



2009 ASTD BEST Awards Application

The ASTD BEST Awards application must be completed online. Use this document to prepare your answers and then enter them in the online application.

Unless noted otherwise, “organization” means the entire enterprise.

Contact Information

Who is the contact person completing this application? (* indicates required information)

Last Name
First Name
Title
Organization
Address 1
Address 2
City
State/Province
Postal Code
Country
Telephone
Email

Who is the senior individual responsible for the learning function?

Last Name
First Name
Title
Address 1
Address 2
City
State/Province
Postal Code
Country
Telephone
Email

Enterprise Information

What is the full legal business name of the company / enterprise detailed in this application?

This enterprise type

- Publicly-traded Company
- Non-publicly-traded Company
- Non-profit (not including government)
- Government

Industry: _____

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Agriculture, Forestry, Fishing, & Hunting ▪ Mining ▪ Utilities ▪ Construction ▪ Manufacturing <ul style="list-style-type: none"> - Pharmaceutical and Medicine - Computer and Electronic Products ▪ Wholesale Trade ▪ Retail Trade ▪ Transportation and Warehousing ▪ Information <ul style="list-style-type: none"> - Internet Publishing and Broadcasting - Telecommunications - Internet Service Providers, Web Search Portals, Data Processing | <ul style="list-style-type: none"> ▪ Finance and Insurance ▪ Real Estate and Rental and Leasing ▪ Professional, Scientific, and Technical Services <ul style="list-style-type: none"> - Architectural, Engineering and Related Services - Computer Systems Design and Related Services ▪ Management of Companies and Enterprises ▪ Administrative, Support, Waste Management and Remediation Services ▪ Educational Services ▪ Health Care and Social Assistance ▪ Arts, Entertainment, and Recreation ▪ Accommodation and Food Services ▪ Other Services (except Public Administration) ▪ Public Administration |
|---|--|

Refer to <http://www.census.gov/epcd/naics02/naicod02.htm> for information on North American Industry Classification System (NAICS)

Reporting Year*

- Calendar year 2008
 Fiscal year Begins Month: ____ Year: ____ Ends Month: ____ Year: ____

Part 1: Learning Metrics

All data must be for the entire company/enterprise. Estimates are acceptable. If you cannot get data for the entire enterprise, then calculate an estimate based on the percentage of the enterprise that your subunit represents. For example, if you are reporting for a subunit that contains 20% of the enterprise's employees, then multiply your numbers by 5 to get an estimate for the entire enterprise.

Organizational Data

Please enter all financial information in USD.

1. Average number of full-time equivalent (FTE) employees	
2. Total payroll (gross wages without benefits or employer-paid taxes)	
3. Enterprise's total revenue	
4. Enterprise's net profit /income (before taxes)	

Total revenue

Total revenue generated by the business (on company income/profit and loss statement).

Net profit

Net profit or net income is what is left after all expenses are subtracted from revenue.

Workplace Learning and Performance Financial Data

All data must be for the entire enterprise. Estimates are acceptable.

Please enter all financial information in USD.

5. Enterprise's <u>total direct expenditure</u> on learning and performance	
6. Percentage of total direct expenditure spent on the following <u>types of solutions</u> :	
(a) Formal Learning	
(b) Work-Based Learning	
(c) Non-Learning Solutions	
TOTAL	100%
7. Percentage of total direct expenditure for <u>outsourced activities</u>	
8. Percentage of total direct expenditure for <u>tuition reimbursement</u> /educational assistance	

Total direct expenditure

Includes

- Learning and performance staff salaries (gross wages without benefits or employer-paid taxes)
- Travel costs for learning and performance staff
- Administrative costs
- Non-salary development costs
- Non-salary delivery costs (classroom facilities, online infrastructure, etc.)
- Outsourced activities
- Tuition reimbursements

Does not include

- Learners' travel expenses
- Costs of participants' conference attendance, fees, and travel
- Cost of lost work time while engaged in learning activities

Types of solutions

Formal Learning

- Any live, virtual, and remote classroom courses
- Any self-paced courses, learning objects, and materials (online or offline)
- All video, audio, and print content
- All e-learning content

Work-Based Learning

- On the job training, coaching, and knowledge sharing
- Learning and performance support materials embedded in work processes or tools
- Job aids and reference materials
- Self-directed discretionary learning such as internet searches, bulletin boards, wikis, user groups, journals, or trade publications

Non-Learning Solutions

- Non-learning performance improvement activities such as organizational development, process analysis, and talent management

Outsourced activities

Includes

- Consultants and services
- Content development and licenses
- Workshops and training programs delivered by external providers

Does not include

- Tuition reimbursement for educational programs at educational institutions

Tuition reimbursement

Includes

- Community college courses and programs
- Universities courses and programs
- Continuing professional education or certification

Does not include

- Training courses provided by vendors and consultants

Workplace Learning and Performance Non-Financial Data

All data must be for the entire enterprise. Estimates are acceptable.

9. Number of full-time equivalent (FTE) <u>learning and performance staff</u>	
10. Total number of <u>hours of formal learning activities provided/available</u>	
11. Total number of <u>hours of formal learning activities received/used</u> by employees <i>Typically, your answer to #11 will be greater than your answer to #10.</i>	

Learning and performance staff

Includes CLO, Learning/Training Managers, Administrative Staff, Designers, Developers, Evaluators, Performance Improvement Specialists.

Formal learning hours provided

Formal learning means learning that occurs, or can occur, as a separate stand-alone activity, not embedded in work activities.

Includes

- One time count of length of live, virtual, and remote classroom courses provided
- One time count of length of all self-paced courses, learning objects, and materials provided (online and offline)
- One time count of length of all video, audio, and print content provided
- One time count of length of all e-learning content provided

Does not include

- Hours of on-the-job training and coaching
- Learning and performance support materials embedded in work processes or tools

One time count does not take into consideration how many times a course/content was offered; an 8-hour workshop counts as 8 hours whether it was presented once, daily, weekly, or monthly.

Formal learning hours received

Multiply the number of hours provided/available by the number of employees who took them. For example, if 100 employees took an 8 hour workshop on project management, the total hours received/used is 800, but the total hours provided/available is 8. In most cases, the number of formal hours received or used by the workforce will be significantly larger than the number of hours provided.

Content Distribution

12. Percentage of learning content (provided/available) devoted to the following areas:

(a) Executive development	
(b) Managerial and supervisory	
(c) Sales (not including Product Knowledge)	
(d) Customer service	
(e) Mandatory and compliance (e.g., safety, security)	
(f) Processes, procedures, and business practices	
(g) Information technology and systems (e.g., enterprise and desktop software)	
(h) Interpersonal skills (e.g., communication, team work)	
(i) New employee orientation	
(j) Basic skills	
(k) Professional-specific or industry-specific (e.g., engineering, accounting, legal, medical)	
(l) Product knowledge	
(m) Other (please specify):	

TOTAL 100%

Delivery Methods

All data must be for the entire enterprise. Estimates are acceptable.

13. Percentage of formal learning hours provided/available which are delivered in the following ways:

(a) Live instructor-led real classroom	
(b) Live instructor-led virtual (online) classroom	
(c) Live instructor-led remote, but not online (e.g., satellite, video conference, teleconference)	
(d) Self-paced online (networked)	
(e) Self-paced stand-alone (non-networked) computer-based (i.e., CD-ROM)	
(f) Mobile technology (e.g., PDA, MP3, cell phone)	
(g) Technology other than computer and mobile (e.g., videotape, audio CD)	
(h) Self-paced non-technology delivered (i.e., print)	
(i) Other (please specify):	
TOTAL	100%

14. Percentage of formal learning hours received/used which are delivered in the following ways:

(a) Live instructor-led real classroom	
(b) Live instructor-led virtual (online) classroom	
(c) Live instructor-led remote, but not online (e.g., satellite, video conference, teleconference)	
(d) Self-paced online (networked)	
(e) Self-paced stand-alone (non-networked) computer-based (i.e., CD-ROM)	
(f) Mobile technology (e.g., PDA, MP3, cell phone)	
(g) Technology other than computer and mobile (e.g., videotape, audio CD)	
(h) Self-paced non-technology delivered (i.e., print)	
(i) Other (please specify):	
TOTAL	100% 100%

Hours of formal learning activities provided

Formal learning means learning that occurs, or can occur, as a separate stand-alone activity, not embedded in work activities.

Includes

- One time count of length of live, virtual, and remote classroom courses provided
- One time count of length of all self-paced courses, learning objects, and materials provided (online or offline)
- One time count of length of all video and audio content
- One time count of length of all e-learning content provided

Does not include

- Hours of on-the-job training and coaching
- Learning and performance support materials embedded in work processes or tools

Hours of formal learning activities received

Multiply the number of hours provided/available by the number of employees who took them. For example, if 100 employees took an 8 hour workshop on project management, the total hours received/used is 800, but the total hours provided/available is 8. In most cases, the number of formal hours received or used by the workforce will be significantly larger than the number of hours provided.

Percentage delivered in the following ways

Estimate the percentage use of each delivery method across all of the hours of formal learning in the enterprise. Different programs or courses may consist of different combinations of delivery methods. For programs or courses offered in a blended format (i.e. using more than one delivery medium), please separate the hours into the delivery methods below.

Part 2: In-Depth Information

Unless noted otherwise, “organization” means the entire enterprise.

Your answers should be anonymous in Sections A-C. Do not to provide any details that would reveal your organization's identity (name, brands, employees, customers, etc.).

Section A: Scope and Role of the Learning Function

1. Does the enterprise have a senior-level officer (member of the executive team) with responsibility for enterprise-wide learning, knowledge management, or other human capital management functions?
 - Yes
 - No

2. To whom does the learning function report?
 - Chief Executive Officer (CEO)
 - Chief Operating Officer (COO)
 - Chief Information Officer (CIO)
 - Chief Human Capital Officer (CHCO)
 - Vice President-Human Resources
 - Vice President-Talent Management
 - Line Manager
 - Other (please specify) _____

3. Identify the three to four most critical business issues the enterprise is facing, and describe what role the learning function plays in helping to solve or add value to the solutions to these issues. (Please limit your answer to 500 words or less.)

4. What role does the learning function have in setting and/or executing the strategy of the enterprise? (Please limit your answer to 500 words or less.)

Section B: Evidence that Learning Has Value in the Culture

5. What percentage of your enterprise’s employees (a) have access to, and (b) take advantage of the following learning opportunities? Your response to “(b) take advantage” should be a percent of the percent of those who have access, not a percent of all employees.

	Access	Take Advantage
Formal (event-based) learning activities <i>(e.g., classes, workshops, online courses)</i>	_____ %	_____ %
Mentoring and coaching	_____ %	_____ %
Knowledge sharing <i>(e.g., experts on call, communities of practice)</i>	_____ %	_____ %
Knowledge bases <i>(e.g., searchable reference materials)</i>	_____ %	_____ %
Job aids	_____ %	_____ %
Electronic performance support	_____ %	_____ %
On-the-job learning	_____ %	_____ %
Job rotation	_____ %	_____ %
Tuition reimbursement	_____ %	_____ %
Employer-supported conference attendance	_____ %	_____ %
Financial support for memberships in professional associations	_____ %	_____ %
Other (please specify)	_____ %	_____ %

6. What percentage of the enterprise’s vice presidents and above support learning in the following ways:

Public statements in support of learning	_____ %
Participation in learning events as an instructor or speaker	_____ %
Inclusion of learning objectives as part of their performance goals	_____ %
Inclusion of responsibility for developing employees in their performance goals	_____ %

7. Give an example of how the enterprise leveraged a successful learning initiative and broadened the impact of learning across the enterprise to support business objectives within the past 12 months. Describe the initiative (including need and link to business goals, the audience, design, and implementation) and its scope of impact. Provide evidence and metrics to support statements of impact. (Please limit your answer to 500 words or less.)

8. Describe the enterprise’s most innovative learning initiative (including need and link to business goals, the audience, design, and implementation) implemented within the past 12 months. If fully implemented, provide evidence and metrics of impact. If early in implementation, provide initial results and anticipated impact. (Please limit your answer to 500 words or less.)

Section C: Evidence of a Link between Learning and the Performance of the Enterprise

Alignment

9. Describe the process and reporting tools the enterprise uses to link learning to individual performance and to organizational performance. (Please limit your answer to 500 words or less.)
10. Describe how decisions about learning and performance initiatives are made in the enterprise: determination of need, selection of approach, design, development, and implementation.
11. To what percentage of the enterprise's employees do the following performance management practices apply?
- | | |
|---|---------|
| Participation in performance goal setting | _____ % |
| Annual performance reviews | _____ % |
| Individual development plans | _____ % |
| Peer review of performance or 360° feedback systems | _____ % |
| Documentation of individual competencies | _____ % |
| Tracking of employees' learning history | _____ % |

Effectiveness

12. Which of the following metrics does the enterprise use to measure performance?
- Ability to retain essential employees
 - Employee satisfaction
 - Quality of products/services
 - Customer satisfaction
 - Cycle time reduction or improvement
 - Sales/revenues
 - Productivity improvement
 - Overall profitability
 - Other - please specify
13. From the list above, select two (2) items and explain how learning contributed to the results achieved in the past 12 months. For each of the two items selected, indicate the level at which you started and where you are now on each of the metrics. (Please limit your answer to 500 words or less.)

Efficiency

14. Which of the following metrics do you use to rate the efficiency of the enterprise's learning function?
- Content development costs
 - Content development cycle time
 - Time to deploy a new learning initiative
 - Numbers of employees trained per training staff member
 - Travel and accommodation costs
 - Number of employees trained
 - Time to employee readiness or competence
 - Cost savings realized through outsourcing learning initiatives
 - Other – please specify

15. From the list above, select two (2) items and describe how you achieved efficiency in the past 12 months. For each of the two items selected, indicate the level at which you started and where you are now on each of the metrics. (Please limit your answer to 500 words or less.)
16. Which elements of the learning function do you outsource? Provide the rationale for the decision(s). If you do not outsource, provide the rationale for that decision. (Please limit your answer to 500 words or less.)

Measurement

17. Describe the processes or systems and tools that you use to measure and report on the activities and impact of the learning function across the enterprise. Include how you communicate the results beyond the learning function and into the business. (Please limit your answer to 500 words or less.)

Learning and Non-Learning Solutions

18. What percentage of the resources (staff time and focus, expenditures) of the enterprise's learning function was devoted to each of the following performance improvement solutions during the past 12 months?

A. Learning solutions (all activities related to learning/training)
total percentage %

B. Non-learning solutions

Process analysis and improvement %

Organizational development %

Talent management %

Knowledge management %

Performance expectations %

Performance feedback %

Job-specific tools and resources %

Incentives %

Non-incentive motivational strategies %

Other, please specify: %

Total percentage Non-Learning solutions %

Total for learning & non-learning solutions should be 100% %

19. Describe one non-learning performance improvement solution/initiative (see 18B) that the learning function contributed to during the past 12 months. Include information on how staff from the learning function were involved, what the impact of the initiative was on performance (individual and/or organizational), how that impact was measured (include evidence of results), and (if appropriate) how learning activities were integrated with the non-learning solution. (Please limit your answer to 500 words or less.)

Section D: Learning and Performance Investment

For your information (no response requested):

The reviewers will assess your responses in Part 2 to determine the extent to which the enterprise has used its learning and development investment to the best advantage. Included in this assessment will be three data points computed from information supplied in Part 1:

- learning expenditure per employee
- learning expenditure as % of payroll
- learning hours per employee.

Section E: Suppliers and Partners

This section is not part of the information upon which organizations are assessed. The BEST reviewers will not see this information.

Please provide the names of your key suppliers and partner organizations. If you are selected as a 2008 BEST Award winner, we will want to inform your partners and suppliers of the news. In past years, a number of suppliers were thrilled to sponsor part of the awards ceremony. Please provide the names of your partners and suppliers so that we can let them know of the opportunity.

You may access and update your application online at any time until the deadline.

Be sure to visit the [ASTD store](#) to process your payment for your BEST Award application.