

When organizations or individuals decide to join forces and work as a partnership, they do so with a purpose in mind. While the individual partners may be motivated by different underlying reasons, to be successful they should all have a collective understanding of why the partnership is being formed and the scope of work that will be undertaken.

Determining a shared vision and mission statement can help your partnership reach this collective understanding and provide a foundation for establishing goals and objectives, strategies, and an action plan.

You've got to have a common vision. Each of the players ought to be able to see themselves in the common vision. If this common vision is worthy and everybody does have a piece in it, I think you stand the chance of success. You need to be prepared to adapt where you need to, but you can't forget what the common vision is. AsphaltPartner

™ A vision is what your partnership hopes to see in the future or over the long term.

™ A mission is what your partnership plans on doing in the next one to five years as it moves toward its vision.

™ Goals are the priorities your partnership will address and the broad outcomes it sets out to accomplish.

™ Objectives are specific, measurable results that your partnership will set out to achieve to help meet its larger goals.

™ An action plan lays out who will do what and when carrying out your partnership's objectives.

While the information in this section is presented as a series of steps, it is not necessary to follow this order or use every tool. Every partnership is unique and only your partnership can decide which topics and tools are appropriate and helpful.













### 3.3 DEVELOP PARTNERSHIP GOALS AND OBJECTIVES

Reaching consensus on the vision and mission helps a partnership further define its common concerns, goals and objectives. Although the words “goal” and “objective” are sometimes used interchangeably, there are important distinctions.

Goals are your partnership’s purpose or intentions. They tend to be overarching, generic actions or outcomes that your partnership will strive to achieve.

Objectives are specific milestones or steps that your partnership will take to achieve each goal. They are concrete actions, tend to be short-term, and should be measurable and tangible.

For example:

Goal: Prevent hand injuries among workers.

Objectives:

- x Provide training materials on the need for and use of gloves to all the partnership’s training centers by March 2011
- x Use the training materials with all apprentices by December 2011
- x Require the use of task-appropriate gloves in all hands-on training (ongoing).
- x Increase the number of workers reporting that they use gloves by 5% by March 2011

Goal: Reduce nail gun injuries by increasing the use of nail guns with sequential triggers.

Objectives:

- x In March 2015, contact CPWR – The Center for Construction Research and Training to identify and obtain educational materials and research on nail guns.
- x Between March and December 2015, conduct 5 presentations at regional contractor meetings and 5 workshops at regional training facilities to raise awareness of the hazard and prevalence of nail gun injuries, and the availability of nail guns with sequential triggers.

Goals and objectives allow your partnership to get more specific about how it will carry out its mission and achieve its vision. As part of this process your partnership should think about how it will gauge its progress, including what questions should be asked to adequately capture accomplishments, provide useful feedback on what did or did not work as well as the partners had hoped, or identify what could be changed or improved (see [www.ccpwr.com](#) for more information).





Mapping the issue is a helpful way to think through **issue(s)** and start setting goals. Use this tool to help the partners understand the **factors, processes, and pathways** that influence the **issue(s)**. It may be that the key to addressing **issues** is to tackle the underlying **factors**. Use the expert knowledge in the room as well as available **research** to identify these factors.

### TOOL 3-D: MAP THE ISSUE TO SET GOALS

#### Instructions:

1. You may either do this as a group activity or divide partners into small groups.
  - a. If you do this as a group activity, you will need to have a facilitator and a scribe. The facilitator will guide the group through the process and the scribe will record the group's findings. The group will then discuss the findings and identify the key factors influencing the issue(s).





### TOOL 3-F: SWOT ANALYSIS TO REFINE GOALS AND OBJECTIVES

#### Instructions:

1. Draw the diagram below on a flip chart or whiteboard. The questions included in the boxes are examples, but you may want to come up with your own depending on the issue.
2. For each goal and related objective(s), raise the question(s) in each category with the partners and keep track of their comments. Allow the discussion to continue until the partners feel they have a complete picture of the category

<sup>TM</sup> Strengths are the characteristics of the

The results of this SWOT Analysis can have different outcomes for specific goals and objectives. First, your helpful categories (Strength/Opportunities) could significantly outweigh the harmful categories (Weaknesses/Threats). This is the best case scenario and indicates that you should plan on moving forward with this goal and objective. Discuss as a group what you can do to take advantage of your strengths and opportunities and how you can address weaknesses and threats. Consider



## 3.4 CREATE AN ACTION PLAN TO MEET GOALS & OBJECTIVES

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Once your partnership has established achievable goals and objectives, it is time to create a plan to meet them. An action plan details the actual steps your partnership will take toward meeting its goals and objectives. When developing this plan, it is important to consider the resources available, the actions that will be undertaken, and the timetable. It is also a good time to start thinking about how your partnership will measure and evaluate its efforts (see Section 6: Evaluate Your Work Together).

The following tools are designed to help partnerships in this planning process. Designing the four “Rs” (Tool 3-G) for each partner organization: resources, relationships, roles, and responsibilities in relation to an identified goal and objective is a good place to start. This exercise can help your partnership further flesh out and visualize how each partner organization and individual partner will help you carry out more specific efforts.

Tool 3-H: Creating an Action Plan will help your partnership summarize the steps and discussions undertaken in establishing its goals and objectives. If Tool 3-E was used to establish SMART Objectives or Tool 3-F was used to conduct a SWOT Analysis, your partnership may have some of this information readily available.

Tool 3-I is an Action Plan Worksheet to help your partnership set a realistic timeline for each goal and objective and track its work as a whole, including: What needs to be done? When does it need to be done? By whom?





### TOOL 3-H: CREATING AN ACTION PLAN

#### Instructions:

1. Ask the partnership to discuss the following questions (or other questions appropriate to the partnership's goals and objectives). Choose one goal and related objective(s) and fill out the action plan form below.
2. Repeat this process with each of your partnerships goals and objectives. You may find that it is more efficient to have individual partners or a subcommittee develop a draft action plan for one or more goals and objectives, and present their ideas back to the group at a later time for discussion, refinement and approval.

#### Our Goal

The goal our partnership plans to work on is: T7\_(s)-1\_\_\_\_\_ cion i and obr a subcommin09(c



## TOOL 3-I: ACTION PLAN WORKSHEET

### Instructions:

1. In the appropriate columns, list each goal and related objectives. The facilitator, another







