

Breakthrough Performance
Further, faster, together

The Forum
Raising Standards in
Customer Operations

Customer Strategy & Planning 2016

Welcome to Stratford upon Avon
25th and 26th April 2016 Shakespeare 400

 #ForumConf

 Ulster
University

Keynote: Research & Insight

Before we start

- Introduce yourselves on your table
- Look at pg 85-86 in the Best Practice Guide. What's of most interest to you?

Welcome

Stand up and meet someone you haven't yet met ...

- Introduce yourselves briefly
- What made you decide to come to this session?
- What do you hope to take away?

This morning's session

- Presentation
- Table Discussion
- Time for your questions

There are post-it notes and large pens on every table. Write down at least one thing that wows you about what you hear. Then put it on the poster at the back on your way out.




Tim Moruzzi
Course Director
Ulster Business School

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Business School Perspective

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Research Presentation

Service Quality – A Stakeholder Perspective

Bernie Best

PhD Student, Ulster University

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Unpacking Service Quality in the Third Sector: A Stakeholder Perspective

Bernie Best

Why bother with quality?

“Quality is perhaps the most important and complex component of business strategy. Firms compete on quality, customers search for quality, and markets are transformed by quality” (Golder and Mitra et al., 2012).

***“The long-term success of any organisation can be accomplished if management acts to optimise the achievement of organisational purpose, subject to meeting the needs and expectations of stakeholders”
(Foster, 2005, p. 216).***

SUPPORTING PEOPLE WITH DISABILITIES AND HEALTH CONDITIONS IN NORTHERN IRELAND AND HELPING THEM GET BACK INTO EMPLOYMENT

ses
supported employment solutions



Ruth Bowen and Aaron Kennedy, alongside Dr Stephen Farry and Paul Browne, Equal Opportunities Manager at OUB.

Supported Employment Solutions (SES) is made up of seven disability organisations which have joined together to deliver employability programmes across N. Ireland. SES aims to assist individuals with disabilities and health conditions to enter and stay in employment via specialist support from its partners who are: Action Mental Health, Action on Hearing Loss, Mencap, NOW, Orchardville Society, RNIB, The Cedar Foundation. Each organisation has extensive experience and knowledge of the needs of those with a disability or health condition and by working together can provide an enhanced platform of support to individuals and local employers alike.

Work Connect Do you as an employer have vacancies for positions of eight hours+ per week? Would you benefit from having access to a pool of suitable candidates?

Through the Work Connect Programme, SES support individuals with disabilities and health conditions who are currently unemployed move into lasting, paid employment through personalised support and training.

SES actively engage with employers to ascertain

their recruitment needs and provide them with suitable candidates, capable and ready to work. For those who are successful in gaining employment, SES offer ongoing in-work support to both the individual and employer to ensure a smooth transition into the workplace.

SES have been involved in tailored pre-employment training and recruitment programmes with Belfast City Council and Queen's University which have led to paid employment for Work Connect clients.

SES are keen to invite employers to engage with them to help with your recruitment needs and assist with corporate social responsibility initiatives within your organisation.



Robyn Ervan who gained paid employment with Jacksons Butch.



Anthony Mitchell who gained paid employment with Oxfam.

Workable (NI) Do you struggle with effectively managing staff with health conditions or disabilities? Are you uncertain about what 'reasonable adjustment' means?

Through the Workable (NI) programme SES support individuals to retain employment where there is a risk of job loss due to a disability. SES advise employers about reasonable adjustments, work patterns and alternative strategies for managing their workforce and deliver disability awareness training.

SES also provide tailored, specialist support to effectively meet the needs of key stakeholders in the workplace such as:

- One to one support to the individual and employer
- On the job support and training
- Specific training identified for the employee to assist them in their work above what the employer would normally offer
- Specific disability awareness training to employer and work colleagues
- Advice and assistance with making reasonable adjustments in the workplace

For more information please visit the website: www.sesni.org.uk

Work Connect and Workable (NI) are funded by the Department for Employment & Learning.



Department for
**Employment
and Learning**

www.delni.gov.uk

A service delivery consortium

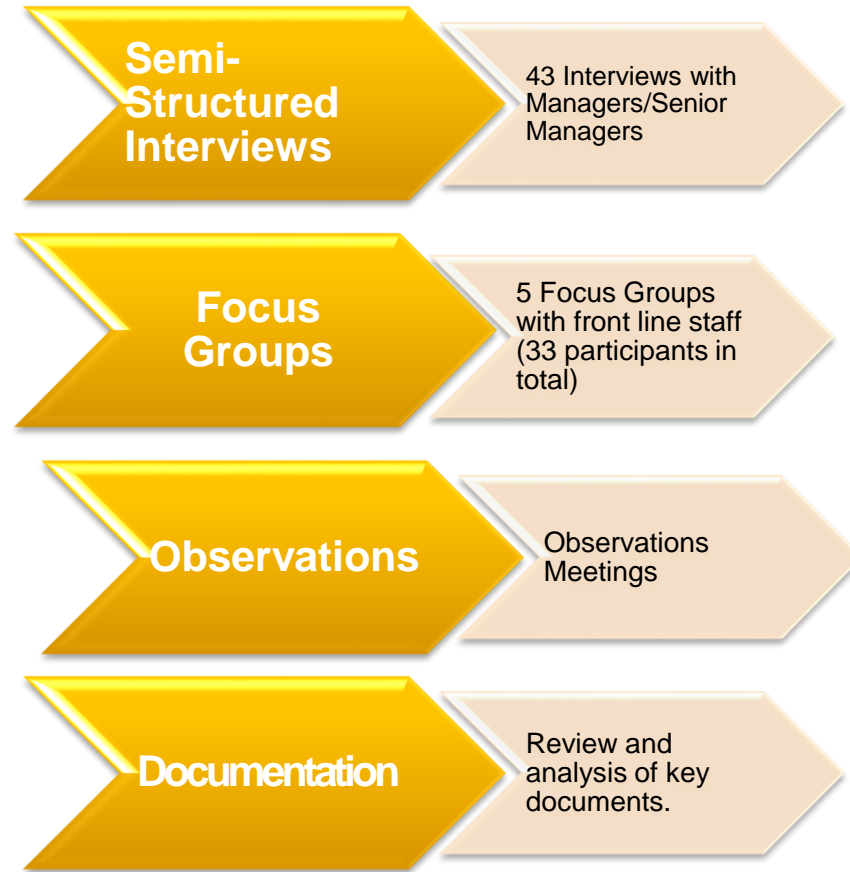
Research Questions

Q1. How is service quality defined and understood in TSOs?

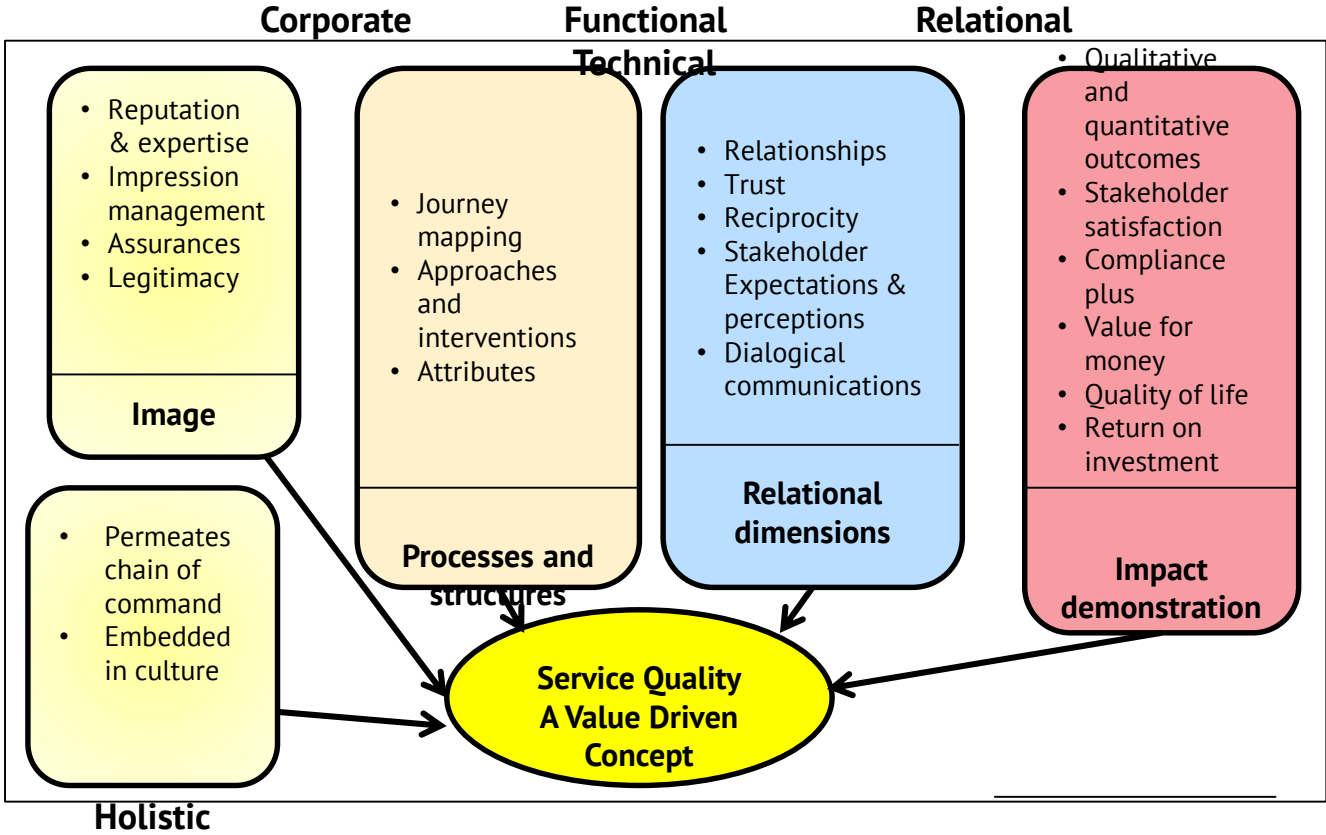
Q2. Why is quality important in TSOs?

Q3. How is service quality differentiated at 3 key levels of context in a State-Third Sector relationship?

Research Methodology



How Service Quality is Defined by Third Sector Stakeholders?



Why is quality important in TSOs?

Intrinsic Factors

- Attain higher levels of outcomes and impact
- Continuous improvement and benchmarking
- Organisational positioning and focus
- Facilitate change management
- Improved customer services
- Staff motivation
- Improved organisational sustainability
- Measurement of the right things

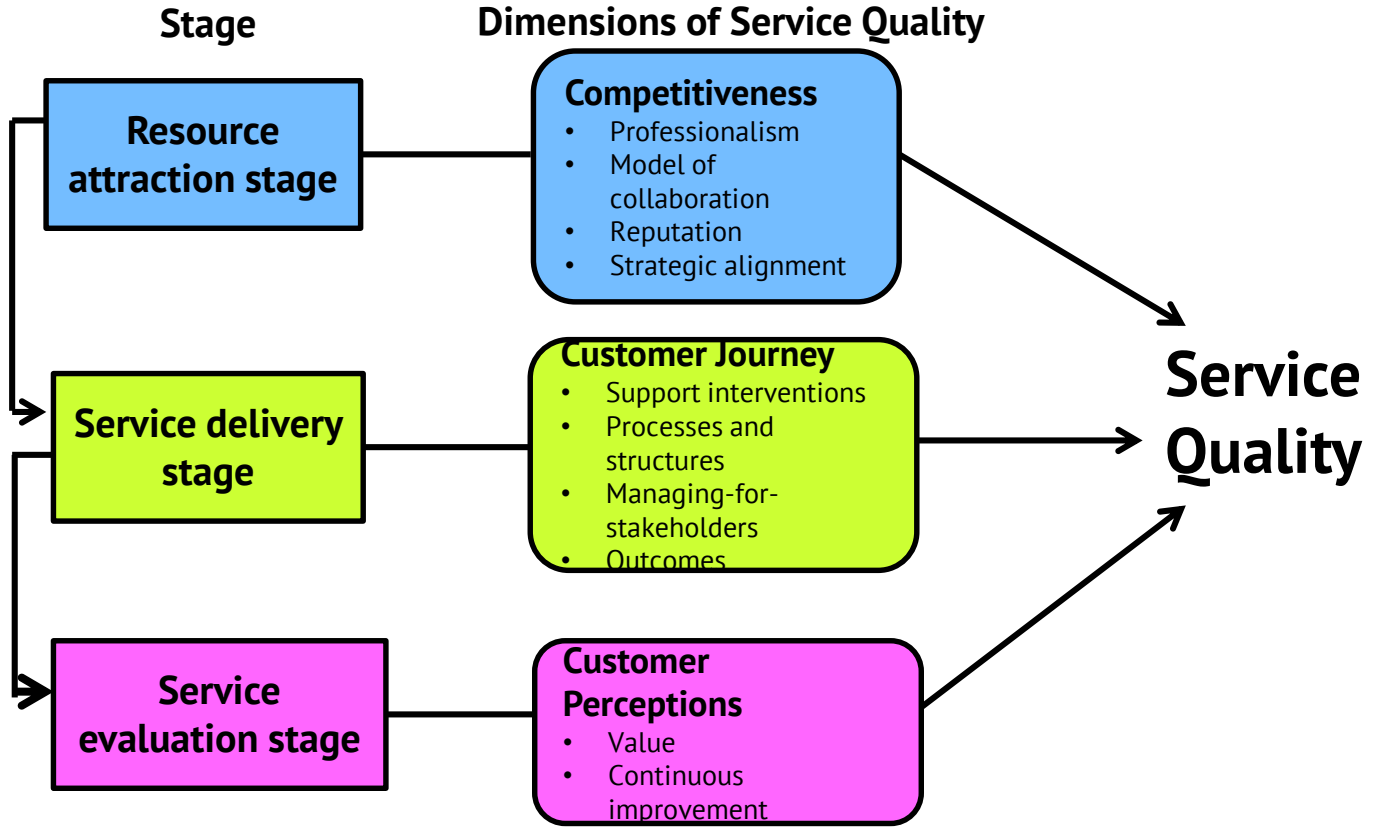
“You should do these things for their intrinsic value and for what they can do for the organisation. I think that ultimately it has some spin off when it comes to commissioning and I think it becomes important but if you just go at it for that reason I think you will fail”

Extrinsic Factors

- Enhance legitimacy with funders and commissioners
- Improved competitiveness & differentiation

“there’s almost this dichotomy between professional voluntary organisations who compete for that kind of funding and need those badges and community based or organisations who are less concerned about the badge but are nearly being forced down that route as to get funding you almost need a quality system”

How is service quality differentiated at 3 key levels of context in a State-Third Sector relationship?



Stakeholder expectations of service quality at the resource attraction stage

“Awards matter, badges matter, kitemarks matter and they please funders and what it demonstrates publically is a commitment to quality” **(Board)**

“We see that coming through more and more in tenders or service level agreements where funders are looking for recognised quality standards, quality awards attained by organisations as a reflection of how the organisation’s perceived and the importance of quality”
(Senior Manager)

Stakeholder perceptions of service quality at the service delivery stage

“If an organisation were to say to me we’ve got this list of these quality awards that we’ve already achieved, that’s wonderful and great but that is not necessarily going to tell me that there’s a deaf person who’s sitting with an employer somewhere who really needs A,B and C and was that support there for them”

(FUNDER)

“It has to be the client’s choice, not only in terms of their participation, but it’s their choice throughout, so it’s giving them total ownership as opposed to you giving them the direction, they give you the direction to facilitate them”

(Staff)

.... she’s good at what she does, very good at her job and very professional, she keeps her promises. --
....sometimes its good to have a new voice even if it’s the same message. Positive in the offer of other facilities such as training. Positive in being always available, so even though I didn’t go running after her, helping the individual concerned has been good”

(Employer)

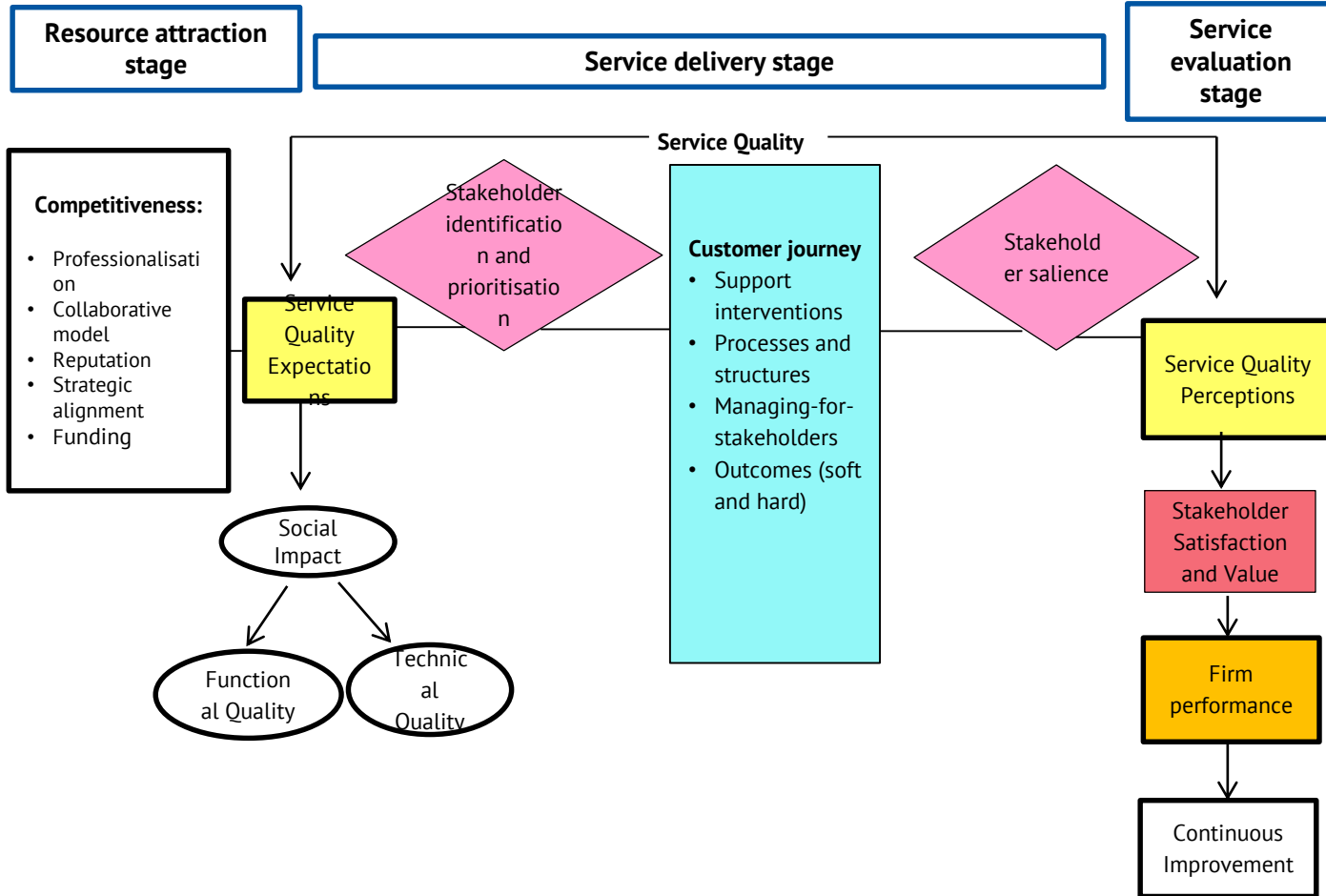
Stakeholder perceptions of service quality at the service evaluation stage

“..so value for money will be one thing but then is the programme valuable to each participant? is the programme valuable for each employer? I hope it is given the fact that people are getting and keeping jobs because obviously work is so important to people” **(Funder)**

“when you make a contribution to the Disability Strategy you can use that information to inform our way forward so there’s good value. We’re in government strategy and we in turn are able to help government deliver that strategy”
(CEO)

“we would find mothers and partners saying to us our home life is so much better so now I can go out to work because my husband or daughter is able to work by herself or she’s happier or I’m even able to go out and get my hair done or something”
(Senior Manager)

Theoretical Model of Service Quality in the Third Sector




**Thankyou
and questions**

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Thank You

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Buzz discussion

Stand up and talk to someone you haven't already met...

- What was the most significant part of this for you?
- Which ideas may be transferable to your organisation?
- What is your top question?

Questions



Take a moment to reflect

Write down in your conference handbook:

- What you found most interesting and relevant for your organisation
- Key takeaways from this session and ideas you could implement
- How you could share these ideas with others (in your organisation or network)


Feedback: share your learning, create a visual record of today's session

- Have you put your wow factor on a post-it to share on your way out?
- Forms available if something hasn't met your expectation or you want to give a personal thank you to the speaker(s) because this blew you away

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