Goals/Objectives/Actions/Contingencies Cheat Sheet

Goals: A broad statement of what is to be accomplished. Think of goals as broad targets or benchmarks to be hit.

1. Common components of Goals:
   - They are vague and general (though sometimes more specific) descriptions of an end-state.
   - They must be measurable.
   - They must be realistic.
   - They must be attainable.
   - They may be specific, and time-based, but not necessarily.

Examples:
- Meet or exceed NIBD benchmarks for golf operation
- Offer affordable and healthy youth activities at garrison bowling center
- Initiate social media strategy to increase program awareness for ACS employment readiness
- Support Soldier and Family readiness through available affordable and quality child care

Objectives are specific action statements that provide steps which tell how goals will be accomplished. They are always SMART - specific, measurable, attainable, realistic and time bound.

2. Objectives provide:
   - They tell us how we will get there.
   - They relate to their respective goal and provide us with the major steps needed to achieve it (or the desired end-state).

Examples
- Increase pro shop sales by 10% by 2nd QRT this FY
- Execute 10 Golf tournaments this FY
- Maintain Child Development Center to 100% space capacity this FY
- Staff CDC to space census standards this FY
- Organize and start 8 youth bowling league tournaments by 2nd QTR this FY
- Revise snack bar menu to provide healthy lunch alternatives by 1st QRT this FY
- Start bowling center Facebook page and Twitter feed by 1st QTR this FY
- Initiate web advertising on garrison web site by 2nd QTR this FY

Sample objectives verbs:

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<th>Explain</th>
<th>Apply</th>
<th>Predict</th>
<th>Solve</th>
<th>Relate</th>
<th>Recall</th>
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<td>Identify</td>
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<td>Evaluate</td>
<td>List</td>
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<td>Revise</td>
<td>Convert</td>
<td>Generate</td>
<td>Design</td>
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AVOID the following terms when writing learning objectives because they are open to many interpretations (they are non-specific) and are not accessible to quantified.

- know
- understand
- really understand
- have an awareness of
- fully appreciate
- internalize
- grasp the significance of

**Tips on Writing**

ALL objectives need to have three components:

- A measurable verb (also known as performance)
- The important conditions under which the performance is to occur, like time frame
- The criterion of acceptable performance such as percentage or number

*To write an objective fill in the blanks below. Use words like increase, decrease, maintain, improve, create etc.*

**(direction of change) (what will be changed) (target of change) (results to be achieved) (how measured) (time frame)**

__________ the ____________________ in ______________ by ___________ as measured by ______________ by/between_______

*Examples:*

- Increase the number of customers in bowling center by 10% as measured by number of bowling games sold in FY13
- Increase pro-shop sales at Ft. Wonderful Golf Course by 10% by fourth quarter FY13 as accounted for in income statement

*Use objectives action verbs provide, form, deliver, develop, distribute, advocate, stimulate, promote, train, serve, assess, etc.*

**(action taken) (object of action) (to whom or recipient of action) (by when) (how measured)**

_________ ______________________ to ______________________________ by ___________ as measured by ________________________________

*Examples:*

- Execute 10 golf tournaments at Ft. Awesome Golf Course by second quarter FY13 by number of golf tournaments implemented
- Revise snack bar menu at Ft. Healthy Bowling Center by 1 May 2013 by adding 4 new healthy meal options to the menu.
Actions: A specific series of tasks/steps taken to accomplish specified goals/objectives with assigned responsibility and time line for completion. Similar to objectives but more specific with assigned responsibility. An action may not occur for a variety of reasons, environmental, internal or external influences. This is why for all actions you have contingencies :) 

Examples:

- Julie processes paperwork to hire a Chef with 5 years of healthy choice menu experience
- Susan calculates golf tournaments breakeven analysis to price out individual tournament costs
- Peggy coordinates advertising of bowling center events in social media sites, web page and monthly newsletter

Contingencies: A course of action(s) to be followed if an action plan fails or existing situation changes.

Examples:

- Employment freeze occurs so Julie can't hire a new Chef. Julie sends Sous Chef to culinary classes on how to purchase and prepare healthy meal options
- A meteor falls on the golf course causing major golf course repair. Susan now calculates individual pricing for Drink, Eat and Drive - daily happy hour and driving range events
- Peggy realizes that there isn't a Twitter account for the bowling center so she gains marketing approval to create a Twitter page for the bowling center. She also coordinates with other activity managers to create a monthly newsletter publicizing delivery system events to foster integrated, customer-focused garrison activities and programs

Putting it ALL together

1. Goals
   - Objectives
   - Action
   - Contingency

1. Meet or exceed NIBD benchmarks for golf operation
   - Execute 10 Golf tournaments this FY
     - Susan calculates golf tournaments breakeven analysis to price out individual tournament costs
   - A meteor falls on the golf course causing major golf course repair. Susan now calculates individual pricing for Drink, Eat and Drive - daily happy hour and driving range events

2. Offer affordable and healthy youth activities at garrison bowling center
   - Revise snack bar menu to provide 4 healthy lunch alternatives by 1st QRT FY
     - Julie processes paperwork to hire a Chef with 5 years of healthy choice menu design experience
   - Employment freeze occurs so Julie can't hire a new Chef. Julie sends Sous Chef to culinary classes on how to purchase and prepare healthy meal options