

Issue Management Cheat Sheet

Issues are identified from assessments such as SWOT/TOWS, phrased in terms of questions for the future?

Goals (Aspirations)

Outcome (ends) statement that guide the organization's programs, administrative, financial, and governance functions

Objectives (Longer Term Targets)

A precise, measurable, and time-phrased result that supports achievement of the goal

Strategies (Actions)

A pattern (Logic in Action) of purposes, policies, programs, projects, actions, decisions, or resource allocations that defines what an organization is, what it does, and why it does it

Indicators (Mileposts) are very specific measures of output that ideally demonstrate that strategies are implemented and working.

Objectives and Indicators should be SMART goals: **S**pecific, **M**easurable, **A**greed upon, **R**ealistic, **T**ime based.

Example:

Issue: *How does the organization provide better customer service?*

- Goal: *Recruit & retain the most qualified and experienced employees available.*
 - Objective 1: Expand the size of the recruitment department to include administrative support and qualified recruiters by December 2016.
 - Objective 2: Fill 90% of all vacancies and newly funded positions by September 2017.
 - Strategy 1: Offer additional training classes to re-enforce knowledge, skills, and abilities of recruiter.
 - Strategy 2: Begin recruiting at job fairs, universities, military bases, and on-line job sites.
 - Strategy 3: Obtain funding through the 2015/16 budget-process to increase the size of the recruiting department
 - Indicator 1: 2 training classes funded and offered to Recruiter by October 2016.
 - Indicator 2: 90% of all new positions will be filled or hired by September 2017.
 - Indicator 3: Budget request submitted November 2015
 - Indicator 4: Four new people with 5 years recruiting experience are hired by March 2017.