June 22, 2011 (Wednesday)   55th EOQ Congress

CONCURRENT SESSIONS	**Wednesday 8:30 – 12:30**
KEMPINSKI HOTEL CORVINUS	**Erzsébet tér 7-8, Budapest V.**

SALON REGIOMONTANUS	**Wednesday 8:30 – 10:30**

24.1. REFOCUSING QUALITY TO ENHANCE SERVICE TO CUSTOMERS I.

Session Chair: *György Mikó, Hungarian National Committee for EOQ, Hungary*

8.50   **A Quality Framework for Services in Shared Services Environments**
Roy Ramphal, Faculty of Management at the University of South Africa, South Africa

Ramphal, Roy (South Africa)

Dr. Roy Ramphal is employed as a senior lecturer within the Faculty of Management at the University of South Africa. More specifically, he is involved in the quality and operations management related subjects. His working experience includes production management, food development and general management in industry as a chemical engineer. Later he moved into the academic field in management at Technikon Witwatersrand, University of Johannesburg and now at the University of South Africa. He is qualified with a National Higher diploma in Chemical Engineering, a diploma in datametrics, a diploma in production management, a Management Development Program degree, a BCOM (Bachelor of Commerce) in general management, a MBA (Master of Business Administration) and has completed a Doctoral Study in Shared Services. Roy is currently the National President of the South African Society for Quality (SASQ), and Chairman of the Board of SAATCA Registration for Auditor Courses, member of the institute of directors, and an advisory member for Marcus Evans English businessman. Roy conducts research in quality management and is a seasoned speaker at many conferences. He has also coauthored books in operations management. Roy is known by the South African industry as a leader in quality and consults with many companies in this field. He also is busy with the writing of books in quality.

A quality framework for services in shared services environments

ABSTRACT

Dissatisfaction with the quality of shared services remains a problem for the customers who use them. One of the reasons for this is the absence of quality frameworks and models appropriate for shared service environments. This article reports on the research conducted to develop a framework. Two separate questionnaires were used to gather the required data for the development of the model. The respondents of the first questionnaire were various business unit managers (n=60). These managers evaluated the importance of the six quality factors identified from a literature review and a focus group discussion. The respondents of the second questionnaire were the most senior shared services executives of the organisation (n=10). These respondents were required to evaluate the significance of key organisational requirements for shared services environments. These requirements were gathered from a literature review on quality. Reliability analysis was used to examine the relevance of the factors. The results indicated six quality factors and eight key organisational variables suitable for shared services environments. The extended service quality model was used as a basis for the framework. It is recommended that this framework be put to a test and that the results be validated and developed into a model.