

Training Function Scorecard

Red: Does not exist
Yellow: Started, Need to improve
Green: Well done
NA Does not apply

	Criteria	Red	Yellow	Green	NA	Books/Samples	Web Sites
Training Policy and Procedures	The training function has written policies and procedures which are readily available to all employees.					Link to Sample Training Policy and Procedures	
Training Plan	An annual training needs assessment is conducted. The annual training plan aligns with the department's strategic plan. The training plan is aligned with the annual Workforce and Succession Plan. Training plans tie to performance management plans and tools, e.g. IDPs. The Training plan includes alternative developmental opportunities, e.g. self-directed learning, mentoring, coaching, social networking, books, videos/DVDs.					Link to sample Training Plan Link to sample Workforce Plan Link to sample Strategic Plan	
HR Mod Leadership Competency Integration	Training courses are mapped to the State of California competencies. Departments have a method for developing leaders within the organization and map supervisory/managerial/leadership courses to the Leadership Competency Model.					Link to HR Mod Leadership Competency Model Link to DCA Brochure Link to Competency Dictionary	
Mandatory Training Program	The training department has identified and tracks all mandatory training such as defensive driver's training, sexual harassment prevention training, information security, ethics Basic Supervision, and any other job specific mandatory training.						
Learning Management System	The training department has a learning management system (LMS) that tracks and maintains employee training records. The function has the ability to provide reports of class attendance, training histories, and statistical information on training trends to upper management and employees.						
Communication Plan	The training function has a communication plan to document and showcase the value of training within an organization. The training function has a marketing plan to promote available training and development opportunities. Communicate availability of individual development and planning tools, e.g. IDPs, career development plans, upward mobility plan, career ladders.						

	Criteria	Red	Yellow	Green	NA	Books/Samples	Web Sites
Course Evaluation	The training function evaluates courses using the five levels of evaluation – reaction, learning, application, business impact and if appropriate return on investment objectives. (These are described in more detail in the Training Class Scorecard)					Elevators by John Noonan Evaluating Training Programs: The Four Levels by Donald Kirkpatrick Handbook of Training Evaluation and Measurement Methods by Jack Phillips	kirkpatrickpartners.com roiinstitute.net