

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

Key Area	Examples	Importance			
		1	2	3	4
1. The training function is aligned with and responsive to the strategic and operating philosophy of the organization.					
2. The training function practices fiscal responsibility and prudent management.					
3. Relevant programs and services are available and accessible to meet the training and performance needs of the organization.					
4. Programs, solutions, and services meet or exceed the delivery promise.					
5. The training function explores and experiments with solutions that offer leading edge or breakthrough possibilities.					

(Continued)

TABLE 10.1. (Template Continued)

Key Area	Examples	Importance			
		1	2	3	4
6. Operational training processes add value, especially those that interact with stakeholders.					
7. Solutions and services enable performance results and business outcomes that match or exceed stakeholder expectations.					
<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>					