

Index

- 2007/8 balanced scorecard, 215
- accountancy practices, 14, 17, 32
- actors, 23, 57, 110, 112, 138–41
- agency theory, 10
- Amazonian Pirahã tribe of hunter gatherers, 4
- Analog Devices, 196
- analysis of variance (ANOVA), 126–7, 174
- approximation, in planning, 74–6
- art and craft of policy analysis, The*, 67
- Atkinson Review, 15
- attribute data, 184
- balanced scorecards, 195
 2007/8, 215
 history, 196–9
 of Kaplan and Norton, 64–5, 196, 207–8
 perspectives, 195
 and planning, 62–5
 in public sector and not-for-profit bodies, 207–8
 strategic alignment and strategy maps, 199–202
 top-level, 199
- benchmarking, 113–22
 definition, 113
 as a form of organisational learning, 115–18
 as a formal process, 118–20
 horizontal dimension, 114
 in New Zealand healthcare, 122
 12-phase approach, 118–20
 public sector, 120–2
 in UK healthcare services, 121
 vertical dimension, 114
 in Xerox organisation, 118
- brain of the firm*, 83
- budget allocation method, 241–2
- budgeting, 30, 32
- bureaucratic control, 99
- canonical practices, 94, 95
- cardiac surgery, outcomes from, 254
- cardinal scales, 42
- CATWOE mnemonic, 22, 23, 57–8, 110, 138–41
- Celsius scale, 41
- Central Limit Theorem, 185–6, 190
- centrally organised performance comparison, 111–13
 public sector organisations, 122–4
- citizen's representative, 161
- civil services
 bureaucrats, 7
 career progression, 6
 classical, 6–8
 selection of officers, 6
- clan control, 99–100
- Commission for Healthcare Improvement (CHI)
 scorecard, 64
- community organisations, 161
- composite indicators, 196, 281
 assigning weights, 240–3
 deciding on, 244–5
 example, 233–4
 geometric aggregation, 244
 normalisation of components, 239–40
 principles, 234–5
 problems with, 225–8
 pros and cons, 229–32
 regression-based approaches, 262
 re-scaling, 240
 on scorecards, 223
 selection of components, 236–9
 standardisation of, 239–40
 understanding of, 223–5
 uses, 223
- Conjectures and refutations*, 77
- conjoint analysis, 243
- contextual value added measures, school performance,
 255, 263
 input adjustment approaches, 255, 258–9
 modelling, 256
 phases in, 256
 score and ranking, 257–8
 statistical variation, 264
 in UK, 258
- continuous improvement and incremental change,
 principle of, 68–9

- contract management, 30
- control mechanism
- bureaucratic control, 99
 - clan control, 99–100
 - grid–group typology, 96–8
 - market control, 99
 - and target state, 101–6
- coping organisation, 88–9
- cost effectiveness, 24
- craft organisation, 88
- cultures, of grid–group dimension, 97–8
- customers, 23, 57, 110, 112, 138–41
- cybernetic control metaphor, 83–5
- Hofstede’s critical views, 89–92
 - Wilson’s observation, 89
- dashboards, 37
- data collection, 34–5
- data envelopment analysis (DEA), 128–34, 232, 241
- allocative efficiency, 279–81
 - application in healthcare investments, 273–6
 - assigning weights, 291–3
 - efficiency, 277–9
 - elements in LP formulation, 288
 - linear programming (LP), 281–6
 - objective, 286–8
 - production function, concept of, 272
 - productivity, 276–7
 - relative efficiencies and reference set of, 288–9
 - research, 271–2
 - selection of DMUs, 291
 - selection of inputs and outputs, 293–6
 - seminal paper on, 271
 - software, 296–8
 - variations in, 289–90
- decision making unit (DMU), 129–31, 291
- productivity of, 286
- Diagnostic Related Groups (DRGs), 260
- discrete choice modelling, 243
- double-loop learning, 117
- dysfunctional effects, of performance
- system, 49–53
- economy, 24
- educational attainment, of school students, 254
- effectiveness, 24
- efficacy, 25
- efficient frontier, 132
- egalitarian community, 97
- Einstein’s relativity theories, 77
- environmental constraints, 23, 58, 110, 113, 138
- equity, 24
- espoused theory, 116
- ethicality, 25
- European Foundation’s for Quality Management’s (EFQM) Excellence Model®, 202–4, 223
- EWMA smoothing constants, 178–80
- executives, 86
- expert control, 90
- exponentially weighted moving averages (EWMA), 178–80
- charts, 190–1
- external benchmarking, 30
- F crit* value, 126–7
- F* value, 126–28
- FABRIC mnemonic, 46–48
- Fahrenheit scale, 41
- financial audit, 81–2
- financial control, of performance management, 81–2
- financial management, 30
- Fraser Institute hospital score card, 147–51
- frontier analysis. *See* data envelopment analysis (DEA)
- gaming, 52
- GPS unit, 44–6
- grade point average (GPA), 227–8
- graphical representation of data, 152–4
- grid-group theory, 96–8
- Grizedale police force, performance of, 133–4
- Healthcare Resource Groups (HRGs), 260
- hierarchism, 96
- Hofstede’s critical view of the cybernetic metaphor, 89–92
- Holt’s method of smoothing time series, 180–2
- horizontal equity, 24
- hospital report cards, 146–7
- inactivism, 65
- individualism, 97
- industrial dynamics*, 72
- influence diagrams, 200
- information intermediaries, 160–3
- input effects on output, 255
- input:output transformation model, of performance
- measurement, 15–17
 - input estimation, 17
 - soft systems view, 19–23
 - tangible products, 17
- interactive planning, 66–7
- interactivism, 66
- interval scales, 41
- intuitive control, 91
- Journey Making (JOintly Understanding, Reflecting and NEgotiating strategY), 200
- judgmental control, 91

- Kaizen* principle, 69
 Kaplan, Robert, 196
 Korean National Health Evaluation Program (HEP), 154
- Lean Thinking, 69
 Likert scale, 40
 linear composite measure, 224
 linear programming (LP), 281–6
 example, 283
 mathematical formulation and solution, example, 283–6
 maximisation problem, 282
 objective, 281
 parameters, 282
 linear regression analysis, 173–5
logic of scientific discoveries, The, 77
 London Underground network, 44
- Management by Measurement (MBM), 93
managerialism, 11
 Marginal Rate of Substitution (MRS), 242
 market control, 99
 means chart (xbar chart), 185–6
 measure fixation, 51
 measurement scales
 interval, 41
 linear measures used in old translations
 of the Bible, 38
 nominal, 39
 ordinal, 39–41
 railway timetables, 38
 ratio, 41
 use of, 42–3
 Microsoft Excel®, 170, 174
 military analogy, 7
 mimetic behaviour, 115
 misinterpretation of performance, 52
 misrepresentation of performance, 52
Model simple, think complicated principle, 75
 modelling in planning, 69–78. *See also* planning
 external and explicit, 70–4
 fitness for purpose, 76–8
 in a hospital emergency department (ED), 71–4
 simplification and approximation, 74–6
Models and managers: the concept of a decision calculus, 74
 moving averages, 175–80
 multi-criteria decision analysis (MCDA), 243
 multi-dimensional information, presentation of, 216–18
 myopic vision, of organisational performance, 51
- NAVSTAR satellite system, 44
 New Public Management (NPM), 8–11
 characteristics, 8–9
 Hood's doctrines, 9–11, 86
 as the transfer of private sector business
 management, 11
 nominal scales, 39
 non-canonical practices, 94
 non-linear regression approaches, 176
 normal distributions, 185–6
 Northcote-Trevelyan Report on *The Organisation of the Permanent Civil Service*, 6, 7
 Norton, David, 196, 198
- Offences Brought To Justice (OBTJ), 124–5
 Ontario Secondary School Literacy Test (OSSLT), 147
 operational planning, 60
 ordinal scale, 39–41
 organisational learning, 115–18
 Oryx toolkit, 260
 ossification, 52
 Ouchi's work on control of individuals, 100
 outcome measures, analysis of, 19
 output measures, analysis of, 18
 ownership, 23, 58, 110, 113, 138–41
- Payment by Results (PbR), 260
 performance comparison
 benchmarking, 113–22
 centrally introduced, 111–13
 centrally organised, 122–4
 data envelopment analysis (DEA), 128–34
 self-managed, 110–11
 using rates and ratios, 124–7
 performance data
 released, for public consumption, 149–54
 use of, 154–6
 performance indicators
 FABRIC mnemonic, 46–8
 purpose of, 43–4
 simple vs complex, 44–6
 technical views, 48–9
 understanding variability in, 167–9
 performance league table
 in real world, 252–4
 in sports, 249–52
 indicators in, 248
 legitimation, 249
 risk adjustment, 260–4
 statistical aspects, 264–8
 technical issues, 248
 performance management, 30. *See also* control
 mechanism
 ambiguity and uncertainty, 93–5
 cybernetics, 83–5
 financial audit, 81–2
 organisational culture and control, 95–100

- performance measurement, 14–15
 based on time series, 172
 consolidated view, 31
 Es, 24–5
 input:output transformation processes, 15–17
 linking organisation and types of control, 92–3
 outcome, 19
 output, 18
 process, 18, 25
 productivity, 25
 of public services, 5
 service quality, 18, 25
 simple view, 17–19
 successful, 26
- performance measurement, of public agencies and programmes
 analysis of data and performance indicators, 35–7
 data collection, 34–5
 dysfunctional effects, 49–53
 justifications, 30–2
 measurement scales, 38–43
 measurement systems, 32–8
 need for, 27–30
 performance indicators, 43–6
 UK, 27–8
 USA, 28–30
- performance prism, 204–7
- performativity, 52
- planning
 and balanced scorecards, 62–5
 and continuous improvement principle, 62–9
 interactive, 66–7
 Mintzberg's view, 59, 61
 modelling in, 69–78
 operational, 60
 and output measures, 61, 62
 Poister's view, 61
 policy analysis, 67
 preactive, 66
 and process measures, 62
 role of performance measurement in, 60–2
 strategic, 58–9
 systems view, 65–7
 tactical, 59–60, 76
 three-level view, 58–60
- policy analysis and planning, 64–7
- political control, 92
- Popperian philosophy of science, 77
- practices in transition, 94, 95
- preactive planning, 66, 67
- preactivism, 66
- private sector balanced scorecard, 207–8
- procedural organization, 87
- process measures, analysis of, 18, 25
- production function, 128, 272
- production organisation, 86
- production-type processes, transformation in, 16–17
- programme evaluation, 30
- programme management, 30
- public bureaucracies, Wilson's observations, 81–2
- public choice theory, 9–10
- public communication, 30
- public management practices
 canonical, 94
 non-canonical, 94
 practices in transition, 94
- public presentation, of performance data
 designing of reports for public consumption, 151–4
 examples from public services, 146–7
 Fraser Institute hospital score card, case of, 147–51
 information intermediaries, 160–3
 lessons from consumer bodies, 144–6
 public interest and engagement, 141–2
 UK healthcare, 159–60
 US healthcare, 155–6
 uses, 154–6
 virtualism, 142–4
- public sector benchmarking, 120–2
- public sector scorecards
 financial perspective, 215
 internal business perspective, 215
 organisational development perspective, 215
 practice, 212–15
 stakeholder perspective, 215
 theory, 209–12
 Welsh NHS scorecard, 212–15
- public value, concept of, 11–14
 Benington's views, 13
 core principle of, 11
 and evaluating activities, 12–13
 main features of, 12
 primary education, case of, 13–14
 scorecard, 63
 theory, 63
- quality and process improvement, 30
- quantitative display of data, 152–54
- radio programmes, 168
- ratio scales, 41
- Rational techniques in policy*, 67
- ratios, 36
- reactivism, 65
- regional board members, 161
- regression analysis, 173–5
- reified public, 161
- research assessment exercises (RAE), 155–6, 225, 230
- research excellence framework (REF), 155

- Risk Adjusted Mortality Index (RAMI), 262, 263
 risk adjustment approaches, by healthcare providers, 260–4
 interpretation of scores, 262
 regression, 261
 regression-based approaches, 262–4
 restriction, 261
 stratification, 261
 Royal Statistical Society (RSS), 27–8, 254
 on performance indicators, 48
 R-Square statistic, 174
- scorecards, 37
 self-managed performance comparison, 110–11
 service quality measures, analysis of, 18
 short-term economic forecasts, 172
 simplified representation, of planning, 74–6
 single-loop learning, 116–17
 SMART targets, 104–6
 smoothing constant, 178–80
 smoothing time series, 178–80
 soft systems methodology (SSM), 19–23, 95, 110, 112
 statistical control charts, 182–92
 for common variation, 182
 EWMA charts, 190–1
 means chart (xbar chart), 185–6
 for special variation, 182
 using control charts, 191–2
 XmR charts, 186–90
 strategic planning, 30, 58–9
 strategy maps, 196–202
 influence diagrams, 200
 Journey Making, 200
 Kaplan and Norton's, 200–2
 sub-optimisation, of performance, 51
- tactical planning, 59–60, 76
 tangible products, of transformation, 17
 targets and control mechanism, 101–6
 effectiveness of, 102–4
 SMART, 104–6
 in UK's public agencies, 101
 Wheeler's arguments, 102
 technical efficiency, 24
 theory-in-use, 116
 time series methods, 36–7, 169–72
 components, 170–2
 time variation, performance measurement through
 linear regression analysis, 173–5
 performance indicators, 167–9
 statistical control charts, 182–92
 time series analysis, 169–72
 trend analysis, 172–82
 Total Quality Management (TQM), 93
 transaction cost economics, 10–11
 transformation, 23, 58, 110, 112, 138–41
 Treasury, 17
 trend analysis, 172–82
 Holt's method, 180–2
 moving averages, 176–80
 trial and error control, 90
 tunnel vision, of organisational performance, 51
 Type A production organisation, 92, 94
 Type B production organisation, 92
 Type I and Type II errors, 77
- UK Civil Service, Fulton review, 7–8
 UK Driver and Vehicle Licensing Agency (DVLA), 86
 UK healthcare, accountability of, 159–60
 UK Private Finance Initiative schemes, 273–6
 UK's Best Value (BV) programme for local authorities, 142–4
 UK's Improvement and Development Agency for local government, 101
 US healthcare providers, performance data on, 158–9
 US healthcare, accountability of
 purchasers and consumers, 156–8
 users, as information intermediary, 161
- value-added measures, 254
 variables data, 185
 vertical equity, 24
 Viable System Model (VSM) for
 organisational control, 83
 virtualism, 142–4
- Welsh NHS scorecard, 212–15
 Weltanschauung, 23, 58, 110, 113, 138–41
 Wilson's idea of production organisations, 92, 121, 194
- Xerox and benchmarking processes, 118
 XmR charts, 186–90
- Yes Minister*, 6, 13
- Zero error, 78
 zero length, idea of, 41