PRIORITY SETTING, BENCHMARKING AND EVALUATION
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Priority Setting, Benchmarking and Evaluation
- Priority Setting: involves balancing both long and short term goals in order to attain both.
- Benchmarking: is a systematic comparison of organizational performance or processes to create new standards or improve processes.
- Evaluation: is the systematic determination of merit, worth or significance.

The Systems Approach to Planning
SYSTEMS are made up of a set of components that work together for the overall objective of the whole (output)
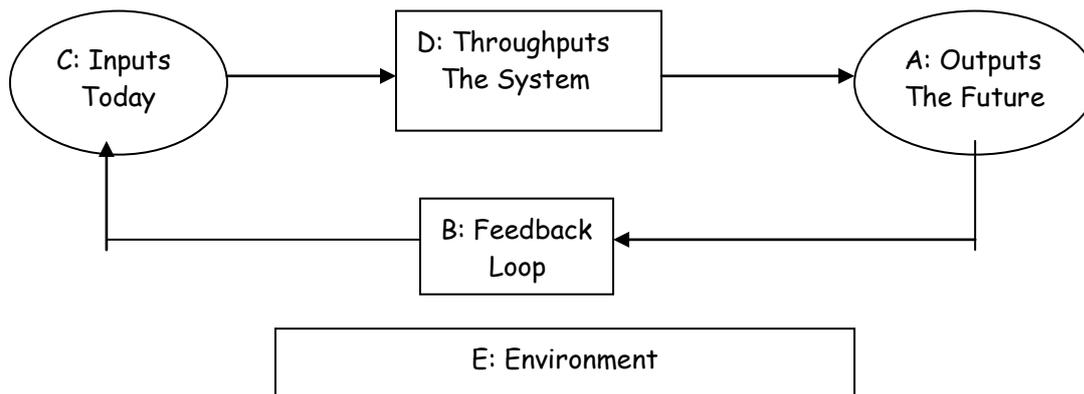
"If you don't know where you are going, any road will get you there."

A: Outputs – Future
Where do you want to be?
Create your ideal future
- **Vision –** dreams, hopes and desired future. The organization's **future path.**
- **Mission –** why you exist, the business you are in, and who you serve. Focus on the **current activities** of the organization.
- **Position Statement –** a concise statement of your plan
- **Goals –** what are you trying to accomplish?
- **Outcomes – what will be the end result of your efforts?**

This step is where we ***begin to set our priorities****. We must look at* ***short and long term goals*** *to decide where we are going to place our* ***energy and resources****.*

E. Environment
It is important to be aware of what's going on in both the internal and external environments surrounding your organization at al times. Environmental causes may be powerful influences as to whether or not your plans will succeed. The amount of involvement that you place on knowing the environment will have a great influence in your customers level of satisfaction. Scan the environment to get a clear understanding of what you are dealing with. Try the SKEPTIC framework. This scanning is an ongoing process.

S – Socio-demographics. Information on the population you serve.
K – Kompetition. Who are the other players in your world?
E – Economics of the environment. Are there financial barriers?
P - Political environment. Are you being supported? Are there other outside interest groups influencing the environment?
T – Technical, are you capable of the work you propose?
I – Industry substitutes. Are others copying the work that you do. Are you accepted?
C – Consumers, do they value the work that you do? Are they satisfied?

Develop Your Plan for the Future
Vision:
Mission:
We Value:
We Will:

B: The Feedback Loop
What are the key success factors?
At this point you must develop the key factors that will indicate the success of the program or service being offered. These must be quantifiable (measurable) outcomes.
The success factors may be set up as part of an annual review, or may be developed for a shorter limited term.
Identify outcome measures, that is what you are intending to accomplish.
Measures should include:
- **Customer Satisfaction**
- **Employee Satisfaction**
- **Financial Viability**
- **Learning**

Other measures may include: numbers of people served, completion of specific tasks, these measures can also be known as performance indicators.

C. Inputs - Today
At this stage we look at the current state of where we are today.
- Begin to develop strategies towards change by answering: what can we do, what might we do, what do we want to do and what do others expect us to do?
- Conduct a SWOT analysis, identify:
  Strengths of group
  Weaknesses
  Opportunities
  Threats
Develop plans to answer:
- What new programs do you want to develop, create new possibilities?
- How do we create new opportunities?
- What do we need to learn about?
- How do we build new partnerships?

D.Throughputs - The System
This is the implementation stage where change begins. There are a few points that will influence change. They are:
- Leadership and management practices
- Customer focused practices
- Development of high quality services or products
Frequent meetings at the start up point are essential
There are many different correct ways to do things. Each organization will have a set of practices that are tried and true. What works well for one group may not work for another. This phase is very complex. One key to success is ensuring that the process measures of success are tied to the outcome measures developed in Box B.