



2019 BEST Awards Application Overview

Application Instructions

1. The online awards portal will open on **Jan. 1, 2019**. It can be accessed here:
<https://atdbest.secure-platform.com:443/a>
 - a. Entrants do not need to be ATD members to apply.
2. **Applications are due on March 15, 2019.**
3. The entry fee is US\$175. *It is payable as the last step* in submitting your application online. Payment is by credit card only.
4. The BEST application is a blind application. This means your entry form should contain NO mention of the company name or any identifying programs, people, or achievements. Applications that fail to meet these criteria may be disqualified.
5. Organization name and other information will be collected separately.
6. Most answers have word limits. These are hard-coded into the form and cannot be exceeded.
7. Ensure no company-identifying information appears in any supporting documents or graphics you may upload. This includes the file name of the supporting document.
8. Words included in uploaded documents do not count toward the total word count for the answer.
9. **Do not include** an appendix, addendum, or any supplemental documents with your application beyond the optional uploads noted in the application. Uploads should be limited to 3 pages.
10. **Video links or links to outside websites are not allowed.**

Disqualified applications are not eligible for a refund of the application fee.

2019 BEST AWARDS Entry Form



(You will be asked for your company name when you submit this information to the online portal. Please enter it. It will not be visible to reviewers.)

Section A: Scope and Role of the Talent Development Function

1. What is the title of the senior level officer who has responsibility for enterprise-wide learning, knowledge management, or other talent development functions?
2. Describe the organization's talent strategy. (500 words)
3. Identify the ways in which senior executives in your organization support the importance of talent development. (Select all that apply.)
 - Public advocacy for the importance of learning and talent development
 - Participation in learning events/town halls as an instructor or speaker
 - Regularly communicate with talent development about business goals and how talent development can support them

Section B: Strategic Use and Impact of the Talent Development Function

4. Explain how the talent development function supports the strategic goals of the enterprise. Include how talent development engages stakeholders to develop relevant programs and initiatives. (500 words)
5. Explain how senior leaders outside the talent development function support learning in the organization. (250 words)
6. Describe how three key populations in the organization (executive, new hires, customer service, end users, etc.) are supported by your company's learning initiatives. (500 words)
7. Identify THREE critical business issues facing the organization and describe how talent development efforts help to solve or address these issues. (500 words)
8. Describe your most innovative talent development initiative implemented within the last 12 months and the results it achieved. (500 words)

SECTION C: Evidence That Developing Talent Is Valued in the Culture

- 9a. Indicate the methods through which learning is delivered to the enterprise. (Select all that apply.)
 - Traditional live instructor-led real classroom
 - Virtual live instructor-led classroom (synchronous)
 - Self-paced online
 - All other (including mobile learning, self-paced print, DVDs, etc.)



9b. Based on what you selected in 8a, indicate the percent mix of each delivery modality. (For example, how much of your talent development mix includes traditional live instructor-led real classroom delivery?)

10a. Organizations provide development opportunities through different channels and practices. Identify whether employees have access to the following development opportunities and whether they use these opportunities. (Indicate None, Some, or All)

Type	Have Access	Use These Opportunities
Formal (event-based) learning activities (e.g., classes, workshops, online courses)	(e.g. All)	(e.g. Some)
Formal mentoring and coaching programs	(e.g. None)	
Social networking tools that support learning		
Virtual learning spaces (e.g. online corporate universities, etc.		
Mobile learning applications		
Job aids		
Electronic performance support (e.g. on-demand videos, etc.)		
Job rotation		
Job shadowing		
Stretch assignments		
Apprenticeships or other work and learn programs		
Employer-supported conference attendance		
Tuition reimbursement		

Employer-paid self-development tools like libraries/books and software		
Financial support for membership in professional associations		
Other		

10b. If noted in 10a, explain why certain programs or initiatives are only available for select employees, and why employees who have access to programs don't take advantage those learning opportunities. (500 words)

11. Are learning offerings connected or curated in progressive series, paths, or curriculums, and if so, how are learners rewarded for completing these (e.g. internal certifications, recognition, or promotion consideration)? If learning pathways are not in place, is there a plan to adopt this practice? Please explain. (500 words)

12. How does the organization use social media tools for learning? (500 words)

13. What elements of the talent development function do you outsource? Provide rationale for that decision. If you don't outsource, please provide rationale for that decision. (500 words)

SECTION D: Evidence of a Link between Talent Development and Performance

14. What performance management practices do you use? (Select all that apply.)

- Participation in performance goal setting
- Annual performance reviews
- Individual development plans
- Peer review of performance or 360-degree feedback systems
- Documentation of individual competencies
- Tracking of employee learning history
- Other

15. What new or innovative performance management initiatives have you implemented in the last twelve (12) months? (500 words)

16. Which of the following metrics does the enterprise use to measure its performance? (Select all that apply.)

- Ability to retain essential employees
- Employee satisfaction
- Quality of products/services
- Customer satisfaction
- Cycle time reduction or improvement
- Sales/revenues



- Market share
- Productivity improvement
- Overall profitability or Progress toward mission
- Other

17a. From the list above, select TWO (2) items and explain HOW talent development practices contributed to results achieved in the last twelve (12) months. For EACH of the items selected, indicate beginning and ending metrics in the 12-month span. (500 words)

17b. *OPTIONAL* You may upload a single chart or one-page graphic that visualizes your answer to the above question.

Section E: Evidence of Effective Measurement and Evaluation

18. Which of the following metrics are used to rate the efficiency of your talent development function? (Select all that apply.)

- Content development costs
- Content development cycle time
- Time to deploy a new learning initiative
- Number of employees trained per TD staff member
- Travel and accommodation costs
- Number of employees trained
- Learning hours delivered and/or used per TD staff member
- Whether courses are full or there are “empty seats”
- Lost work time for employees due to attending training
- Time to employee readiness or competence
- Cost savings realized through outsourcing learning initiatives
- Cost savings realized through use of technology
- Other

19a. From the list above, select TWO (2) metrics you use and describe the efficiencies gained in the past twelve (12) months. For each of the items selected, indicate your starting and ending metrics for the past twelve 12 months. (500 words)

19b. *OPTIONAL* You may upload a single chart or one-page graphic that visualizes your answer to the above question.

20. What percent of the programs in your total portfolio of talent development programs are evaluated?

21a. For what percentage of your learning programs do you take pre-event measurements to establish a baseline?

21b. for what percentage of your learning programs do you take post-event measurements three or more months later?

22. What data sources do you use to collect evaluation data? (Select all that apply.)

- Online or networked surveys



- Paper surveys
- Our LMS collects data
- In-person interviews with employees
- In-person interviews with managers
- Performance review data
- Business data from the organization or individual units (e.g. financials, annual reports, and sales reports)
- Emailed survey (not online)
- Other
- None

23. Which of the following performance and business objectives have benefited from your organization's talent development evaluation efforts? (Select all that apply.)

- Identify strengths and weaknesses in the post-training process
- Strengthen connection between talent development and enterprise performance
- Determine success in connecting talent development and organizational performance
- Determine success in accomplishing employee performance objectives
- Determine the relative contribution of each of the training and post-training factors to business impact
- Establish a database that can assist management in making business decisions
- Compare the costs and benefits of a learning program
- Other

SECTION F: Talent Development Support

24. Provide an endorsement for talent development from CEO/COO (do not use the person's name, just title).

25a. Number of full-time equivalent (FTE) talent development staff.

Includes CLO/CTDO, Learning/Training Managers, Administrative Staff, Designers, Developers, Evaluators, Performance Improvement Specialists. If this application is for a division or business unit, include only the number of staff working on behalf of that division/unit.

25b. Number of employees served by FTE talent development staff.

26. Average number of formal learning hours used per year per employee.

Formal learning hours are stand-alone learning hours that are NOT embedded in work or work processes (they do NOT include on-the-job learning hours). Formal learning hours may be used in-person or with the aid of technology.