****

**Instructions:**

**This document contains the questions that you will be asked on the 2022 Excellence in Practice entry form. You will complete an online form to submit your entry. Word limits will be enforced as they are coded into the online form. ATD is providing this resource so you can prepare your answers before entering them online.**

You will be asked for the following general information about your organization and the practice. These questions are not scored.

* Name of Practice
  + Previous recognition from ASTD/ATD? Note: If this practice has been previously recognized with an ATD Excellence in Practice Award, it is not eligible.
* Practice Category
* Scope of Organization (global, multinational, national, state/local)
* Size of workforce
* Partners – suppliers who helped create or manage the nominated practice
* How long has the practice been in place? Please list the year.
* How widely is practice implemented? (one division, plant, enterprise-wide, department, etc.)
* Describe the employees served by this practice.
* Briefly describe what your organization does (do not mention organization name)
* Briefly describe the practice. Include what purpose it serves and what intended and overall impact it has achieved. Also include why it fits the category in which you are submitting. (250 words)
  + Note: This question will be the final question you answer at the end of your application, but it is not scored.

**Needs Identification – 20% of score**

1. What business need was identified that led to the talent development function or team’s involvement in seeking a solution(s)? (250 words)

* Briefly describe the circumstances under which this practice was developed (such as new leadership, major upturn or downturn in revenue, stronger competition, skill gaps, etc.)
* Describe how the practice aligns to overall organizational goals and strategies.

2. What needs assessment approach or process did you use to determine that this practice was the appropriate response to the business need identified? (Such as business unit interviews, online surveys, manager recommendations, etc.) (300 words)

3. What did you uncover during the needs assessment process? (250 words)

* Include all other needs related to this issue that were uncovered during your analysis.

4. What steps were taken after identifying the need to preparing the design of the solution? (500 words)

5. Briefly describe the budget process for this practice. (250 words)

6. If you used suppliers, describe your reasoning for using a supplier and what was considered when selecting a supplier. (250 words)

**Design Approach – 20% of score**

7. Describe the practice design, its framework, main components, and how this design aligns to and satisfies the business need identified. (300 words)

7a. Optional: You may upload a diagram or visual representation of your practice design or framework.

8. What alternative solutions were considered but not chosen? Include reasons why solutions were not selected. (300 words)

* This question seeks to understand why the particular design was deemed to be the appropriate solution.

9. How did you collaborate with stakeholders (please identify the stakeholders) to design, develop, and distribute or communicate about this practice? (300 words)

**Evaluation Strategy – 20% of score**

10. Describe your evaluation process. (500 words)

* Which model or framework do you use for evaluation of this learning practice? **Why** was this method selected?
* Describe how management and other stakeholders will be/are involved both before and after the learning event.

11. What is measured to determine the practice's outcome(s)? **Why** were these data elements selected? (500 words)

* Be sure to distinguish between learning analysis, training analysis, delivery analysis, and performance analysis. The focus should be on the impact to the organization and aligning to the business need identified.

12. How is data collected, and progress or success measured? How often?

Enter your responses in the table below.

|  |  |  |
| --- | --- | --- |
| **Data Collected** | **How Data is Collected** | **Frequency Data is Measured/Evaluated** |
| e.g. satisfaction survey | Using online survey platform | 30, 60, 90 days post course |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**RESULTS – 35% of score**

13. Is the practice achieving the organizational objectives it was designed to meet? Use evidence/metrics to substantiate your answer. (500 words)

* What outcomes, short and long term, resulted from the practice?
* What evaluation data support these results?

14. What specific participant behaviors resulted from the implementation of this practice? (500 words)

* How do these behaviors contribute to the expected outcomes of the practice and the organization's goals?
* What evaluation data support these results?

15. How is the business impact and/or behavior change of the practice being sustained? (300 words)

16. Please list the overall gains and losses (i.e. financial, non-financial, other) to the organization. Please identify the stakeholder(s) most affected by these gains and losses. Stakeholders include those in and outside of the organization (customers, for example).

Enter your responses in the table below.

|  |  |  |
| --- | --- | --- |
| **Stakeholder** | **Gains (financial/non-financial)** | **Losses (financial/non-financial)** |
| e.g. department managers | New hires time to competence improved | Initial cost of training materials, time away from job during training |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

(\*Note: Losses are not considered negative information. The intent is to see whether applicants take a holistic view of the impact of the practice. Some may term this return on investment or return on engagement.)

17. Are there any additional or indirect outcomes the practice has produced that are not mentioned above? (250 words)

**Knowledge Sharing & Lessons Learned – 5% of score**

18. Please share the lessons learned from the implementation of the practice. (250 words)

* Include how lessons have resulted in practice improvements.

19. How have the practice results or lessons learned been communicated inside and outside the organization, and will they be applied to the larger organization or beyond? (200 words)

**Summary – Not Scored**

20. Briefly describe the practice. Include what purpose it serves and what intended and overall impact it has achieved. Also include why it fits the category in which you are submitting. (250 words)