

APPLICATION SCORING RUBRIC

Applicable to all 'Best L&D Organisation' categories unless otherwise stated.

Component	Exemplary 80-100	Competent 60-79	Developing 40-59	Premature Application 0-39
Learning Function Span <i>The enterprise presence of the learning and development function.</i> 20 marks	<p>Evidence that the learning function has an enterprise-wide role and active presence. The function liaises with and proactively engages the organisation's executive teams, leaders, managers and individual contributors to explore and create fit for purpose solutions to business issues and needs. The function has a consistent presence at the organisation's leadership table in relation to setting organisational strategy.</p>	<p>Evidence that the learning function has an enterprise-wide role and presence. The function liaises with and actively engages the organisation's executive teams, leaders, managers and individual contributors to explore and create fit for purpose solutions to business issues and needs. The function has a regular presence at the organisation's leadership table in relation to setting organisational strategy.</p>	<p>Evidence that the learning function has a growing organisational footprint with engagement of key stakeholders or teams in learning and development related activity. The function presents the case of learning and development to senior management seeking support for interventions and initiatives. The function may not at this point of time have a regular or consistent presence at leadership level in the organisation and may inform rather than contribute directly to organisational strategy.</p>	<p>The learning and development function may be new or in its infancy. Its focus may be on growing its presence and impact in the organisation.</p>

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<p>Value in the Organisation's Culture</p> <p><i>The measure of value the learning and development function is seen to have within the organisation's culture and operation.</i></p> <p>40 marks</p>	<p>Evidence that learning has value in the organisation's culture through demonstrated decision making, actions and prioritisation.</p> <p>The function seeks out or is approached by stakeholders to bring about learning opportunities.</p> <p>The function is visibly supported by senior management via presence and participation at learning and development events.</p> <p>The function is actively involved in actions and deliverables supporting organisation talent and growth.</p> <p>The function is innovative in its makeup, approach or techniques benchmarking within and outside its sector to formulate new pathways and directions for the services it</p>	<p>Evidence that learning has value in the organisation's culture through demonstrated decision making and actions.</p> <p>The function seeks out or is approached by stakeholders to bring about learn opportunity.</p> <p>The function is visibly supported by senior management via resources and leadership championing.</p> <p>The function is actively involved in actions to enable a sustainable organisational future.</p> <p>The function adopts new approaches and best practices via and engagement of its sector inform the functions approach.</p>	<p>The function may be in the process of addressing organisational cultural learning and development approaches and to demonstrate its value in the organisation.</p> <p>The function engages individuals or teams in instilling learning in the organisation.</p> <p>While not having a direct voice at the senior management table the function has plans to engage with senior management around learning and development in a formalised manner.</p> <p>The function adopts best practices approaches.</p>	<p>The function may be in the process of establishing itself as an organisational entity of value to the organisation.</p> <p>The function may have a few champions or key stakeholders that informs its activities.</p> <p>The function may operate at a distance from the senior management team with plans or aspirations to engage at this level.</p> <p>The function is in the process of establishing formal policies, procedures and processes within the learning and development space.</p>
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<p>Organisational Achievement resulting from employee learning and development</p> <p><i>Demonstrable link between employee learning and development activity and organisational performance.</i></p> <p>40 marks</p>	<p>Provides compelling evidence of enterprise-wide success or achievement as a result of employee learning. There is direct evidence that without employee learning the organisation would not have performed or achieved at its present level.</p> <p>Success spans or is publically celebrated and shared across the organisation and informs future focuses for the learning and development function.</p>	<p>Provides compelling evidence of enterprise-wide success or achievement as a result of employee learning</p> <p>Success spans or is publically celebrated and shared across the organisation and informs future focuses for the learning and development function.</p>	<p>Recommended solution is emerging as the initiative is rolling out or being developed further. Analysis may be partially conducted and constraints may not yet be fully understood. Budget for the initiative may be requested or in the process of being allocated. Challenges to the initiative may be foreseen but not yet fully realised.</p>	<p>Recommended solution does not appear to deliver on the stated purpose. There may be little evidence of analysis or such analysis may be just underway. The processes of research, investigation and implementation with regard to employee learning and development may be defined but not at a level which would allow full delivery at this time.</p>
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