

Guidance: Creating Effective SMART Goals

Individual, work-specific goals are a key component of performance appraisal in Dallas ISD.

- 1) Goals should signify the most important functions of an employee's job and should answer the question, "**What was I hired to do?**"
- 2) Best practice is to establish **two or three** goals each appraisal cycle.
- 3) Goals should include the most **important**, long-term, measurable work the employee is expected to achieve and should be within the employee's primary **control** to drive the outcome.
- 4) Finally, an employee's individual goals should **align** and contribute to the work of the team, department, or District.

Guiding Questions*

S	Specific	<i>Goals should be straightforward and specific.</i>
		How can the goal be worded so it is clear to anyone? Who has primary control or influence over the outcome?
M	Measurable	<i>Setting measurements will help keep the goal on track.</i>
		How is success defined? How can progress be measured?
A	Actionable	<i>Outlining the steps needed to achieve the goal provides clarity.</i>
		What tasks will indicate progress toward the goal?
R	Relevant	<i>Aligning the goal to the work of the team builds commitment and underscores its priority.</i>
		Why is this goal important? How is the goal tied to the work of the team, department, or District mission?
T	Timely	<i>Establishing a time frame provides a target to work toward.</i>
		What is the time frame? Is it realistic?

*SMART criteria are commonly attributed to Peter Drucker's management by objectives concept.

Additional Resources

- Examples of Effective SMART Goals
- CMS Goals Rubric