WORKSHEET 2.4

Planning Objectives

Subchapter 2.4 · case in the book: Vancouver

If you had to say today what your hotel intends to achieve with its events by year end, would you name an intention or a number below which you would admit defeat? And who in your hotel would notice if that number stopped holding in July?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Weigh before setting a target: For six weeks the kitchen weighed leftovers after sixteen events with 1,900 covers. The baseline was 160 g per cover; the objective became at most 130 g on average from July to December, with the chef responsible.		
Four objectives instead of eleven: “Local” now means producers within 150 km of Vancouver, on either side of the border; the share of food purchasing was 28 % last quarter, and the objective is one third in the second half. The terrace bar is to use at most 3,000 disposable cups a season instead of 38,000, kept as a reserve for days when the glass washer fails. All rooms are to be step-free by the end of September, checked on a walk-through with a wheelchair user.		
The conflict decided in writing: Price, Ruiz and Chen decided the fish question in one afternoon, and the decision stands on the sheet. The fisher’s catch appears on the restaurant menu and at banquets of up to sixty while he delivers; for congresses the kitchen serves trout from a land-based farm within the radius. No banquet menu says “local wild fish” unless it is. The decision is reviewed in September.		
Resources released, nothing advertised: The family released about CAD 34,750 for the ramp, reusable cups and a glass washer. Chen sent the objective sheet to the Burnaby client as the answer to line 7, noting that these were objectives, not results.		

These steps are the book’s method, not requirements of ISO 20121. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property’s own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
Objectives must be SMART	No. Measurable where practicable is required (6.2 b); SMART is guidance in A.12	
Every significant issue needs its own objective	No. Objectives at relevant functions and levels, consistent with the policy, are required (6.2)	
An objective without a number is not allowed	Only partially true. Measurable where practicable (6.2 b); otherwise achievement must still be evaluable (6.2)	
Objectives must become more ambitious every year	No. A.12 describes the minimum acceptable performance; it is the system that is improved (10.1)	
Conflicts between objectives show bad planning	No. A.12 expressly allows them as guidance, with an example	
Objectives stay unchanged until the next audit	No. They are monitored and updated (6.2 e, g)	
Objectives must be published	No. They are communicated (6.2 f); what goes outside must not mislead (7.4)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Writing intentions as objectives; “significantly” can never be missed and so steers nothing.		
Setting the target before the baseline.		
Adopting too many objectives, so that nobody has time for any.		
Treating measures as objectives; a purchased charging point is achieved whatever it does.		
Leaving conflicts to summer, when whatever is quickest at the coffee break decides.		
Advertising objectives before the plan exists.		
Naming a department or “all” instead of one responsible person.		
Reviewing objectives only at year end, when a trend in June needed action in June.		

Operative synthesis

- **Can every objective be traced to a sentence of our policy?: Clause 6.2 a) requires consistency with the policy**
- **Does every objective have a measure with a stated calculation?: An undefined measure can always be met**

- **Do we know each baseline, or is there a date for establishing it?: Half of something unmeasured is a figure without reference**
- **Is one person responsible for each objective, not “all”?: Shared responsibility is no responsibility**
- **Have we decided conflicts between objectives in writing, with reasons?: Unnamed conflicts are decided by chance**
- **Does no objective go outside before a plan for it exists?: An announced objective is a statement under 7.4**
- **Act on immediately. Withdraw any objective announced without a plan, start weighing or counting where a baseline is missing, and name one person for each objective.**
- **Plan for. Reduce the list to three to five objectives traced to the policy and to significant issues, write each with measure, baseline, target, date and resources, and decide conflicts in writing.**
- **Monitor going forward. Compare each objective monthly, act on unfavourable trends when they appear, and feed lessons from each event into the next plan.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 8a «The Helm», subchapter 2.4. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 20121. It is not legal advice: the law that applies is that of the place where the property operates.