**Managing Quality and Service Delivery**

This unit aims to introduce the learner to the delivery of excellent customer service. The learner will also develop knowledge and understanding required for quality measurement and management of service delivery (for public service or healthcare management programmes the unit can be delivered in context).

**Indicative Content**

**1. Understand how to identify and meet stakeholder needs in service delivery**

Identification of different stakeholder groups

* External customers, internal customers and other stakeholder groups including employees, perceptions, expectations and needs, how to be aware of them

Impact of poor service

* Organisation reputation, meeting organisational strategic aims, accountabilities e.g. public sector - stakeholders, Government; private sector - shareholders, lenders, meeting standards, impact on stakeholders e.g. healthcare impacts of failure in delivering healthcare services, impact on bottom line

Meeting stakeholder needs

* Balancing needs of different stakeholder groups, delivering and measuring excellent service, setting service standards and Service Level Agreements. The importance of managing and monitoring service delivery, how to manage and record service delivery, customer driven management

**2. Understand how to manage quality of service delivery**

Quality and quality standards

* Defining quality, dimensions of quality for service delivery, quality systems, ISO9000/9001, other quality systems - e.g. IIP

Quality management

* Total quality management, implementing standards, excellence model, theories of quality – Deming, Juran, Crosby, quality strategies in service delivery, developing a quality led organisation, involving staff in quality management, roles in quality management

Setting and monitoring standards

* How standards are set, implementing ISO9000/90001, auditing quality feedback mechanisms e.g. questionnaires, good practice in standard setting and methods for evaluating quality, service delivery

**3. Understand how to promote continuous improvement of service delivery**

Concept of continuous improvement

* History in manufacturing and application to service delivery, theories and techniques (eg. Kaizen, total quality management, lean management, Deming cycle, benchmarking, Pareto analysis, force field analysis etc.). Need for continuous improvement, to meet stakeholder needs, perceptions, expectations, investment in staff and resources, value for money, best practice

Implementation

* Encouraging staff involvement and rewarding it, competence standards implementing change in organisation, managing and monitoring continuous improvement, performance management