



# Assessing Administrative Effectiveness

Kimberly Sinha  
Office of Institutional  
Effectiveness

November 2023

Additional resources available at: [www.sbc.edu/institutional-effectiveness/assessment/](http://www.sbc.edu/institutional-effectiveness/assessment/)



## Agenda:

1. Introduction
2. Importance of Outcome Assessment
3. Steps in the Assessment Process
4. Getting Started
5. Questions
6. Guided Work

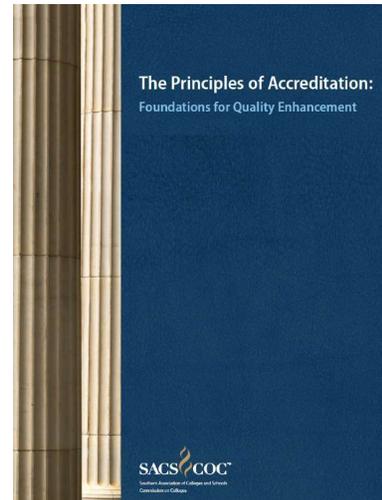


## Importance of Outcome Assessment:

- 7.1 The institution engages in ongoing, comprehensive, and integrated research-based planning and evaluation processes that (a) focus on institutional quality and effectiveness and (b) incorporate a systematic review of institutional goals and outcomes consistent with its mission. *(Institutional planning)* [CR]
- 7.3 The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved. *(Administrative effectiveness)*

**Outcome assessment is a critical process in various fields, including education, healthcare, business, and government.**

**In the context of college administration and higher education, outcome assessment is of paramount importance for several key reasons.**



Outcome assessment is a critical process in various fields, including education, healthcare, business, and government. In the context of college administration and higher education, outcome assessment is of paramount importance due to several key reasons:

## Importance of Outcome Assessment:

1. Resource Allocation
2. Cost Management
3. Strategic Planning
4. Student Services
5. Accountability
6. Accreditation and Compliance
7. Improved Decision-Making
8. Process Efficiency
9. Risk Mitigation
10. Stakeholder Satisfaction
11. Quality Assurance
12. Continuous Improvement
13. Long-Term Sustainability
14. Data-Driven Accountability
15. Competitive Advantage



Assessing administrative effectiveness in higher education is critical for efficient resource management, strategic planning, student success, accountability, and overall institutional performance. It allows colleges and universities to continuously improve their administrative operations and better serve their educational and research missions.

**Resource Allocation:** By assessing administrative effectiveness, institutions can ensure that they allocate resources, such as staff, technology, and infrastructure, to areas that have the most impact on achieving their goals.

**Cost Management:** Assessments enable cost management. They help institutions identify cost-saving opportunities, streamline processes, and reduce unnecessary expenses, which is essential for financial sustainability.

**Strategic Planning:** Administrative assessments inform strategic planning. By understanding the effectiveness of administrative units, colleges and universities can set clear objectives and align administrative functions with the institution's mission and goals.

**Student Services:** Administrative efficiency directly impacts student services. Efficient administrative processes ensure that students receive support services promptly, enhancing the overall student experience and success rates.

**Accountability:** Assessments promote accountability. They hold administrative units responsible for their performance and outcomes, encouraging transparency and a culture of continuous improvement.

**Accreditation Requirements:** Accrediting bodies often require evidence of effective administration. Assessment results are used to demonstrate compliance with accreditation standards, which is essential for maintaining accreditation status.

**Improved Decision-Making:** Data-driven decision-making is facilitated by administrative assessments. It helps leaders make informed choices that align with the institution's goals and enhance its overall performance.

**Process Efficiency:** Administrative assessments identify inefficiencies in processes. They reveal bottlenecks, redundancies, and areas where improvements can be made to streamline operations.

**Risk Mitigation:** Assessments can identify potential risks or vulnerabilities in administrative functions, allowing institutions to take proactive steps to mitigate these risks and ensure operational continuity.

**Stakeholder Satisfaction:** Effective administration enhances satisfaction among various stakeholders, including students, faculty, staff, and external partners. Administrative efficiency contributes to a positive image of the institution.

**Quality Assurance:** Quality assurance is a critical aspect of higher education. Assessing administrative effectiveness helps institutions maintain and improve the quality of their services and operations.

**Continuous Improvement:** Administrative assessments are part of a culture of continuous improvement. Institutions can use the feedback and findings to refine administrative processes, implement best practices, and adapt to changing circumstances.

**Long-Term Sustainability:** Sustainable practices in administration, informed by assessments, support an institution's long-term sustainability and ability to respond to challenges, economic fluctuations, and market changes.

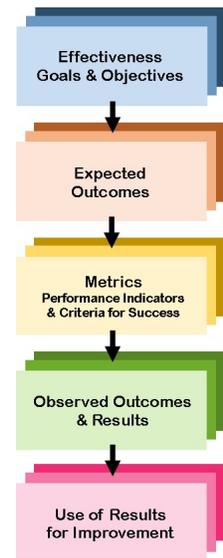
**Data-Driven Accountability:** By regularly assessing administrative functions, institutions demonstrate accountability to various stakeholders, including governing boards, donors, government agencies, and the public. They show that resources are used efficiently and effectively.

**Competitive Advantage:** Administrative efficiency can be a competitive advantage for higher education institutions. It can attract students, faculty, and staff, as well as donors and partners who appreciate well-run organizations.

In summary, the assessment is fundamental for ensuring that organizations and individuals stay on track, meet their objectives, make data-driven decisions, and continuously improve. It enhances efficiency, accountability, and the ability to adapt to a changing environment.

## Steps in the Assessment Process:

1. Set Effectiveness Goals/Objectives
2. Identify Expected Outcomes
3. Select Metrics
4. Observed Outcomes & Results
5. Use of Results for Improvement



### Set Effectiveness Goals/Objectives

What do you want to achieve?

### Identify Expected Outcomes

What ACTIONS must be taken to achieve the goal, and what are the EXPECTED OUTCOMES?

### Select Metrics

What are your performance indicators and criteria for success? What METRICS or ARTIFACTS will show the DEGREE to which outcomes will be ACHIEVED?

What are the CRITERIA for SUCCESS?

### Observed Outcomes & Results

Conduct an after-action review. WHAT WORKED, WHAT DIDN'T?

### Use of Results for Improvement

What will the department KEEP, IMPROVE, START or STOP doing, and how will these steps be included in NEXT YEAR'S PLAN?



Administrative Effectiveness Assessment: AY 2023-24

PLAN  REPORT DATE: 11/9/2023

Department: \_\_\_\_\_

Submitted by: \_\_\_\_\_

**College Mission**

*Sweet Briar College challenges and inspires women, forging ethical leaders with the skill, compassion, and vision to create a more just and sustainable world.*

**Department Mission**

**SACSCOC Standard 7.3: Administrative Effectiveness**

*The institution identifies expected outcomes of its administrative support services and demonstrates the extent to which the outcomes are achieved. It is critical that administrative support services are provided effectively in order for the institution to attain its strategic goals and operational efficiency. EXPECTED OUTCOMES for administrative units typically include efficiency and quality of service targets (e.g., energy usage, response times, error rates, "clean report" targets, satisfaction rates); monetary targets (e.g., fund-raising targets, research grant targets, auxiliary income targets).*

Effectiveness Goal	Expected Outcomes	Performance Indicators & Criteria for Success	Observed Outcomes & Results	Evidence of Seeking Improvement
<p>Select a <b>PRIMARY FUNCTION</b> of the department, and state an effectiveness goal for that function.</p> <p>How can this function be <b>DONE MORE EFFECTIVELY</b>?</p>	<p>What <b>ACTIONS</b> must be taken to achieve the goal, and what are the <b>EXPECTED OUTCOMES</b>?</p>	<p>What <b>METRICS</b> or <b>ARTIFACTS</b> will show the <b>DEGREE</b> to which outcomes will be <b>ACHIEVED</b>?</p> <p>What are the <b>CRITERIA</b> for <b>SUCCESS</b>?</p> <p><b>WHAT</b> will be accomplished?</p> <p><b>HOW MUCH</b> will be accomplished?</p> <p><b>WHEN</b> will it be accomplished?</p>	<p><b>WHAT WORKED, WHAT DIDN'T?</b></p> <p>How far did the department get toward accomplishing the outcome?</p> <p>Was the outcome achieved on time?</p>	<p>What will the department <b>KEEP, IMPROVE, START</b> or <b>STOP</b> doing, and how will these steps be included in <b>NEXT YEAR'S PLAN</b>?</p>

These steps map directly to the five-column assessment template.

# Steps in the Assessment Process:

1. Set Effectiveness Goals/Objectives
2. Identify Expected Outcomes
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5. Use of Results for Improvement



List all FUNCTIONS of the department, and for each state an effectiveness goal.

How can each function be done more EFFECTIVELY?



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How can each function be done more EFFECTIVELY?

## Steps in the Assessment Process:

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What **ACTIONS** must be taken to achieve the goal, and what are the **EXPECTED OUTCOMES**?



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## Steps in the Assessment Process:

1. Set Effectiveness Goals/Objectives
2. Identify Expected Outcomes

### EXAMPLE: Business Office

#### Revenue Generation and Diversification

**Goal:** Increase Revenue Diversification

**Outcome:** Reduce reliance on tuition revenue and enhance financial stability.



Let's go through some examples. These are just for illustration.

## Steps in the Assessment Process:

1. Set Performance Goals
2. Identify Expected Outcomes

### EXAMPLE: Business Office

#### Expense Management and Efficiency

**Goal:** Control Operating Expenses

**Outcome:** Achieve cost savings and budget stability with effective expense controls.



## Steps in the Assessment Process:

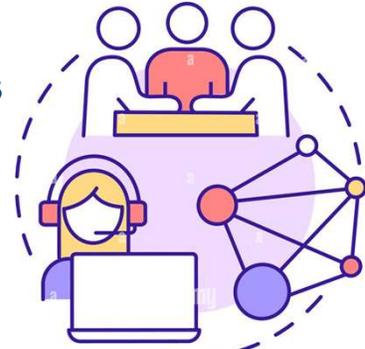
1. Set Performance Goals
2. Identify Expected Outcomes

### EXAMPLE: Marketing & Communications

#### External Communication

**Goal:** Boost Social Media Engagement

**Outcome:** Reach and connect with diverse audiences with active social media engagement.



**External  
Communication**

## Steps in the Assessment Process:

1. Set Performance Goals
2. Identify Expected Outcomes

### EXAMPLE: Marketing & Communications

#### Community Engagement & Outreach

**Goal:** Strengthen Community Engagement

**Outcome:** Increase community engagement to foster positive relations and support.



**Community  
Engagement**

## Steps in the Assessment Process:

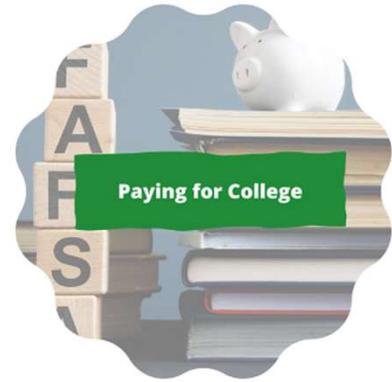
1. Set Performance Goals
2. Identify Expected Outcomes

### EXAMPLE: Financial Aid Office

#### Student Service and Communication

**Goal:** Improve Student Counseling

**Outcome:** Increase counseling sessions to help students make informed decisions.



## Steps in the Assessment Process:

1. Set Performance Goals
2. Identify Expected Outcomes

### EXAMPLE: Financial Aid Office

#### Accuracy and Compliance

**Goal:** Ensure Accuracy in Awarding

**Outcome:** Minimize complications and adjustments with accurate awarding.



## Steps in the Assessment Process:

1. Set Performance Goals
2. Identify Expected Outcomes

### EXAMPLE: Campus Safety

#### Emergency Response and Preparedness

**Goal:** Decrease Emergency Response Time

**Outcome:** Enhance safety during critical situations with faster response times.





## Steps in the Assessment Process:

1. Set Performance Goals
2. Identify Expected Outcomes

### EXAMPLE: Campus Safety

#### Community Engagement and Education

**Goal:** Increase Safety Awareness

**Outcome:** A well-informed community that is better equipped to contribute to campus safety.

**COLLEGE CAMPUS SAFETY TIPS**

Precautionary tips for a safe and successful academic year!

**WALKING**

- Be aware of your surroundings.
- Limit use of distracting devices.
- Don't walk alone at night or take shortcuts. Stick to well-lit, high traffic areas.
- Let someone know where you're going and when to expect you back.

**RESIDENCE HALLS**

- Don't leave doors propped open.
- Don't allow strangers to follow you into the residence hall.
- Know who is at your door before opening it.
- If you see something suspicious, report it to campus police.

**PROTECT YOUR PROPERTY**

- Keep car windows up and doors locked.
- Don't leave valuables in plain view.
- Secure your bicycle when not in use.
- Engrave valuables with serial numbers.

Remove the opportunity for crime by never leaving property unattended in public.

## Steps in the Assessment Process:

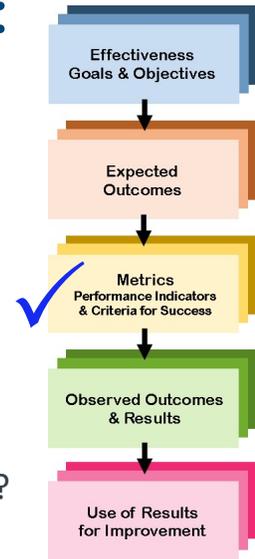
1. Set Effectiveness Goals/Objectives
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- 3. Select Metrics**
4. Observed Outcomes & Results
5. Use of Results for Improvement

What **METRICS** or **ARTIFACTS** will show the **DEGREE** to which outcomes will be **ACHIEVED**?

What are the **CRITERIA** for **SUCCESS**?

**WHAT** will be accomplished? **HOW MUCH** will be accomplished?

**WHEN** will it be accomplished?



Selecting the right metrics and data sources is a strategic process that requires careful consideration and alignment with your organizational objectives. It's an ongoing effort that should be revisited and adjusted as your goals and circumstances change.

## Steps in the Assessment Process:

### 3. Select Metrics

#### Use SMART Criteria

Evaluate your metrics using the SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound). If a metric doesn't meet these criteria, consider revising or replacing it.

<b>SPECIFIC</b>	Who and what?
<b>MEASURABLE</b>	By how much?
<b>ACHIEVABLE</b>	How?
<b>RELEVANT</b>	Why?
<b>TIME-BOUND</b>	When?

#### Use SMART Criteria:

Evaluate your metrics using the SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound). If a metric doesn't meet these criteria, consider revising or replacing it.

#### Ensure Relevance:

Metrics should align with your goals. Avoid collecting data just for the sake of it. Ensure that each metric you choose directly relates to your objectives.

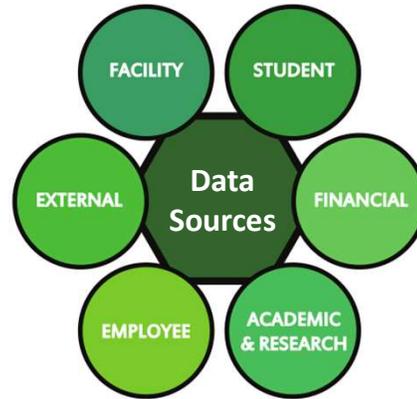
#### Make Metrics Specific and Measurable:

Ensure that each metric is specific and quantifiable. It should be clear when the goal has been met or when there is room for improvement. Avoid vague or subjective metrics.

## Steps in the Assessment Process: 3. Select Metrics

### Data Collection

- Identify Data Sources
- Develop Data Collection Methods
- Collect Quantitative and Qualitative Data
- Ensure Data Quality
- Consider Ethics and Privacy
- Establish a Data Collection Schedule
- Data Validation and Verification



#### Identify Data Sources:

Determine where you can obtain the data needed to assess the outcomes. Data sources can include student records, surveys, assessments, academic records, administrative databases, and more. Identify both internal and external sources of data.

#### Develop Data Collection Methods:

Choose the appropriate methods for collecting data based on the nature of the outcome being assessed. Common data collection methods include surveys, interviews, observations, document reviews, focus groups, and automated data retrieval from systems like Student Information Systems (SIS) or Learning Management Systems (LMS).

#### Collect Quantitative and Qualitative Data:

Data collection may involve both quantitative and qualitative data. Quantitative data includes numerical values, such as grades, test scores, or survey responses. Qualitative data involves narratives, descriptions, and open-ended responses, often gathered through interviews or focus groups.

#### Ensure Data Quality:

Maintain data quality by ensuring accuracy, completeness, and reliability. This includes verifying the accuracy of data entry, managing missing or incomplete data, and conducting data validation checks.

#### Consider Ethics and Privacy:

Respect ethical and privacy considerations. Ensure that data collection complies with institutional policies and regulations, including those related to student data and privacy (e.g., FERPA).

#### Establish a Data Collection Schedule:

Plan when and how data will be collected. It may be a one-time data collection event or an ongoing process, depending on the assessment requirements and objectives.

#### Data Validation and Verification:

Review and verify the collected data to ensure its accuracy and consistency. This step is crucial for producing reliable assessment results.

## Steps in the Assessment Process:

### 3. Select Metrics

#### Set Baselines and Targets

Establish baseline values for each metric to measure your starting point. Then, set realistic targets that define what success looks like and when you expect to achieve it.



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## Steps in the Assessment Process:

### 3. Select Metrics

#### Monitor and Review

Continuously monitor the data and review the metrics against your goals. Regularly assess your progress and make adjustments as necessary.



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Continuously monitor the data and review the metrics against your goals. Regularly assess your progress and make adjustments as necessary.

Set a department “habit-goal” of reviewing progress every three months to be sure efforts are on pace to meet the target.



## Steps in the Assessment Process: 3. Select Metrics

### EXAMPLE: Business Office

#### Revenue Generation and Diversification

**Goal:** Increase Revenue Diversification

**Outcome:** Reduce reliance on tuition revenue and enhance financial stability.

**Metric:** Diversify revenue sources by increasing non-tuition income, such as grants, partnerships, and auxiliary services, to contribute to X% of the budget.

<b>SPECIFIC</b>	Who and what?
<b>MEASURABLE</b>	By how much?
<b>ACHIEVABLE</b>	How?
<b>RELEVANT</b>	Why?
<b>TIME-BOUND</b>	When?

Let's return to our earlier examples, this time with the addition of a metric.

Does this metric meet the SMART criteria? What is missing?



## Steps in the Assessment Process: 3. Select Metrics

### EXAMPLE: Business Office

#### Expense Management and Efficiency

**Goal:** Control Operating Expenses

**Outcome:** Achieve cost savings and budget stability with effective expense controls.

**Metric:** Achieve a X% reduction in non-personnel operating expenses without compromising the quality of services.

<b>SPECIFIC</b>	Who and what?
<b>MEASURABLE</b>	By how much?
<b>ACHIEVABLE</b>	How?
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## Steps in the Assessment Process: 3. Select Metrics

### EXAMPLE: Marketing & Communications

#### External Communication

**Goal:** Boost Social Media Engagement

**Outcome:** Reach and connect with diverse audiences with active social media engagement.

**Metric:** Increase engagement on social media platforms, achieving a X% growth in followers, likes, shares, and comments.

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## Steps in the Assessment Process: 3. Select Metrics

### EXAMPLE: Marketing & Communications

#### Community Engagement & Outreach

**Goal:** Strengthen Community Engagement

**Outcome:** Increase community engagement to foster positive relations and support.

**Metric:** Enhance relationships with the local community through community outreach programs and partnerships, leading to a X% increase in community engagement.

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## Steps in the Assessment Process: 3. Select Metrics

### EXAMPLE: Financial Aid Office

#### Student Service and Communication

**Goal:** Improve Student Counseling

**Outcome:** Increase counseling sessions to help students make informed decisions.

**Metric:** Increase the number of financial aid counseling sessions conducted, resulting in a X% growth in student engagement.

<b>SPECIFIC</b>	Who and what?
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## Steps in the Assessment Process: 3. Select Metrics

### EXAMPLE: Financial Aid Office

#### Accuracy and Compliance

**Goal:** Ensure Accuracy in Awarding

**Outcome:** Minimize complications and adjustments with accurate awarding.

**Metric:** Maintain X accuracy rate in awarding aid to prevent errors and over-awards.

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## Steps in the Assessment Process: 3. Select Metrics

### EXAMPLE: Campus Safety

#### Emergency Response and Preparedness

**Goal:** Decrease Emergency Response Time

**Outcome:** Enhance safety during critical situations with faster response times.

**Metric:** Improve response times to emergency calls, aiming to reduce response time by X%.

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Does this metric meet the SMART criteria? What is missing?



## Steps in the Assessment Process: 3. Select Metrics

### EXAMPLE: Campus Safety

#### Community Engagement and Education

**Goal:** Increase Safety Awareness

**Outcome:** A well-informed community that is better equipped to contribute to campus safety.

**Metric:** Enhance safety awareness and education efforts through workshops, training, and awareness campaigns, leading to a X% increase in safety knowledge.

<b>SPECIFIC</b>	Who and what?
<b>MEASURABLE</b>	By how much?
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## Steps in the Assessment Process:

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5. Use of Results for Improvement

### What Worked, What Didn't?

How far did the department get toward accomplishing the outcome? What obstacles were encountered?

Was the outcome achieved on time?



Analyze the data to determine whether the outcomes or objectives have been met.

Interpret the findings in the context of your criteria for success.

Present the results in a clear and understandable format, such as tables, charts, or reports.



## Steps in the Assessment Process:

1. Set Effectiveness Goals/Objectives
2. Identify Expected Outcomes
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4. Observed Outcomes & Results
- 5. Use of Results for Improvement**

What will the department **KEEP, IMPROVE, START** or **STOP** doing?  
How will these steps be included in **NEXT YEAR'S PLAN**?



Using outcome assessment results for improvement is a fundamental practice in college administration. It involves analyzing the data and findings from assessments to make informed decisions and take actions that enhance the quality of education and administrative processes.

### Identify Areas for Improvement

Assessments help pinpoint specific areas that require improvement. Whether it's related to academic programs, student services, institutional effectiveness, or other aspects of the college, the data collected reveals areas of strength and weakness.

### Resource Allocation

Outcome assessment results can guide resource allocation decisions. For example, if data show that certain programs or services have a high impact on student success, additional resources may be allocated to strengthen those areas.

### Continuous Improvement Cycle

Outcome assessment should be part of a continuous improvement cycle. Regular assessments and ongoing data collection ensure that progress is monitored and adjustments are made as needed.

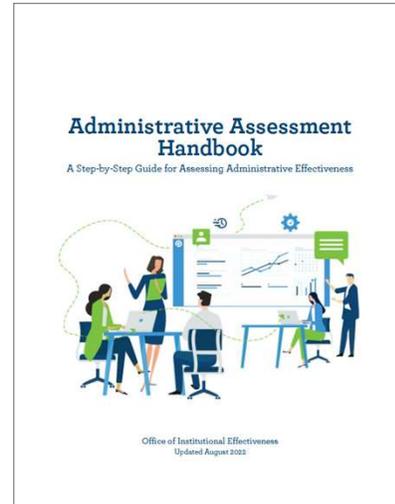
### Celebrate Successes

Acknowledge and celebrate successes and improvements based on assessment results. Recognize the efforts of faculty, staff, and students who have contributed to positive outcomes.

Using outcome assessment results for improvement is an iterative and dynamic process that is embedded in the culture of continuous improvement in higher education institutions. It enables colleges and universities to adapt, innovate, and respond to changing student needs, industry demands, and educational best practices while striving for excellence in all aspects of their operations.

## Getting Started: Topics to consider.

- Activity** (# students/faculty/staff served)
- Compliance Requirements**
- Staff & Stakeholder Satisfaction**
- Professional Development**
- On-Boarding**
- Efficiency / Productivity**
- Cost of delivery** (cost per enrolled student)
- Policies** (annual review and updates, proof of implementation)
- Transparency** (communication/accountability)
- Value-added**
- Best Practices**



The Administrative Assessment Handbook provides an inventory of administrative effectiveness assessment measures.

## Getting Started: Try this hack!



ChatGPT

ChatGPT returned  
16 HR office functions  
2 metrics/function

### *Write performance goals for a college [DEPT] office*

Performance goals for a college **Human Resource** office should be aligned with the institution's strategic objectives and should aim to improve HR processes, enhance the employee experience, and contribute to the overall success of the college or university. Here are some performance goals for a college HR office:

#### **1. Recruitment and Hiring:**

**Goal:** Reduce time-to-fill.

**Measure:** Average time it takes to fill vacant positions.

**Target:** Decrease the average time it takes to fill vacant positions by X% in the next fiscal year.

**Rationale:** Timely recruitment ensures minimal disruption to departmental operations.

**Goal:** Reduce recruitment costs.

**Measure:** Cost per hire, including advertising, interview expenses, and agency fees.

**Target:** Decrease the cost per hire by X% through cost-effective recruitment strategies.

**Rationale:** Cost savings in recruitment contribute to overall HR efficiency.

**Goal:** Improve quality of hires.

**Measure:** Performance and retention of new hires in their first year.

**Target:** Increase the percentage of candidates who meet or exceed job requirements to X%.

**Rationale:** High-quality hires contribute to a more effective and productive workforce.

#### **2. Onboarding Efficiency:**

**Goal:** Increase onboarding completion rate.

**Measure:** Monitor the timely completion of new employee onboarding tasks.

**Target:** Achieve a new employee onboarding completion rate of X%.

**Rationale:** Successful onboarding leads to faster productivity and employee satisfaction.

Artificial Intelligence applications like ChatGPT can be an EXCELLENT source for identifying expected outcomes for your office or department.

In this example, I asked ChatGPT to write performance goals for a college HR office, and in a matter of seconds I had 16 two metrics for 16 HR functions.

Try different prompts, such as “Write expected outcomes for a college HR office.”

## Getting Started: Try this hack!



ChatGPT

### Try different prompts:

- “Write **performance goals** for a college \_\_\_\_\_ office”
- “Write **performance indicators** for a college \_\_\_\_\_ office”
- “List **expected outcomes** for a college \_\_\_\_\_ office”
- “Write **goals and objectives** for a college \_\_\_\_\_ office”

Don't use every goal, objective, outcome or indicator returned by AI. Pick the most relevant for performing critical functions more EFFECTIVELY. Modify to tailor to department.

Artificial Intelligence applications like ChatGPT can be an EXCELLENT source for identifying expected outcomes for your office or department.

In this example, I asked ChatGPT to write performance goals for a college HR office, and in a matter of seconds I had two metrics for 16 HR functions. I don't recommend including all of the returned function areas returned by ChatGPT. Pick from the list those most applicable to the EFFECTIVENESS needs of your department.

Try different prompts, such as those shown in the slide.

You can access ChatGPT simply by visiting [chat.openai.com](https://chat.openai.com) and creating an OpenAI account.

## Getting Started: Try this hack!



### ChatGPT

ChatGPT scans billions of pieces of digital text and uses an algorithm to string words together in response to a human prompt.

Access ChatGPT by visiting *chat.openai.com* and creating an OpenAI account.

Once signed in, start chatting away with ChatGPT. Start a conversation by asking a question. Ask as many questions as you'd like.

For step-by-step instructions, check out ZDNET's guide on how to use ChatGPT. <https://www.zdnet.com/article/how-to-use-chatgpt/>

ChatGPT has many functions in addition to answering simple questions. ChatGPT can compose essays, describe art in great detail, create AI art prompts, have philosophical conversations, and even code for you.

### How does ChatGPT work?

ChatGPT runs on a language model architecture created by OpenAI called the Generative Pre-trained Transformer (GPT). Generative AI models of this type are trained on vast amounts of information from the internet, including websites, books, news articles, and more.

# QUESTIONS

