



Rubric for Scoring Applications by Category

Category	Needs 0 – 20 points	Alignment 0 – 15 points	Design & Delivery 0 – 20 points	Evaluation 0 – 20 points	Results 0 – 25 points
Career and Leadership Development	<ul style="list-style-type: none"> • <i>The team implemented a thorough process to understand the business need.</i> • <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i> 	<ul style="list-style-type: none"> • <i>The career and leadership development solution aligns to the organization’s objectives.</i> • <i>Degree to which solution supported stated strategy</i> • <i>The solution strongly supports the stated organization or talent strategy.</i> 	<ul style="list-style-type: none"> • <i>The design team employed the appropriate learning approach for the desired outcome.</i> • <i>The design team applied adult learning theory.</i> • <i>The design team partnered with the appropriate parties to ensure quality of content.</i> • <i>The design team utilized the appropriate learning technologies and delivery methodologies</i> • <i>The design team elicits participant involvement and motivation through the design.</i> 	<ul style="list-style-type: none"> • <i>The team implements a process to regularly evaluate the design of the program.</i> • <i>The team implements a process to evaluate the effectiveness of overall solution</i> • <i>The evaluation strategy measures the original desired outcome of the initiative.</i> 	<ul style="list-style-type: none"> • <i>The results of the program produced a measurable positive outcome.</i> • <i>The team provided metrics/data that supports improvement against the original objective.</i> • <i>The team actively communicates the achievement of the learning outcome.</i>

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Coaching	<ul style="list-style-type: none"> • <i>The team implemented a thorough process to understand the business need.</i> • <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i> 	<ul style="list-style-type: none"> • <i>The coaching initiative aligns to the organization’s objectives.</i> • <i>The solution strongly supports the stated organization or talent strategy.</i> 	<ul style="list-style-type: none"> • <i>The coaching initiative establishes trust and intimacy with the client</i> • <i>The design leverages questioning skills, active listening, direct communication, and opportunities for awareness</i> • <i>The design incorporates learning opportunities as appropriate.</i> • <i>The design Incorporates goal setting and planning</i> • <i>The design and delivery meets ethical guidelines and professional coaching standards</i> 	<ul style="list-style-type: none"> • <i>The team implements a process to regularly measure and report results of the coaching engagements.</i> • <i>The team implements a process to evaluate the effectiveness of overall solution</i> • <i>The evaluation strategy measures the original desired outcome of the initiative.</i> • <i>The team tracks and manages progress and accountability</i> 	<ul style="list-style-type: none"> • <i>The results of the program produced a measurable positive outcome.</i> • <i>The team provided metrics/data that supports improvement against the original objective.</i> • <i>The team actively communicates the achievement of the coaching program.</i>

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Performance Improvement	<ul style="list-style-type: none"> • The development team identified the key stakeholders. • The development team conducts performance analysis and cause analysis • The team identified and gathers relevant data. 	<ul style="list-style-type: none"> • The performance improvement initiative aligns to the organization's objectives. • The solution strongly supports the stated organization or talent strategy. • The solution builds and sustains strong relationships 	<ul style="list-style-type: none"> • The development team effectively implements and manages the project. • The development team effectively monitors and manages change • The solution incorporates customer and stakeholder needs 	<ul style="list-style-type: none"> • There is a process to determine the effectiveness of the solution/tool/initiative • The evaluation measures the original desired outcome of the initiative. 	<ul style="list-style-type: none"> • The development team evaluates results against the organization's goals. • The implemented initiative produced a measurable positive outcome. • The team provides metrics/data that supports improvement against the original objective.

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Change Management	<ul style="list-style-type: none"> • The change team established sponsorship and ownership for change • The change team conducted diagnostic assessments to determine appropriate solution. • The change team uses a strategic planning approach. 	<ul style="list-style-type: none"> • The change initiative aligns to the organization's objectives. • The change team establishes support for the change intervention • The initiative strongly supports the stated organization or talent strategy. 	<ul style="list-style-type: none"> • The change team establishes a contract for the change. • The change team builds involvement of key stakeholders • The change team effectively manages the consequences of the change. • The team integrates the change into the organization's culture. 	<ul style="list-style-type: none"> • There is a process to measure and evaluate the change results • The change team establishes a process to provide feedback. 	<ul style="list-style-type: none"> • The change initiative produced a measurable positive outcome. • The team provided metrics/data that supports improvement against the original objective.

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Culture Awareness and Inclusion	<ul style="list-style-type: none"> • The team implemented a thorough process to understand the business need. • The team gathered and leveraged benchmarking data or metrics to understand the issue/need 	<ul style="list-style-type: none"> • The Culture awareness/ inclusion initiative aligns to the organization's objectives. • The solution strongly supports the stated organization or talent strategy. 	<ul style="list-style-type: none"> • The design/solution team employed the appropriate approach for the desired outcome. • The design/solution team partnered with the appropriate parties to ensure quality of initiative. • The design/solution team utilized the appropriate technologies and delivery methodologies 	<ul style="list-style-type: none"> • There is a process to determine the effectiveness of the solution/tool/ initiative • The evaluation measures the original desired outcome of the initiative. 	<ul style="list-style-type: none"> • The implemented initiative produced a measurable positive outcome. • The team provides metrics/data that supports improvement against the original objective. • The team actively communicates the achievement of the learning outcome.

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Technology Application	<ul style="list-style-type: none"> • The team implemented a thorough process to understand the business need. • The team gathered and leveraged benchmarking data or metrics to understand the issue/need • The team identified when and how to use the technology appropriately. 	<ul style="list-style-type: none"> • The technology application aligns to the organization's talent strategy. 	<ul style="list-style-type: none"> • The initiative is an innovative solution to the identified problem. • The design team used/developed the capabilities of the technology effectively. • The design team selected/developed the appropriate technology to achieve maximum results 	<ul style="list-style-type: none"> • There is a process to determine the effectiveness of the solution/tool/ initiative • The evaluation measures the original desired outcome of the initiative. 	<ul style="list-style-type: none"> • The implemented initiative produced a measurable positive outcome. • The team provides metrics/data that supports improvement against the original objective.

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Learning and Development Design and Delivery	<ul style="list-style-type: none"> • <i>The team implemented a thorough process to understand the business need.</i> • <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i> 	<ul style="list-style-type: none"> • <i>The learning and development solution aligns to the organization’s objectives.</i> • <i>The solution strongly supports the stated organization or talent strategy.</i> 	<ul style="list-style-type: none"> • <i>The design team devised an appropriate learning approach</i> • <i>The design team applied adult learning theory</i> • <i>The design team collaborated with others to achieve quality results</i> • <i>The design team developed sound instructional material</i> • <i>The design team selected and integrated the appropriate learning technologies.</i> • <i>The delivery team managed the learning environment effectively.</i> • <i>The delivery team employed various learning methodologies</i> • <i>The design and delivery encourage learning participation and motivation</i> 	<ul style="list-style-type: none"> • <i>There is a process to determine the effectiveness of the solution/tool/initiative</i> • <i>The evaluation measures the original desired outcome of the initiative.</i> 	<ul style="list-style-type: none"> • <i>The implemented initiative produced a measurable positive outcome.</i> • <i>The team provides metrics/data that supports improvement against the original objective.</i>

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Knowledge Management	<ul style="list-style-type: none"> • <i>The team implemented a thorough process to understand the business need.</i> • <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i> 	<ul style="list-style-type: none"> • <i>The solution aligns to the organization's objectives.</i> • <i>The solution strongly supports the stated organization or talent strategy.</i> 	<ul style="list-style-type: none"> • <i>The solution encourages collaboration</i> • <i>The solution facilitates social learning</i> • <i>The solution establishes a knowledge culture</i> • <i>The solution employees an effective knowledge management infrastructure</i> • <i>The solution Leverages technology appropriately</i> • <i>The solution effectively manages the information life cycle</i> 	<ul style="list-style-type: none"> • <i>There is a process to determine the effectiveness of the solution/tool/initiative</i> • <i>The evaluation measures the original desired outcome of the initiative.</i> 	<ul style="list-style-type: none"> • <i>The implemented initiative produced a measurable positive outcome.</i> • <i>The team provides metrics/data that supports improvement against the original objective.</i>

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Data and Analytics	<ul style="list-style-type: none"> <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need of using data and analytics to make their function more strategic and efficient</i> 	<ul style="list-style-type: none"> <i>The suggested data and analytics approach contribute towards the achievement of organization's objectives</i> <i>Focus on Data and analytics, aids the HR function in achieving their overall talent strategy</i> 	<ul style="list-style-type: none"> <i>The approach encourages collaboration</i> <i>Outcomes of the approach facilitates social learning</i> <i>The approach establishes a knowledge culture</i> <i>The approach leads to an effective knowledge management infrastructure</i> <i>The approach leverages technology appropriately</i> <i>The approach effectively manages and links the information across the employee life cycle</i> 	<ul style="list-style-type: none"> <i>There is a process to determine the effectiveness of the approach of data collection/ analysis and its impact</i> <i>The evaluation measures the original desired outcome of the approach</i> 	<ul style="list-style-type: none"> <i>The implemented approach produced a measurable positive outcome</i> <i>The team provides metrics/data that supports improvement against the original state</i>

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Talent Strategy and Management	<ul style="list-style-type: none"> • <i>The Talent Strategy and Management process addresses targeted business needs/issues</i> • <i>All the components of an effective Talent Strategy and Management plan are considered in the process</i> • <i>The team devised a process that results in an effective Talent Strategy</i> 	<ul style="list-style-type: none"> • <i>The team implemented talent management process that is effective in building the established culture</i> • <i>The talent strategy of an independent business or function aligns with the overall organization strategy</i> • <i>The talent strategy of the organization aligns with the needs of its clients and/or other interested parties</i> 	<ul style="list-style-type: none"> • <i>The talent management process fosters the establishment of targeted strategies</i> • <i>The process incorporates action planning</i> • <i>The defined talent strategy showcases interlinkages between various components of talent strategy</i> • <i>The process identifies strategies for managing external resources</i> • <i>The process ensures compliance with legal, ethical, and regulatory requirements</i> 	<ul style="list-style-type: none"> • <i>There is a process to determine the effectiveness of the talent strategy and its management</i> • <i>There is a process to review and revise the talent strategy</i> 	<ul style="list-style-type: none"> • <i>The talent strategy and management, resulted in positive business outcomes.</i> • <i>The team provided metrics/data that supports improvement in business metrics supporting the defined talent strategy</i>

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Evaluating Learning Impact	<ul style="list-style-type: none"> • <i>The team implemented a thorough process to understand the business need and expectations prior to implementing the program</i> • <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i> 	<ul style="list-style-type: none"> • <i>The team communicated and gained support for the evaluation plan.</i> • <i>The team tied the evaluation plan to the overall organization or talent strategy</i> 	<ul style="list-style-type: none"> • <i>The team selected appropriate strategies, research design and measures to design the evaluation tool.</i> • <i>The team effectively and efficiently implemented/ managed the data collection</i> • <i>The team selected the most appropriate metrics to measure outcome against objective.</i> • <i>The measurement techniques/strategy were innovative</i> 	<ul style="list-style-type: none"> • <i>The team used appropriate techniques to analyze and interpret the data</i> • <i>The team applied appropriate learning analytics in identifying trends and results</i> 	<ul style="list-style-type: none"> • <i>The team developed a comprehensive report to share their findings.</i> • <i>The team included recommendations to aid decision making</i>

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Future Readiness/ Talent initiatives @ Covid'19	<ul style="list-style-type: none"> • The team implemented a thorough process to understand the business need and expectations prior to implementing the program • The team gathered and leveraged benchmarking data or data/ metrics to understand the issue/need (Not particularly necessary for Talent initiatives@ Covid'19) 	<ul style="list-style-type: none"> • The team communicated and gained support for the evaluation plan. • The team tied the evaluation plan to the overall organization or talent strategy (For Talent initiatives @ Covid'19 – The team thought through the alignment of suggested initiative with the changing business directions and hence the changing talent strategy) 	<ul style="list-style-type: none"> • The team selected appropriate strategies, research design and measures to design the evaluation tool. • The team effectively and efficiently implemented/ managed the data collection • The team selected the most appropriate metrics to measure outcome against objective. • The measurement techniques/strategy were innovative • For Talent initiatives @ Covid'19 – the team defined the way they went about designing and delivering/ executing the talent initiatives. The parameters for judging this section would vary on case to case basis. 	<ul style="list-style-type: none"> • The team used appropriate techniques to analyze and interpret the data (For Talent initiatives @ Covid'19 – The team defined techniques/ metrics they would use to assess the impact of the initiative) • The team applied appropriate learning analytics in identifying trends and results 	<ul style="list-style-type: none"> • The team developed a comprehensive report to share their findings. (For Talent initiatives @ Covid'19 – The team developed a template with defined metrics/ parameters for showcasing update) • The team included recommendations to aid decision making (For Talent initiatives @ Covid'19 – The team built a process to incorporate ongoing suggestions to modify design/ delivery of the talent initiative)