an integrated approach to help develop an organisational strategy and set of performance measures that help deliver the wants and needs of both the organisation and its key stakeholders. The development of strategy maps using the Performance Prism provides a means of explicitly identifying the objectives and drivers of performance that are inherent in the organisation's strategy. The maps are usually developed in cross-functional management workshops.

To maximise the effectiveness of the Performance Prism, development should be integrated into the wider performance management processes of the organisation.

**How widely is the model used:**

As yet the Performance Prism is not widely used by public sector organisations. However, the stakeholder approach is considered to be highly relevant to the Public Sector environment.

**Key strengths of the model**

The Performance Prism builds upon the strengths of the Balanced Scorecard and also offers:

- an approach designed to consider all key stakeholders associated with an organisation;
- a system applicable at any level of an organisation;
- is not prescriptive in the dimensions of performance that should be measured.

**Issues in implementation:**

- to date there is little experience of using the Performance Prism in the public sector on which to draw;
- to maximise the effectiveness of the approach, development of measures should be integrated with strategy development;
- consideration should be given to the way in which measures and performance data will be used and how, as a consequence, performance will be managed;
- users must make efforts to ensure that staff do not see the Prism approach as a measurement project.

**Capacity and skills issues:**

Independent facilitation is required to maximise the effectiveness of the workshop sessions and to assist in the development of strategy maps. Attendees will be required to think strategically in terms of all the organisation's stakeholder relationships.

📌 **To find out more** about the Performance Prism visit [www.performanceprism.com](http://www.performanceprism.com)

## **Practical Quality Assurance System for Small Organisations (PQASSO)**

### **Background:**

PQASSO is a quality assurance system that was produced by the Charities Evaluation Service (CES) specifically for small and medium sized voluntary and community sector organisations. It is a self assessment work pack that helps organisations - or projects within larger outfits – to take a systematic look at what they do and to decide exactly where improvements are needed. It was launched in 1997, and revised in 2000 to be more flexible and to show more transparent links with the EFQM Model.

PQASSO covers twelve standard quality areas, which organisations should address in order to operate efficiently and achieve good results. The twelve areas are:

1. Planning for quality
2. Governance
3. Management
4. User-centred service
5. Staff and volunteers
6. Training and development
7. Managing money
8. Managing resources
9. Managing activities
10. Networking and partnerships
11. Monitoring and evaluation
12. Results

Quality standards and indicators are defined for each area above. Organisations work through a comprehensive guidebook, collecting evidence against the twelve quality areas to determine to what degree the standard has been met. Achievement is measured at three levels. Level 1 helps lay the foundations upon which an organisation can develop, including its legal requirements as a service provider and employer and levels 2 and 3 build upon this foundation. Action plans are generated from areas identified for improvement. In addition there is a CD ROM that supports the self assessment process and enables people to score the results of their self assessment, their action plans and evidence electronically.

The system is very flexible and is designed to be worked through over a period of time - anything from 12 months to several years.

PQASSO is currently a self assessment tool although the CES are looking at building peer review into the approach.

### **Objectives:**

PQASSO aims to:

- help organisations to focus on what is important and plan and organise themselves more efficiently;
- determine their current quality of service against the standard;
- enable organisations to determine their strengths and plan their improvements;
- provide an organisational tool that is suitable for small organisations.

### **Scope:**

PQASSO is a quality assurance system that enables an organisation to identify its current standard of service. It was developed by the voluntary sector for the voluntary sector. It is aimed at organisations employing between 1 and 20 people, although organizations of all sizes have had success in working with it, including large national 'umbrella' charities. Many users have adapted the system for their individual use.

### **How the model is used:**



PQASSO has been used by organisations in many different ways. Very small organisations use it as a guide to establishing systems and procedures as they grow. Small to medium-sized organisations use the system to review performance in terms of service provision and function. Large organisations, or umbrella organisations, tend to use PQASSO with smaller charities or projects, while using holistic models like the EFQM excellence model® for organisational improvements. The standards in the PQASSO second edition have been reviewed and developed to facilitate this; in particular the 'results' standard was developed to help organisations to measure performance in key areas with level 3 linked to the EFQM Excellence Model®.

Organisations such as the Commission for Racial Equality (CRE), NCH Action for Children, National Association of Citizens Advice Bureaux (NACAB), Crossroads Caring for Carers, Homeless Link, Thrive and many others have tailored the system to fit their own purposes, in negotiation with CES. Local Authorities and Community Voluntary Services are using it as a model to help organisations meet the requirements of Best Value reviews, and as a base for capacity building programmes supported by European Social Funding initiatives. Birmingham Voluntary Services Council, who implemented the largest capacity building programme using the PQASSO based approach, went on to develop Quality First, a model for smaller local community groups (mainly organisations without paid staff). This tool has proved very successful, and is even being exported to Russia to help the development of their growing voluntary sector.

### **How widely is the model used?**

PQASSO is now in its second edition. It is recognised as one of the foremost improvement approaches in the voluntary sector. CES have sold over 7,000 copies of PQASSO. Many use the system holistically while others have adapted the system for their own use.

### **Key strengths of the model**

- the straightforward approach and ease of use of PQASSO allows organisations to approach improvement at their own pace, without costly consultancy fees;
- the work pack is relatively inexpensive at around £80;
- PQASSO is flexible and can be tailored to any organisation, project or team, including very small organisations with few staff;
- it brings people together to work for improvement and facilitates discussion to ensure all stakeholders are aware of organisational policies, procedures and plans;
- provides a clear, shared language for negotiating with funders.

### **Issues in implementation:**

- lack of external accreditation can be seen as a weakness in the model in terms of its credibility. CES are currently looking to overcome this by introducing a peer review process;
- PQASSO's current use is limited primarily to community and voluntary organisations, therefore to date there is little experience of wider use in the public sector.

### **Capacity and skills issues:**

Use of PQASSO would have minimal impact in terms of skills and capabilities in an organisation. Time and limited resources in small or medium organisations would be an issue. Facilitation skills for group meetings would be necessary. CES support organisations by providing technical support, training and consultancy.

📞 **To find out more** about the PQASSO contact the Charities Evaluation Service [www.ces-vol.org.uk](http://www.ces-vol.org.uk).

## Public Service Excellence Model (PSEM)

### Background:

The Public Service Excellence Model is an organisational improvement framework comprising a comprehensive diagnostic tool for identifying strengths and areas for improvement within an organisation or programme of work. The model was developed by Public Futures consultancy, to build upon the EFQM model. It is similar to the EFQM model in that it is based on a number of 'enabler's' and 'results'. However, unlike the EFQM Model, PSEM incorporates the assessment of larger programmes or projects.

**Figure 10: The Public Service Excellence Model**



Source: Public Futures, [www.publicfutures.com](http://www.publicfutures.com)

The model comprises 14 categories and 83 detailed criteria. Organisations use the categories and criteria to carry out a detailed self-assessment of their strengths and areas for improvement.

### Objectives:

PSEM aims to:

1. give a comprehensive overview of organisational health, identifying strengths and areas for improvement;
2. provide evidenced levels of achievement that can be used for year on year assessment;
3. assist in assessing the impact of change initiatives.

### Scope:

The PSEM is an organisational improvement framework and diagnostic tool for identifying strengths and weaknesses within an organisation or programmes of work. It was designed specifically for the public sector but can be used in a variety of ways in any organisation.

### How the model is used:

The categories and detailed criteria used in the PSEM provide a comprehensive guide and assessment tool, which can be used in a variety of ways:

- as a benchmarking assessment tool for use internally and externally;
- as a framework for strategic performance improvement;
- for co-coordinating and monitoring existing change initiatives;
- for developing business plans;
- for identifying specific improvement priorities.

**How widely is the model used?**

The Model is in use in the United Kingdom although it is difficult to gauge the current level of use. It is also being launched in Canada, Australia and Western Europe. This provides an opportunity for public services to compare themselves internationally using the assessment process and benchmarking reports generated through Public Futures PSEM international database.

**Key strengths of the model**

- holistic framework for performance improvement that allows an organisation to assess its strengths and areas for improvement;
- encourages a customer and results focus;
- can be used to assess change initiatives;
- methodology provides an empirical base for year on year assessment of performance;
- use of the model provides an opportunity for organisations to compare themselves internationally;
- encourages innovation and learning and promotes ownership and commitment to change through self-assessment.

**Issues in implementation:**

- the model is not yet widely used in the public sector;
- there is sometimes confusion with the EFQM Excellence Model®;
- there are 83 detailed criteria to work through.

**Capacity and skills issues:**

Organisations will need skills in self-assessment, information collection and interpretation, project management and change management to successfully use the PSEM Model.

① **To find out more** about the PSEM model contact Colin Talbot, Public Futures on [ctalbot@publicfutures.com](mailto:ctalbot@publicfutures.com), Tel. 0115 84 67439 or 07971 674620)

## Six Sigma

### Background:

Six Sigma is a disciplined methodology for process improvement. It brings together a wide set of proven tools which are based on rigorous data analysis to identify sources of variation in performance and ways of reducing them. Six Sigma promotes a 'management by fact' philosophy of using powerful data to make decisions. The approach is based on a project rigor that in its simplest form follows a define – measure – analyse – improve – control methodology.

The approach is applied to an organisation's key business processes. It focuses on making improvements in three main areas:

1. customer satisfaction;
2. reducing errors and defects;
3. reducing cycle time.

The name Six Sigma is derived from a statistical concept of minimising variation. In statistics the sigma symbol is used to denote variation from the norm, measured in units of standard deviation. A process that is 'six sigma' means that there are just six standard deviations between the average and the minimum or maximum acceptable standard. In practice this means that very few outcomes deviate from the ideal. The idea is that if you can measure the number of defects there are in a process you can then systematically eliminate them and optimise the process.

### Objectives:

Six Sigma aims to:

1. increase customer satisfaction and reduce errors and cycle times;
2. enable managers to make decisions based on robust information;
3. produce useful data on processes, which increases understanding of service delivery.
4. develop a clear understanding of customer need to maximise business opportunities.

### Scope:

Six Sigma is a disciplined methodology for process improvement that brings together a set of proven tools. It can be applied to the processes and functions of any type of organisation.

### How the model is used:

Six Sigma can be used for a range of improvement initiatives using its cycle of DMAIC – Define, Measure, Analyse, Improve and Control. Six Sigma projects are not suitable for situations where problems or opportunities and the way forward are already fairly clearly defined. It is also more difficult to use where processes are not easily definable (i.e. less process driven services). Despite an emphasis on improving processes, it maintains a heavy focus on customer need.

This model has largely been used in the US private sector by established companies that have found that their growth has stopped expanding or that have lost market share. It is used to ensure that internal processes are low-error and are delivering to customer need. Results are measured in financial or customer satisfaction terms. Literature on Six Sigma emphasises the potential for transformational change, however it is also suitable for incremental change.

Closely related to Total Quality Management, it has less emphasis on certifying processes and is much more focused on delivering visible improvements and meeting customer need. Learning from the lessons from TQM, Six Sigma requires a significant input from top leadership, a focus on cross working and dealing with the consequences and causes of underperformance.

**How widely is the model used:**

To date Six Sigma has largely been used in the US private sector. It is unclear how widely Six Sigma is used in the UK public sector or in non-manufacturing sectors. It is starting to be used by British companies and there is some limited use in the public sector. It seems ideally suited to high contact and process driven local government functions for example revenues and benefits functions. It would also be useful in services that involve customer contact and the use of more than one service, for example social services case management using contacts in health, education and criminal justice.

**Key strengths of the model**

- the approach deploys a range of proven tools and methodologies that will be suitable for a range of situations;
- results in greater employee productivity;
- findings and subsequent changes are based on empirical data;
- emphasis is on transformational change;
- the approach builds on total quality management principles in that it is less about certifying the process and more about delivering visible improvements.

**Issues in implementation:**

- requires strong statistical skills and methodologies; In some instances it can be difficult to determine which tool to adopt;
- the approach is hard to communicate to staff in order to generate understanding and involvement in improvement;
- the statistical nature of the approach means that it could end up 'being done to' staff rather than them being involved in the process;
- it is not suitable in all situations, for example where processes are not easily defined.

**Capacity and skills issues:**

The approach is complicated and requires some skills in the use and understanding of statistical methodology. Training has developed into a separate industry, with those trained to defined levels called 'green belts', 'black belts' and 'Master black belts'. The achievement of these titles requires two to four weeks of intensive training. However, it is not necessary to achieve the titles to successfully implement Six Sigma.

Communication skills in keeping staff on board with the approach, project management and subsequent change management skills will be important.

① **To find out more** about Six Sigma visit the Open Scotland website at [www.scotland.gov.uk/library5/finance/pesg-05.asp](http://www.scotland.gov.uk/library5/finance/pesg-05.asp)

## Statistical Process Control

### Background:

Statistical Process Control (SPC) was pioneered by Walter Shewhart and taken up by W. Edwards Deming to improve aircraft production during World War II. Deming was later instrumental in introducing SPC techniques to Japanese industry after the war. SPC was subsequently at the heart of the Japanese quality revolution in the 1950's.

We analyse performance data in order to know when a change has occurred in our processes and systems but how do we know whether the changes in the numbers reported represent routine variation or a significant change in the process? In addition, conventional methods of displaying and reporting data do not tell a manager whether the system or process in question is stable and whether its performance is predictable. The control chart, sometimes called a capability or process chart, provides the means to make these important distinctions.

Understanding variation is fundamental to meaningful, sustained improvement because not all manufactured items or service interactions will be the same and there is always going to be some natural variation around the output of a process with a minimum, maximum and average. If performance is plotted over time it becomes possible to calculate these average and upper and lower limits of performance, known as control limits, and produce a picture that can be used to reliably predict performance. The picture the control chart provides has been aptly described as the 'voice of the process'.

Capability – Once the control chart has been constructed it's possible to numerically compare the 'voice of the process' to a related customer specification, as in a service level agreement, or an externally set target. This provides a reliable method to predict whether a system or process can reliably meet specifications or targets all of the time.

The main principles therefore involve the user asking:

- Does the 'voice of the process' match the demands of the customer?
- How much variation is there and is the process stable and predictable?
- Is the process capable of meeting specifications and targets all of the time?
- What are the causes of variation? What can we do to eliminate or minimise them?
- Did the change work, has the picture changed for the better? What shall we work on next?

### Objectives:

Control charts are used to understand and improve processes. Ultimately, SPC seeks to improve performance by:

- improving product or service quality in line with customer expectations;
- improving productivity;
- reduce variation thereby improving consistency and reliability; and
- proving a better way to interpret and understand performance data.

Remember that the control chart is an analysis tool; other methods need to be used to make the required improvements.

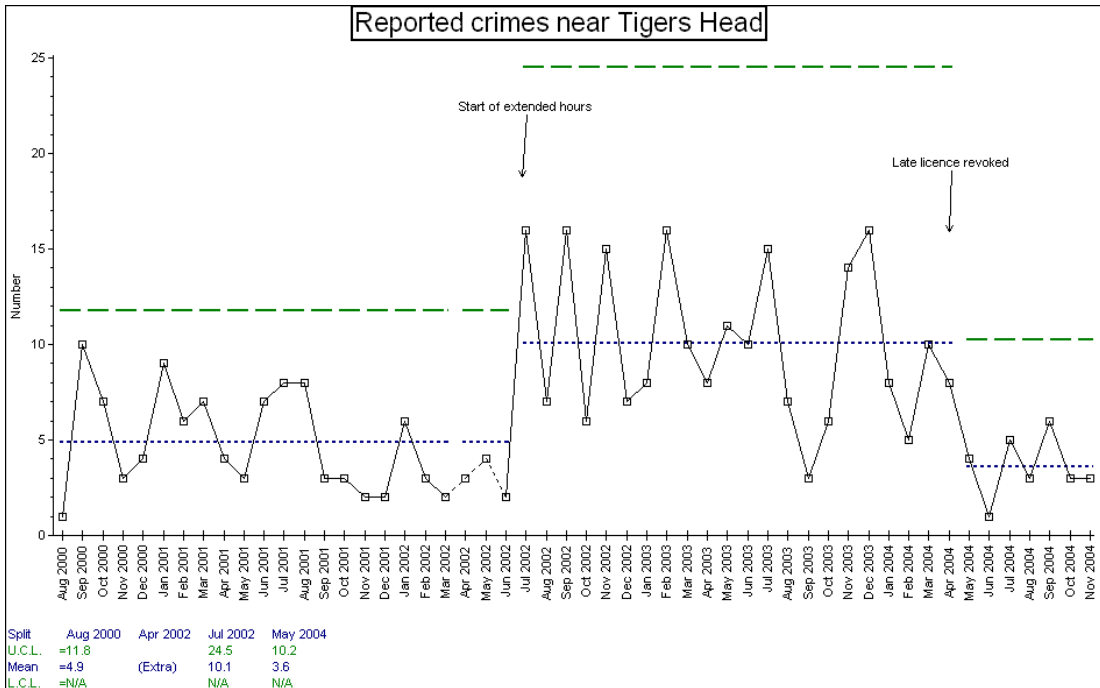
### Scope:

The approach has the potential to bring about a medium degree of change to systems and people. SPC is often avoided due to its perceived heavy reliance on complex mathematical equations. In reality it is said by experts to be 10% statistics and 90% management action.

**How the model is used:**

There are several types of control charts for use with variable or attribute data. Control charts are established for the performance characteristics being measured. In one type of chart, the X-bar, R chart, sample of measures are taken at regular intervals. The average and the 'range' is calculated – taking the smallest reading from the largest. The average values are plotted on a control chart. Other types of charts use each item of raw performance data, e.g. days to process a benefits claim, financial or budgetary analysis, or number of reported crimes, as in figure 11 below.

**Figure 11: Control chart<sup>1</sup>**



UCL = Upper control limit, LCL = lower control limit

In the above local government example is easy to see effect of the change in circumstances in July 2002 when extended opening hours started and, later, when the late licence was revoked. The results of changes made to processes or systems, or circumstances, are immediately apparent when a control chart is used. Note the normal, random variation about the mean value during the three periods, Aug 2000-Jun 2002, Jul 2002-Mar 2004 and April 2004 – Nov 2004.

**How widely is the model used:**

The approach is relevant to all types of organisation, however in practise SPC has been used mainly in manufacturing industry and also in service industries. SPC can be used in the public sector, as the above example shows, it has been used to monitor street cleansing and refuse collection, and its use is growing. The control chart is an essential analysis tool in Six Sigma, Value Management and Systems Thinking initiatives.

While literature on the approach tends to focus on industrial applications, the recent BS 5701;2003 and the BS 6001-1;1999 offer guidance on key aspects of SPC.

**Key strengths of the model**

- Provides a clear picture of how a process or a service is performing;

<sup>1</sup> London Borough of Bromley, 2004

- Provides a means to distinguish whether the process or system is unstable or stable with predictable performance;
- Signal when the process changes – conventional reporting methods such as PIs do not do this;
- Enhances understanding of variation and its reduction;
- Process capability can be measured and assured and reduce the need for inspection;
- Provides mechanism to track the effects of process changes.

**Issues in implementation:**

- SPC requires basic technical skills in plotting output, understanding and analysing variation;
- A common obstacle to successful use of SPC is getting bogged down with charts (fishbone, pareto, etc.), forgetting that visual representation of data is but a tool, not an end in itself. The other problem is that, too often, the charts are produced by the Performance 'department' whereas they should be produced and interpreted by frontline teams.

**Capacity and skills issues:**

The level of investment necessary to use Statistical Process Control is low, bought about primarily by training and support costs.

① **To find out more** about Statistical Process Control visit the NHS Improvement Leaders guides - [NHS Improvement Leaders' Guides](#) or Understanding Variation – The Key to Managing Chaos, Donald J. Wheeler, SPC Press, 2000.

① **To speak to users** of Statistical Process Control contact: Process Chart Interest Group via Dr. Stephen Mason, School of Management, Cranfield University - [stephen.mason@Cranfield.ac.uk](mailto:stephen.mason@Cranfield.ac.uk)



## Value Management:

### Background:

Value Management (VM) is both an organisational framework for improvement and a toolbox of proven methods that aim to optimise customer outcomes within the resources available.

The VM framework (Figure 13) shares many of the principles of the Best Value framework (Figure 8). It links top management goals, policy, programmes and projects, training and target setting. It is about the review of processes, products, services and functions to secure and sustain best value in terms of relevance to the user, quality and cost. It particularly focuses on motivating people, developing skills and promoting innovation with the aim of maximising the overall performance of the organisation.

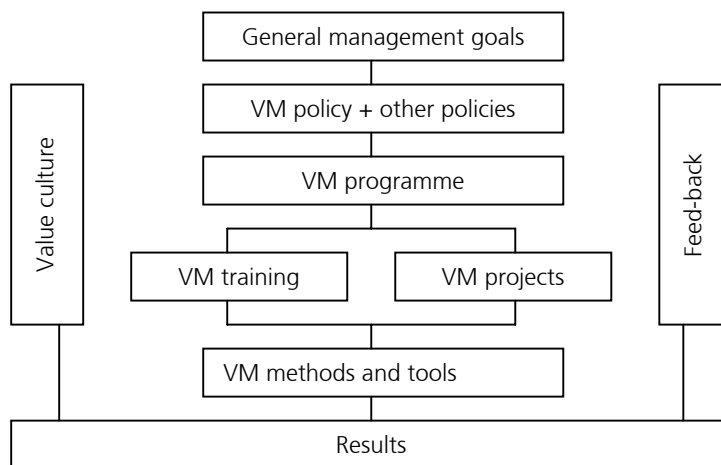
The framework embodies a number of proven methods that are brought together to identify better value from projects, products and services. The methods and analytical tools, including process mapping, function cost and statistical process control, are used for the analysis and management of improvement projects. While none of the methods are new it is the way they are integrated and used that makes the approach effective.

Improvement projects are selected and prioritised by a VM steering group. A VM job plan is then followed for each project. The plan provides a structure comprising a number of key phases that every project should follow. Progress is often made through facilitated workshop sessions, although this is not the only approach.

VM evolved from previous methods based on the functional relationship between values, products and services. The most popular of these was Value Analysis (VA), which was a method for improving value in existing products by identifying and eliminating unnecessary costs. This was pioneered by Lawrence Miles in the 1940's and 50's. Value engineering, business process reengineering and key aspects of benchmarking have origins in VA.

The application of VA and VM evolved beyond products into services, projects and administrative procedures into a more holistic management approach. VM now benefits from a generic standard, BS EN 12973: 2000 which has been agreed across Europe.

**Figure 13: Simplified Value Management Framework**



Source: BS EN 12972;2000

### Objectives:

VM aims to:

- help cut costs in existing products and services;
- provide opportunities for new product/service development;
- enable customer input to contribute to product/service development;
- reconcile the differing needs of stakeholders;

**Scope:** VM is a framework within which a number of proven methods are brought together. The range of tools makes the approach applicable to all types and size of organisation and all types of service activity.

**How the model is used:**

Although organisations can achieve transformational change with VM on a one off basis, it is best integrated into the day to day strategic management of an organisation. This approach results in both step change and ongoing incremental improvements. The types of projects benefiting most from VM include costly and complex projects, those with compressed programmes, restricted budgets or high visibility.

The Employers Organisation (EO) for local government in 2002 published *Productivity, Performance and Improvement*. This document outlines research undertaken jointly with Deloitte & Touche that highlights the need for better performance management skills. The research found that some authorities expressed concerns with the EFQM Excellence Model®. As a result the EO suggested VM as an alternative, particularly because of its strong philosophy of creative management and team-based approaches and its focus on solutions. In 2003, the EO, in partnership with the Institute of Value Management (IVM), began promoting VM to Best Value authorities, which has led to growing interest.

The DTI suggests that VM is complementary to other quality management and improvement tools such as ISO-9001:2000, IIP and EFQM. For example the EFQM Model can be used to assess where an authority is and VM used to deliver the desired results.

**How widely is the model used:**

Take up of VM to date has primarily been within the construction and manufacturing industry, although more recently service businesses and public sector organisations are starting to use the approach, particularly in the USA where it's use has been mandatory for some years in the public sector. In the UK Value Management has been used in the NHS, housing associations, police and fire authorities and more recently in local government. Value Management has been adopted widely in Scotland.

**Key strengths of the model**

- brings a range of tools under one framework and provides a structured approach to improvement;
- results in better products and services for customers and enhanced competitiveness for organisations;
- can be used in very different sectors of the economy;
- decisions are well informed and have credibility with stakeholders;
- links performance of an organisation and external influences.

**Issues in implementation:**

- requires a serious commitment to it's principles, however, as with any project, the greater the investment the greater the outcomes – and the easier later projects become;
- some advanced VM tools are complex and may not be easy to promote to staff and other stakeholders.

**Capacity and skills issues:**

The process of undertaking Value Analysis techniques requires some skills and expertise, such as in the use of FAST diagrams and decision analysis matrices. It is unlikely that all the skills will be available in house therefore in most instances an approved trainer will be needed. In association with the Employers Organisation, the IVM has produced a list of approved VM trainers that is available through the IVM. Training can also be provided by the IVM.

Most interventions are also said to benefit from external facilitation. This is particularly true where complex service reviews are being undertaken, or where there is not the in-house experience, or where impartiality needs to be fully demonstrated.

**① To find out more** about VM visit the Institute of Value Management website at [www.ivm.org.uk](http://www.ivm.org.uk) or the Employers Organisation for Local Government at [www.lg-employers.gov.uk/improvement/value](http://www.lg-employers.gov.uk/improvement/value)

**① To speak to users** of VM contact the Institute of Value Management for up to date information on current users.

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## **Acknowledgements**

The review was prepared by Amanda Whittaker Brown, Principal Consultant, IDeA, on behalf of and with considerable support from the joint IDeA and Audit Commission PMMI team.

Thanks are extended to the many local authority and specialist contributors to the review. Also to those authorities that agreed to be named as contacts for further information.