



### Rubric for Scoring Applications by Category

| Category                   | Needs<br>0 – 20 points  | Alignment<br>0 – 15 points  | Design & Delivery<br>0 – 20 points  | Evaluation<br>0 – 20 points  | Results<br>0 – 25 points  |
|----------------------------|---|---|---|--|---|
| <b>Talent Assessment</b>   | <ul style="list-style-type: none"> <li>• The team implemented a thorough process to understand the business need.</li> <li>• The team gathered and leveraged benchmarking data or metrics to understand the issue/need</li> </ul> | <ul style="list-style-type: none"> <li>• The talent assessment aligns to the organization’s objectives.</li> <li>• The solution strongly supports the stated organization or talent strategy.</li> </ul>            | <ul style="list-style-type: none"> <li>• The initiative makes effective use of talent management systems</li> <li>• The initiative facilitates career planning and transitions</li> <li>• The initiative is innovation for the organization</li> </ul>  | <ul style="list-style-type: none"> <li>• There is a process to determine the effectiveness of the solution/tool/initiative</li> <li>• The evaluation measures the original desired outcome of the initiative.</li> </ul> | <ul style="list-style-type: none"> <li>• The implemented initiative produced a measurable positive outcome.</li> <li>• The team provides metrics/data that supports improvement against the original objective.</li> <li>• The team actively communicates the achievement of the learning outcome.</li> </ul>   |
| <b>Succession Planning</b> | <ul style="list-style-type: none"> <li>• The team implemented a thorough process to understand the business need.</li> <li>• The team gathered and leveraged benchmarking data or metrics to understand the issue/need</li> </ul> | <ul style="list-style-type: none"> <li>• The succession planning solution aligns to the organization’s objectives.</li> <li>• The solution strongly supports the stated organization or talent strategy.</li> </ul> | <ul style="list-style-type: none"> <li>• Coordination between workforce and succession planning is evident.</li> <li>• The initiative facilitates career planning and transitions</li> <li>• The initiative equips managers to develop their people.</li> <li>• The initiative makes effective use of talent management systems</li> <li>• The initiative makes use of developmental resources.</li> <li>• The initiative is innovation for the organization</li> </ul> | <ul style="list-style-type: none"> <li>• There is a process to determine the effectiveness of the solution/tool/initiative</li> <li>• The evaluation measures the original desired outcome of the initiative.</li> </ul> | <ul style="list-style-type: none"> <li>• The solution promotes high-performance workplaces.</li> <li>• The implemented initiative produced a measurable positive outcome.</li> <li>• The team provides metrics/data that supports improvement against the original objective.</li> <li>• The team actively communicates the achievement of the learning outcome.</li> </ul> |

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

| Category        | Needs<br>0 – 20 points  | Alignment<br>0 – 15 points  | Design & Delivery<br>0 – 20 points   | Evaluation<br>0 – 20 points  | Results<br>0 – 25 points   |
|-----------------|---|---|--|--|--|
| <b>Coaching</b> | <ul style="list-style-type: none"> <li>• <i>The team implemented a thorough process to understand the business need.</i></li> <li>• <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The talent mobility initiative aligns to the organization’s objectives.</i></li> <li>• <i>The solution strongly supports the stated organization or talent strategy.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The coaching initiative establishes trust and intimacy with the client</i></li> <li>• <i>The design leverages questioning skills, active listening, direct communication, and opportunities for awareness</i></li> <li>• <i>The design incorporates learning opportunities as appropriate.</i></li> <li>• <i>The design Incorporates goal setting and planning</i></li> <li>• <i>The design and delivery meets ethical guidelines and professional coaching standards</i></li> <li>• <i>The initiative is innovation for the organization</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The team implements a process to regularly measure and report results of the coaching engagements. .</i></li> <li>• <i>The team implements a process to evaluate the effectiveness of overall solution</i></li> <li>• <i>The evaluation strategy measures the original desired outcome of the initiative.</i></li> <li>• <i>The team tracks and manages progress and accountability</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The results of the program produced a measurable positive outcome.</i></li> <li>• <i>The team provided metrics/data that supports improvement against the original objective.</i></li> <li>• <i>The team actively communicates the achievement of the coaching program.</i></li> </ul> |

| Category                       | Needs<br>0 – 20 points  | Alignment<br>0 – 15 points  | Design & Delivery<br>0 – 20 points   | Evaluation<br>0 – 20 points  | Results<br>0 – 25 points  |
|--------------------------------|---|---|--|--|---|
| <b>Talent Mobility</b>         | <ul style="list-style-type: none"> <li>• <i>The team implemented a thorough process to understand the business need.</i></li> <li>• <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i></li> </ul>                           | <ul style="list-style-type: none"> <li>• <i>The talent mobility initiative aligns to the organization’s objectives.</i></li> <li>• <i>The solution strongly supports the stated organization or talent strategy.</i></li> </ul>   | <ul style="list-style-type: none"> <li>• <i>The initiative facilitates career planning and transitions</i></li> <li>• <i>The initiative equips managers to develop their people.</i></li> <li>• <i>The initiative makes effective use of talent management systems</i></li> <li>• <i>The initiative makes use of developmental resources.</i></li> <li>• <i>The initiative is innovation for the organization</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>There is a process to determine the effectiveness of the solution/tool/initiative</i></li> <li>• <i>The evaluation measures the original desired outcome of the initiative.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The implemented initiative produced a measurable positive outcome.</i></li> <li>• <i>The team provides metrics/data that supports improvement against the original objective.</i></li> <li>• <i>The team actively communicates the achievement of the learning outcome.</i></li> </ul>  |
| <b>Performance Improvement</b> | <ul style="list-style-type: none"> <li>• <i>The development team identified the key stakeholders.</i></li> <li>• <i>The development team conducts performance analysis and cause analysis</i></li> <li>• <i>The team identified and gathers relevant data.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The talent mobility initiative aligns to the organization’s objectives.</i></li> <li>• <i>The solution strongly supports the stated organization or talent strategy.</i></li> <li>• <i>The solution builds and sustains strong relationships</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The development team effectively implements and manages the project.</i></li> <li>• <i>The development team effectively monitors and manages change</i></li> <li>• <i>The solution incorporates customer and stakeholder needs</i></li> <li>• <i>The initiative is innovation for the organization</i></li> </ul>  | <ul style="list-style-type: none"> <li>• <i>There is a process to determine the effectiveness of the solution/tool/initiative</i></li> <li>• <i>The evaluation measures the original desired outcome of the initiative.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The development team evaluates results against the organization’s goals.</i></li> <li>• <i>The implemented initiative produced a measurable positive outcome.</i></li> <li>• <i>The team provides metrics/data that supports improvement against the original objective.</i></li> </ul> |

| Category                         | Needs<br>0 – 20 points  | Alignment<br>0 – 15 points   | Design & Delivery<br>0 – 20 points   | Evaluation<br>0 – 20 points   | Results<br>0 – 25 points   |
|----------------------------------|---|--|--|---|--|
| <b>Change Management</b>         | <ul style="list-style-type: none"> <li>• <i>The change team established sponsorship and ownership for change</i></li> <li>• <i>The change team conducted diagnostic assessments to determine appropriate solution.</i></li> <li>• <i>The change team uses a strategic planning approach.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The change initiative aligns to the organization’s objectives.</i></li> <li>• <i>The change team establishes support for the change intervention</i></li> <li>• <i>The initiative strongly supports the stated organization or talent strategy.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The change team establishes a contract for the change.</i></li> <li>• <i>The change team builds involvement of key stakeholders</i></li> <li>• <i>The change team effectively manages the consequences of the change.</i></li> <li>• <i>The team integrates the change into the organization’s culture.</i></li> <li>• <i>The initiative is innovation for the organization</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>There is a process measure and evaluate the change results</i></li> <li>• <i>The change team establishes a process to provide feedback.</i></li> </ul>                                      | <ul style="list-style-type: none"> <li>• <i>The change initiative produced a measurable positive outcome.</i></li> <li>• <i>The team provided metrics/data that supports improvement against the original objective.</i></li> </ul>  |
| <b>Diversity &amp; Inclusion</b> | <ul style="list-style-type: none"> <li>• <i>The team implemented a thorough process to understand the business need.</i></li> <li>• <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i></li> </ul>   | <ul style="list-style-type: none"> <li>• <i>The diversity/inclusion initiative aligns to the organization’s objectives.</i></li> <li>• <i>The solution strongly supports the stated organization or talent strategy.</i></li> </ul>  | <ul style="list-style-type: none"> <li>• <i>The initiative facilitates diversity and inclusion</i></li> <li>• <i>The design team effectively implements and manages the project.</i></li> <li>• <i>The development team effectively monitors and manages change</i></li> </ul>   | <ul style="list-style-type: none"> <li>• <i>There is a process to determine the effectiveness of the solution/tool/ initiative</i></li> <li>• <i>The evaluation measures the original desired outcome of the initiative.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The implemented initiative produced a measurable positive outcome.</i></li> <li>• <i>The team provides metrics/data that supports improvement against the original objective.</i></li> <li>• <i>The team actively communicates the achievement of the learning outcome.</i></li> </ul> |

|  |  |  |   |  |  |
|--|--|--|---|--|--|
|  |  |  | <ul style="list-style-type: none"> <li>• <i>The solution incorporates customer and stakeholder needs</i></li> <li>• <i>The initiative is innovation for the organization</i></li> </ul> |  |  |
|--|--|--|---|--|--|

| Category                   | Needs<br>0 – 20 points   | Alignment<br>0 – 15 points   | Design & Delivery<br>0 – 20 points   | Evaluation<br>0 – 20 points  | Results<br>0 – 25 points   |
|----------------------------|--|--|--|--|--|
| <b>Learning Technology</b> | <ul style="list-style-type: none"> <li>• <i>The team implemented a thorough process to understand the business need.</i></li> <li>• <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i><br/><i>The team identified when and how to use the technology appropriately.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The learning technology aligns to the organization’s talent strategy.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The initiative is an innovative solution to the identified problem.</i></li> <li>• <i>The design team used/developed the capabilities of the technology effectively.</i></li> <li>• <i>The design team selected/developed the appropriate technology to achieve maximum results</i></li> <li>• <i>The initiative is innovation for the organization</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>There is a process to determine the effectiveness of the solution/tool/initiative</i></li> <li>• <i>The evaluation measures the original desired outcome of the initiative.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The implemented initiative produced a measurable positive outcome.</i></li> <li>• <i>The team provides metrics/data that supports improvement against the original objective.</i></li> </ul> |

| Category                   | Needs<br>0 – 20 points  | Alignment<br>0 – 15 points   | Design & Delivery<br>0 – 20 points   | Evaluation<br>0 – 20 points  | Results<br>0 – 25 points   |
|----------------------------|---|--|--|--|--|
| <b>Design and Delivery</b> | <ul style="list-style-type: none"> <li>• <i>The team implemented a thorough process to understand the business need.</i></li> <li>• <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The learning solution aligns to the organization's objectives.</i></li> <li>• <i>The solution strongly supports the stated organization or talent strategy.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The design team devised an innovative, appropriate learning approach</i></li> <li>• <i>The design team applied adult learning theory</i></li> <li>• <i>The design team collaborated with others to achieve quality results</i></li> <li>• <i>The design team developed sound instructional material</i></li> <li>• <i>The design team selected and integrated the appropriate learning technologies.</i></li> <li>• <i>The delivery team managed the learning environment effectively.</i></li> <li>• <i>The delivery team employed various learning methodologies</i></li> <li>• <i>The design and delivery encourages learning participation and motivation</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>There is a process to determine the effectiveness of the solution/tool/initiative</i></li> <li>• <i>The evaluation measures the original desired outcome of the initiative.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The implemented initiative produced a measurable positive outcome.</i></li> <li>• <i>The team provides metrics/data that supports improvement against the original objective.</i></li> </ul> |

| Category                    | Needs<br>0 – 20 points  | Alignment<br>0 – 15 points  | Design & Delivery<br>0 – 20 points  | Evaluation<br>0 – 20 points   | Results<br>0 – 25 points   |
|-----------------------------|---|---|---|---|--|
| <b>Knowledge Management</b> | <ul style="list-style-type: none"> <li>• <i>The team implemented a thorough process to understand the business need.</i></li> <li>• <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The solution aligns to the organization’s objectives.</i></li> <li>• <i>The solution strongly supports the stated organization or talent strategy.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The solution encourages collaboration</i></li> <li>• <i>The solution facilitates social learning</i></li> <li>• <i>The solution establishes a knowledge culture</i></li> <li>• <i>The solution empowers an effective knowledge management infrastructure</i></li> <li>• <i>The solution Leverages technology appropriately</i></li> <li>• <i>The solution effectively manages the information life cycle</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>There is a process to determine the effectiveness of the solution/tool/ initiative</i></li> <li>• <i>The evaluation measures the original desired outcome of the initiative.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The implemented initiative produced a measurable positive outcome.</i></li> <li>• <i>The team provides metrics/data that supports improvement against the original objective.</i></li> </ul> |



| Category                  | Needs<br>0 – 20 points  | Alignment<br>0 – 15 points   | Design & Delivery<br>0 – 20 points   | Evaluation<br>0 – 20 points   | Results<br>0 – 25 points   |
|---------------------------|---|--|--|---|--|
| <b>Strategic Planning</b> | <ul style="list-style-type: none"> <li>• <i>The Strategic Planning process addresses targeted business needs/issues.</i></li> <li>• <i>All the components of an effective strategic plan are considered in the process.</i></li> <li>• <i>The team devised a process that results in an effective strategic plan</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The team implemented planning process that is effective in the established culture.</i></li> <li>• <i>The strategic plan of an independent business or function aligns with the overall organization strategy.</i></li> <li>• <i>The strategic plan of the organization aligns with the needs of its clients and/or other interested parties.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The planning process fosters the establishment of targeted strategies</i></li> <li>• <i>The process incorporates action planning</i></li> <li>• <i>The process results in an agreed on budget</i></li> <li>• <i>The process identifies strategies for managing staff</i></li> <li>• <i>The process identifies strategies for managing and implementing projects</i></li> <li>• <i>The process identifies strategies for managing external resources</i></li> <li>• <i>The process ensures compliance with legal, ethical, and regulatory requirements</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>There is a process to determine the effectiveness of the strategic plan</i></li> <li>• <i>There is a process to review and revise the strategic plan</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The strategic plan resulted in positive business outcomes.</i></li> <li>• <i>The team provided metrics/data that supports improvement in business metrics supporting the identified strategy.</i></li> </ul> |

| Category                          | Needs<br>0 – 20 points  | Alignment<br>0 – 15 points  | Design & Delivery<br>0 – 20 points  | Evaluation<br>0 – 20 points  | Results<br>0 – 25 points   |
|-----------------------------------|---|---|---|--|--|
| <b>Evaluating Learning Impact</b> | <ul style="list-style-type: none"> <li>• <i>The team implemented a thorough process to understand the business need and expectations prior to implementing the program</i></li> <li>• <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The team communicated and gained support for the evaluation plan.</i></li> <li>• <i>The team tied the evaluation plan to the overall organization or talent strategy</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The team selected appropriate strategies, research design and measures to design the evaluation tool.</i></li> <li>• <i>The team effectively and efficiently implemented/ managed the data collection</i></li> <li>• <i>The team selected the most appropriate metrics to measure outcome against objectives.</i></li> <li>• <i>The measurement techniques/strategy were innovative.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The team used appropriate techniques to analyze and interpret the data</i></li> <li>• <i>The team applied appropriate learning analytics in identifying trends and results.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The team developed a comprehensive report to share their findings.</i></li> <li>• <i>The team included recommendations to aid decision making</i></li> </ul> |

### Rubric for Scoring Best In Show

The top-scoring applications from each award category will be evaluated for the **Best in Show** Award. In addition to the rubrics shown here, considerations will be given to the overall impact the initiative had. As you complete your application, be sure to tell your story and include how it was effective and innovative for your organization, clients and/or audience.

| Category            | Needs<br>0 – 20 points   | Alignment<br>0 – 15 points  | Design & Delivery<br>0 – 20 points   | Evaluation<br>0 – 20 points   | Results<br>0 – 25 points   |
|---------------------|--|---|--|---|--|
| <b>Best of Show</b> | <ul style="list-style-type: none"> <li>• <i>The team implemented a thorough process to understand and/or address the business need.</i></li> <li>• <i>The team gathered and leveraged benchmarking data or metrics to understand the issue/need</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The solution aligns to the organization’s objectives.</i></li> <li>• <i>The solution strongly supports the stated organization or talent strategy.</i></li> <li>• <i>The team establishes support for the solution</i></li> <li>• <i>The solution is effective in the organization's culture</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The solution effectively addresses the stated need in alignment with organizational strategies</i></li> <li>• <i>The team effectively collaborates with key stakeholders to ensure successful implementation</i></li> <li>• <i>The team utilized appropriate technologies and delivery methodologies to achieve maximum results</i> <ul style="list-style-type: none"> <li>• <i>The initiative is an innovative solution to the identified problem.</i></li> <li>• <i>The initiative supports the organization’s culture</i></li> <li>• <i>The team effectively implements and manages the project.</i></li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• <i>There is a process to determine the effectiveness of the solution/tool/ initiative</i></li> <li>• <i>The team measures the effectiveness of overall solution in meeting the stated need.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The results of the initiative produced a measurable positive outcome.</i></li> <li>• <i>The team provided metrics/data that supports improvement against the original objective.</i></li> <li>• <i>The team actively communicates the achievement of the initiative's outcome</i></li> </ul> |