

Strategic Planning

Guidelines for Developing Objectives

Board of Barbering and Cosmetology



Instructions

1. Using the attached worksheets, determine potential objectives for each goal area for the 2017 Strategic plan based on:
 - a. Review of the 2017 Environmental Scan
 - b. Items outlined in Sunset Review (if applicable)
 - c. Experience and previously identified needs

Guidelines for Developing Objectives

When developing objectives you should consider the SMART objectives method:

Specific	details what needs to be done
Measurable	success that can be measured
Action Oriented	uses action words
Realistic	possible to attain
Time based	timeframe is clear

To further assist your development of objectives consider using the following formula:

$$\text{Action} + \text{Goal/Issue} + \text{Benefit/Why} = \text{Objective}$$

Action - Action words give the objective movement. Avoid using words like maintain, or continue as effective statements should imply a beginning and an end.*

Goal/Issue - It should be descriptive and written in plain language, avoiding jargon.

Benefit/Why - objectives should be clear on the intent behind the action; why is the program spending resources on this? How will this propel the program forward? How does this support the program's mission?

**You may reference the Action Words chart attached at the end of this workbook. The action words may be helpful as you determine which action needs to be taken as you develop objectives for each goal area on the following worksheets.*

Examples

Below are examples of how to use the formula to develop objectives.

Action	+	Objective/Issue	+	Benefit/Why
<i>Enforcement</i>				
<i>Create</i>	+	<i>an "Expert Witness Manual" for Subject Matter Experts</i>	+	<i>to increase effectiveness of reports</i>
<i>Recruit and train</i>	+	<i>10 additional Subject Matter Experts for consultation on enforcement cases</i>	+	<i>to reduce investigation cycle times</i>
<i>Licensing</i>				
<i>Create and implement</i>	+	<i>an "Application Submittal Checklist" for applicants</i>	+	<i>to clarify application requirements.</i>
<i>Develop</i>	+	<i>an outreach strategy directed to Potential applicants</i>	+	<i>to educate regarding the Board's licensure process.</i>

Brainstorming

What issues or objectives come to mind and what are their corresponding goal areas? Use the formula charts in the next pages to develop objectives for each goal area.

Board Administration

The Board promotes organizational success through the development of staff and management.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Legislation & Regulation

The Board supports legislation and adopts regulations, policies, and procedures that reinforce its mission, vision, and goals.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Examinations

The Board administers written and practical examinations to ensure a candidate's minimal competency of the profession.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Licensing

The Board provides individuals a method for obtaining and maintaining a license.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Inspections

The Board inspects establishments to determine violations of the laws and regulations and educates individuals on how to be compliant with the laws and regulations governing safe practices in California.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Enforcement

The Board protects the health and safety of consumer services by effectively investigating consumer complaints and violations of the laws and regulations governing safe practices in California.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Cite & Fine

The Board promotes compliance through the issuance of citations and fines and by educating businesses and individuals on the laws and regulations governing safe practices in California.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Outreach

The Board educates stakeholders on the laws and regulations and issues relevant to the industry.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Action Words

All-Purpose		Investigative <i>Checking it out</i>		Consultative <i>Doing the research</i>	Communication <i>Sharing knowledge</i>
Adapt	Perform	Analyze	Locate	Address	Communicate
Administer	Plan	Anticipate	Measure	Advise	Discuss
Adopt	Promote	Appraise	Monitor	Benchmark	Disseminate
Combine	Provide	Assess	Prioritize	Coach	Introduce
Compare	Raise	Calculate	Quantify	Consult	Re-write
Decide	Recommend	Conduct	Re-evaluate	Counsel	Write
Decrease	Revise	Confirm	Research	Demonstrate	
Define	Select	Determine	Seek	Guide	
Discontinue	Serve	Divide	Survey	Inform	
Enhance	Simplify	Evaluate	Validate	Mentor	
Expand	Streamline	Explore	Verify	Model	
Gather	Strengthen	Find		Negotiate	
Help	Supervise	Hypothesize		Resolve	
Increase	Use	Identify		Review	
Initiate	Utilize	Interview		Suggest	
Lead		Investigate		Teach	
Generative <i>Making things happen</i>		Coordinative <i>Organize it</i>		Collaborative <i>Working with others</i>	
Acquire	Generate	Accelerate	Rank	Accommodate	Synchronize
Activate	Innovate	Systematize	Systematize	Assist	Unite
Advance	Invent	Arrange		Co-create	
Allocate	Launch	Assimilate		Collaborate	
Assemble	Make	Clarify		Compile	
Apply	Maximize	Condense		Contribute	
Automate	Modify	Connect		Educate	
Build	Organize	Coordinate		Encourage	
Consolidate	Outline	Decide		Facilitate	
Construct	Prepare	Direct		Guide	
Contract	Preserve	Establish		Help	
Create	Produce	Facilitate		Leverage	
Deliver	Propose	Fund		Mitigate	
Design	Publish	Harmonize		Offer	
Develop	Redesign	Implement		Participation	
Devise	Re-engineer	Include		Partner with	
Document	Require	Intervene		Persuade	
Draft	Restructure	Itemize		Recognize	
Establish	Revise	Lead		Resolve	
Execute	Simplify	Manage		Share	
Extend	Start	Merge		Steer	
Formalize	Update	Organize		Support	
Formulate		Pursue		Synthesize	