## 

Values, priorities and markets in the management of public services

C. M. Fisher



## CONTENTS

List	of figures of tables nowledgements	vii viii ix
1	The problematics of public service resource allocation	1
	Public service problems and priorities 1 A summary of the chapters 6 Approaches to the definition of values 10 On heaps: the nature of the book 23	
2	The heuristics of resource allocation: how people determine priorities	26
	Values and resource allocation 27 Understanding resource allocation and priority setting decisions 37 Monksbane and feverfew: a management development exercise 49 Decision making and the heuristic use of values 57	
	Addendum: monksbane and feverfew	64
3	The apologetics of public sector organisations	79
	Deservingness 79 Individual need 86 Fairness 94 Utility 102 Ecology 109 Personal competence and gain 117	

## CONTENTS

4	The rhetoric of resource allocation: arguments about how priorities should be set and resources allocated	121
	The rhetorical perspective 121 Agonising as individuals: the Resource Allocation Preferences Survey (RAPS) 125 Arguments within public sector organisations 134 Arguments about the dysfunctions of markets and hierarchies 148 Arguments about the workings of markets 156 Conclusion 168	
	Addendum: Resource Allocation Preferences Survey (RAPS)	169
5	The mechanics of making markets	174
	An overview of the mechanisms 174 The mechanisms in detail 181 The mechanisms and the heuristics 208	
6	The dialectic of resource allocation	213
	The private client relationship: the dialectic of patron and client 215 The professional relationship: the dialectic of need and worth 221 The managerial relationship: the dialectic of objective and subjective good 223 The quasi-market relationship: the dialectic of governmental purchasing and proxy purchasing 228 The regulated market relationship: the dialectic of segmentation and universality 236 A summary 243	
7	A polemic: conclusions about resource allocation and public services	249
	The changing pattern of preferences for the heuristics 251 The polemic 255 The ending 263	ş
	Appendix: cave rescue	266
	Bibliography Index	271 288