

**TABLE 10.1. KEY AREAS OF TRAINING OPERATIONS
EFFECTIVENESS AND EFFICIENCY**

Key Area	Comments/Examples	Importance			
		1	2	3	4
1. The training function is aligned with and responsive to the strategic and operating philosophy of the organization.	It's okay to be outside the box, but not out of step. For example, we cannot force a particular management style on the organization through the management development training programs. We can influence the style only if we have senior management sponsorship.				
2. The training function practices fiscal responsibility and prudent management.	Balanced budgets. Reasonable costs for programs sourced from outside.				
3. Relevant programs and services are available and accessible to meet the training and performance needs of the organization.	Not just training programs, but also information, tools, and services must be readily accessible to stakeholders to help them fulfill their needs, goals, and mission. Examples are web-based tools, lead-time on training schedules, a functioning learning management system.				
4. Programs, solutions, and services meet or exceed the delivery promise.	Quite simply, we must deliver all products and services in a timely fashion, when they are needed and where they are needed.				
5. The training function explores and experiments with solutions that offer leading edge or breakthrough possibilities.	This is keeping an eye out for leading-edge effective solutions that match known problems inside the organization. Pilot programs are an excellent vehicle for this.				

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6. Operational training processes add value, especially those that interact with stakeholders.	Simply put, stakeholders must see the value in our processes or they will want to shortcut them or bypass them to gain efficiency. If we believe in our processes, we must educate clients regarding their value and contribution to performance.				
7. Solutions and services enable performance results and business outcomes that match or exceed stakeholder expectations.	Training and performance processes must function properly to produce an effective training delivery and transfer to the job setting that meets the expectations and contributes to the fulfillment of needs and the accomplishment of goals and mission.				
<p>Step One: Identify your key stakeholder groups; for example, clients, participants, senior management, CFO.</p> <p>Step Two: Review each key area and rank its importance to each key stakeholder group, using this 1–4 scale: 1 = Minimally important to stakeholder opinion and decisions 2 = Somewhat important to stakeholder opinion and decisions 3 = Important to stakeholder opinion and decisions 4 = Critically important to stakeholder opinions and decisions (If this scale does not fit your situation, create your own.)</p> <p>Step Three: Ask a sample of your key stakeholders to independently rank each area from their perspective.</p> <p>Step Four: Ask stakeholders for examples of why they ranked each area as they did.</p> <p>Step Five: Change the <i>Importance</i> scale to an <i>Effectiveness</i> scale and ask stakeholders to assess your department’s effectiveness in the seven key areas.</p>					