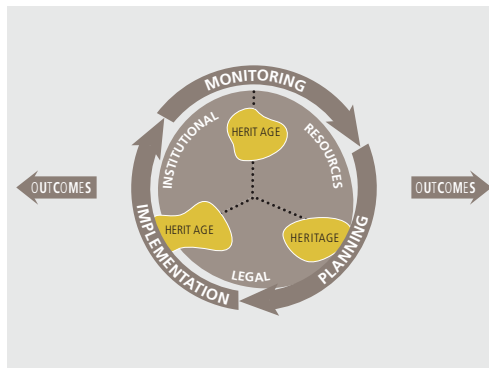


4.4 The three results of a heritage management system

Defining three elements: The three elements (legal and institutional frameworks and resources; 4.2) come together and collectively facilitate the heritage processes (the actions of the management system; 4.3) that set out the objectives and translate them into actions and results. These results vary as much as the expectations of all those involved in the management process but can be broadly divided into three types: ‘outcomes’ ‘outputs’, and ‘improvements to the management system’. All results, but outcomes and outputs in particular, are a major focus of the planning stage (4.3). The terminology comes from the work culture of ‘management-by-objective’ used in industry and commerce; it is described in Appendix A in connection with developing a management plan.

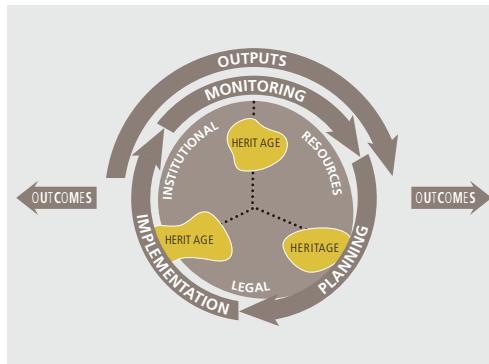
1. OUTCOMES (ACHIEVING OBJECTIVES)

The management system aims to achieve certain objectives, known as outcomes. Outcomes reflect the changes to (or continuity in) the existing situation that have been sought in planning stages. The aim in focusing on outcomes is to check whether the management system is achieving its objectives.



2. OUTPUTS (DELIVERABLE RESULTS)

Processes deliver outputs which are those tangible products and services from a planned work programme that constitute direct support to heritage and to society at large. These outputs are necessary in order to achieve outcomes. Clarifying outputs is central to understanding heritage processes and their effectiveness.



3. IMPROVEMENTS TO MANAGEMENT SYSTEMS

Improvements to management systems are generated by corrective measures and feedback, either from external inputs or from within the management system, namely by monitoring processes and assessing outputs and outcomes. Continuous improvement is central to good management. It leads to changes in the management system that achieve greater effectiveness and efficiency.

