

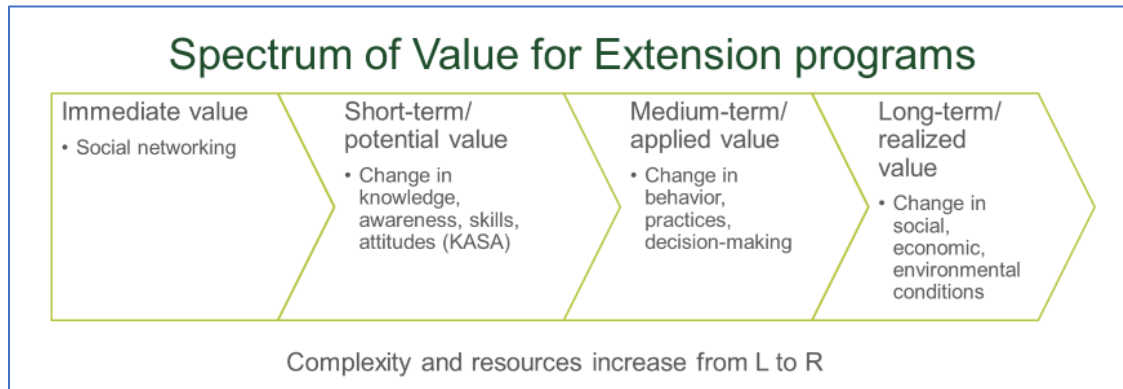


Define Your Scope of Work

While individuals and teams are responsive to changing needs and emerging issues on an ongoing basis, formally identifying issues to address provides an important sense of focus for program planning efforts. Then within an issue you've selected, it's important to be clear about your scope of work and how that scope of work might be related to the efforts of partners in your diverse network. In this context, a scope of work consists of three elements:

1. a **problem statement**;
2. a **goal** (or intended outcome) associated with that problem statement; and
3. identification of a **target audience**.

Many problems, goals, and target audiences may exist for a given issue, so it is helpful to define a scope of work that is both impactful and realistic for your Extension work. One way to start defining a scope is to consider whether you have the core competencies and resources to provide immediate, short-term, medium-term, or long-term value. Another way of thinking about this is whether you have the resources to deliver immediate, potential, applied, or realized value for your target audience (Wenger, Trayner, & de Laat, 2011). These concepts are represented in the Spectrum of Value below.

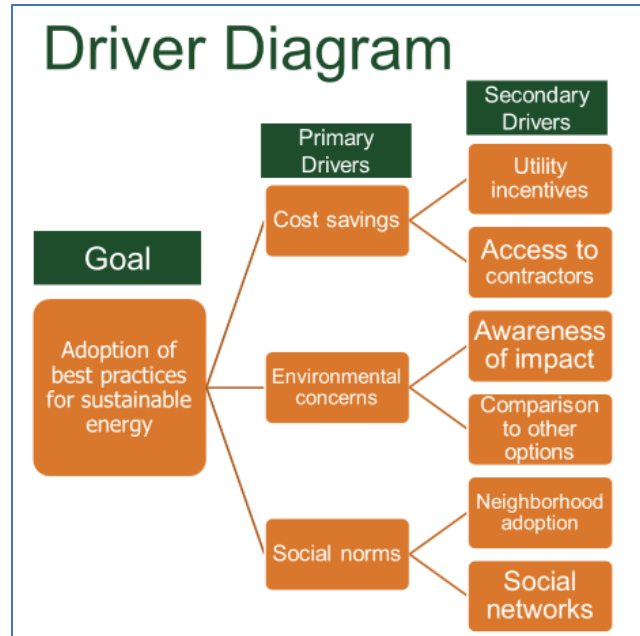


As you move along the spectrum from immediate to long-term/realized value, the complexity of your program increases along with the resources you need to deliver that type of value. Let's now look at how being able to place your goal or outcome on this spectrum of value can clarify Extension's scope of work on the issue of **sustainable energy**.

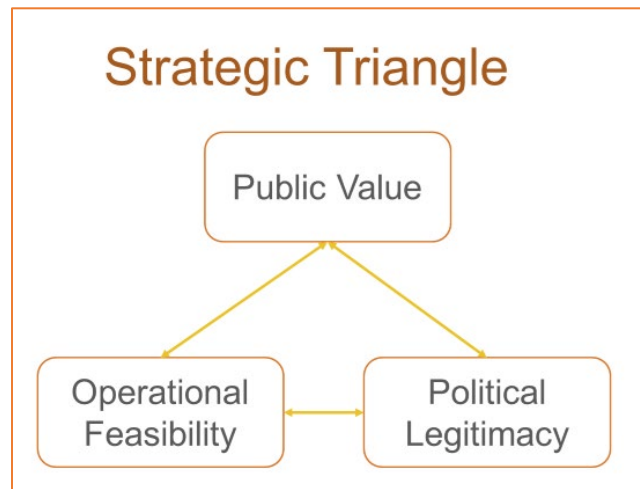
Type of Value	Problem	Goal	Target Audience
Long-term/ Realized	Climate change due to anthropogenic greenhouse gas emissions	Reduce GHG emissions	Electric utilities dependent on fossil fuels
Medium-term/ Applied	Coloradans are wasting energy and money through energy inefficient behaviors	Adoption of best practices for sustainable energy	Households with high energy costs
Short-term/ Potential	Farmers do not understand best practices for sustainable energy	Increase knowledge around best practices for sustainable energy	Farms with powered irrigation
Immediate	Coloradans are not connected to resources that could help them save energy and money	Connect people to sustainable energy resources	Households with high energy costs

As you can imagine, the specific problems, goals, and target audiences identified can vary widely even within each type of value. This highlights the importance of identifying problems, goals, and target audiences in collaboration **with a diverse network**. Having a diverse and effective network can also increase the value you collectively provide and clarify each member’s contributing role. (The Colorado Energy Office may have authority or funding to address condition change, but those efforts may be complemented by Extension’s role in facilitating behavior change or knowledge increase, for instance.) What’s important is that you are clear about whether you are intending to increase connections, change knowledge/awareness/skills/attitudes (KASA), change behavior, or change a condition in your work.

You can also utilize an environmental scan, core competencies, a driver/fishbone diagram, and/or Mark Moore’s strategic triangle to help you define your scope of work. This driver diagram, for example, illustrates the goal of “adoption of best practices for sustainable energy”. The Extension program team may decide to focus on addressing certain primary or secondary drivers and to let other members of its diverse network address the others. Selected drivers would become the “problems” the Extension team (or its network partners) would address for the target audience. In sketching out drivers for various goals, you can see where an Extension program could make the most impact.



Mark Moore’s strategic triangle can help you define a scope of work by framing potential goals and problems through the lenses of: 1) public value; 2) operational feasibility; and 3) political legitimacy. A potential scope of work must have significant public value, be feasible, and have support from key stakeholders to be worth pursuing (Moore, 1995). Going back to the sustainable energy example, it could be that while reducing greenhouse gas emissions has public value and certain activities to help achieve that goal are operationally feasible, political support for doing so is mixed. Therefore a different scope of work may be more appropriate.



Tool	Description	Pros	Cons	When to Use
Driver/ fishbone diagram	Map out primary and secondary drivers behind issues in order to define potential focal problems and target audiences	Visualization makes it easy to understand and share with groups	Identifying all drivers can be difficult and may rely on a potentially time-consuming literature review to be effective	When you would benefit from a clear and shared understanding of drivers behind an issue in order to choose an appropriate intervention
Strategic triangle	Possible interventions must meet three criteria to move forward: they have public value, are operationally feasible, and have political legitimacy/support	The three criteria are fairly straightforward and easy to apply	It can be difficult to compare interventions to one another if they each meet the criteria	When you want to select a focal problem and goal for your efforts

Note that it's possible that in process of defining your scope of work that you discover that an issue needs further refinement or is simply not in your wheelhouse. Conversely, you may decide to address a certain issue because you already have a good sense of your scope of work based on conversations with your diverse network. A good program planning process is often not linear.

To end this section, let's imagine that the sustainable energy team used the Strategic Triangle to help define a scope of work as follows:

Households (target audience) adopt sustainable energy best practices (goal/outcome) in order to save energy and money (problem).

Program teams such as PRUs should be able to articulate such a scope of work for each issue they choose to address. In this way, the scope of work can serve as a reference that galvanizes teamwork and informs key stakeholders about the essence of why we do what we do.