**FORWARD VERSUS BACKWARD MAPPING**

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| **FORWARD MAPPING** | **Step 4:** Policy statement is developed which directs resources at the organizational units likely to have the greatest effect. |
| **Step 1:** Statement of policy maker’s intent | **Step 3:** Two questions asked of every level engaged in implementation:   1. What is the ability of this organizational unit to affect the target behavior identified in step 1? 2. What resources does the organizational unit require to facilitate the identified effect?   **Step 2:** Statement of objective, including:   1. Organizational operations 2. Outcomes resulting from organizational operations |
| **Step 2:** Definition of expectations of implementers at each level, including outline of necessary rules and actions as well as allocation of responsibilities for implementing units | **Step 1:** Statement describing the specific behavior that generates the need for a policy. |
| **Step 3:** Outcome statement, measured in terms of statement of intent. | **BACKWARD MAPPING** |