**INSTRUCTIONS**

This document contains the questions that you will be asked on the **2025 ATD Middle East Excellence in Talent Development Awards** entry form. You will complete the [online form](https://td.secure-platform.com/middleeastawards/) to submit your entry. Word limits will be enforced as they are coded into the online form. ATD is providing this resource so you can prepare your answers before entering them online.

**Entry Deadline: July 7, 2025**

**Entry Fee: $300 USD** (refer to fee structure)

[**Click Here to Access Online Entry Form**](https://td.secure-platform.com/middleeastawards/)

**Eligibility:**

* This awards program is for internal talent development initiatives that organizations use to enhance and develop the knowledge, skills, and capabilities of their employees. Therefore, customer-focused practices or other training efforts that are for those outside the organization are not eligible.
* Initiatives need to have been in place for a minimum of two years.
* Open to public, private, government, and non-government organizations. Organizations should have been in operating status in the Middle East region for a minimum of three fiscal years. (Scope of organization can include global, multinational, national, state/local.)
* Training suppliers/vendors should partner with their clients if they are interested in applying. The client company would be the one recognized should the entry win.
* Applicants do not need to be ATD members to apply. Applications must be written in English.

**COVER PAGE**

You will be asked for the following general information about your organization and talent development initiative. These questions are not scored. **All entries must be anonymous** – do not include company-identifying information in your application except for the cover page where asked to provide the company and contact information.

* Entry/Initiative Title
* Entry Category
* Scope of Organization (global, multinational, national, state/local)
* Size of workforce
* Partners – suppliers who helped create or manage the nominated initiative or program
* How long has the initiative/program been in place? Please list the month and year. (Must be a minimum of two years.)
* How widely is this initiative implemented? (one division, plant, enterprise-wide, department, etc.)
* Describe the employees served by this initiative.
* Briefly describe what your organization does (do not mention organization name).
* You will be asked to confirm that you are authorized to submit this entry and the data that it contains as part of the application process.
* You will be asked to acknowledge that all winners are required to sign a winner release form.

**Categories – Middle East Excellence in Talent Development Awards**

Choose the category that best fits your talent development initiative.

* **Career Development**

Initiatives designed to align career plans and tracks for optimal organization performances.

* **Coaching and Mentoring**

Using interactive process to help individuals and teams develop rapidly and produce results. Improving others' ability to set goals, take action, make better decisions, and make full use of their natural strengths.

* **Change Management**

Applying structured approaches to shift individuals, teams, and organizations from a current state to a desired state.

* **Diversity and Inclusion (incl. Cultural Competence)**

Initiatives designed to address challenges and opportunities related to diversity, equity, inclusion, and cultural competence. These interventions may be at the individual behavior level, team level, organizational level, or all three.

* **Integrated Talent Management**

Initiatives that span the enterprise and result in building culture, engagement, capacity, and capability. A practice which strategically unites multiple human capital functions to maximize organizational effectiveness.

* **Leadership/Management Development**

Initiatives focused specifically on developing the competencies of leaders and managers, including a focus on “human” skills associated with EQ, communication, and critical thinking skills.

* **Learning and Development**

Initiatives that focus on learning and development in the organization; the design and delivery of training.

* **Learning Technologies**

Initiatives that use technology and learning to develop, connect, and engage the workforce. This includes but is not limited to technology-based learning, internet/intranet applications, performance support, E-learning/mobile learning, social learning, simulations and gamification, managing organizational knowledge, AI assisted tools, augmented and virtual reality.

* **Managing the Learning Function**

Initiatives that provide strategic leadership and organizational support in developing talent to execute the organization's strategy; planning, organizing, monitoring, and adjusting activities associated with the administration of learning and talent development solutions.

* **Talent Acquisition, Retention, and Onboarding**

Initiatives focused on acquiring top talent; retaining top talent; helping new employees be successful in their roles and understand an organizational culture, process, and procedures.

* **Performance Improvement/Management**

Applying a systematic process of discovering and analyzing performance gaps; planning for future improvement in human performance; designing and developing solutions to close performance gaps. Initiatives submitted in this category will have many components. Be sure to delineate them clearly. \*\*Single training programs, workshops, initiatives should not be submitted in this category.\*\*

* **Sales Enablement**

Initiatives that foster and enable world-class sales competencies and standards that guide and empower sales leaders and sales training professionals to develop the next generation of salespeople.

* **Future Readiness**

This award recognizes organizations that are proactively equipping their workforce with the skills, mindset, and agility needed to grow in an evolving world. It honors forward-thinking L&D strategies that embrace AI, digital transformation, and continuous upskilling and reskilling to future-proof employees and drive long-term success.

* **Government/Public Sector L&D**

This category recognizes excellence in learning and development within the public sector; it honors institutions that prioritize continuous learning, innovation, and capability-building to enhance public service effectiveness and drive organizational success.

It celebrates government organizations and semi-government entities that have implemented outstanding people development strategies, fostering a skilled, engaged, and high-performing workforce.

**ENTRY FORM**

**Summary – Not Scored**

Briefly describe the talent development initiative. Include what purpose it serves and what intended and overall impact it has achieved. Also include why it fits the category in which you are submitting. (250 words limit) Not scored.

If you used vendors or suppliers, describe your reasoning for using a vendor/supplier and what was considered when selecting them. (250 words) Not scored.

**Business Needs Identification & Assessment – 20% of score**

**This section asks questions focused on why and how this practice developed.**

1. What business need was identified that led to the talent development function or team’s involvement in seeking a solution(s) or establishing this initiative? (250 words)

* Briefly describe the circumstances under which the initiative was developed (such as new leadership, major upturn or downturn in revenue, stronger competition, skill gaps, etc.)
* Describe how the initiative aligns to overall organizational goals and strategies.

2. What needs assessment approach or process did you use to determine that this initiative was the appropriate response to the business need identified? (Such as business unit interviews, online surveys, manager recommendations, etc.) (300 words)

3. What did you uncover during the needs assessment process? (250 words)

* Include all other needs related to this issue that were uncovered during your analysis.

4. What steps were taken after identifying the need to preparing the design of the solution? (500 words)

5. Briefly describe the budget process for this initiative. (250 words)

6. Please provide an endorsement from your organization’s C-Suite executive (CEO, CLO, etc…). (250 words)

**Design Approach – 20% of score**

**This section seeks to understand the process used for determining the initiative’s design AND the framework or components. Questions about collaboration, integration, and alternative solutions seek to understand the analysis given to the initiative’s design.**

7. Describe the initiative design, its framework, main components, and how this design aligns to and satisfies the business need identified. (300 words)

7b. Optional: You may upload a diagram or visual representation of your initiative/program design or framework. *(Videos or links to your website are not allowed. All entries must remain anonymous.)*

8. What alternative solutions were considered but not chosen? Include reasons why solutions were not selected. (300 words)

* This question seeks to understand why the particular design was deemed to be the appropriate solution.

9. How did you collaborate with stakeholders (please identify the stakeholders – internal or external) to design, develop, and distribute or communicate about this initiative? (300 words)

**Evaluation Strategy – 20% of score**

**Evaluation strategies are critical to success. In this section, describe what you are measuring and why it matters to the organization.**

10. Describe your evaluation process. (500 words)

* Which model or framework do you use for evaluation of this initiative? **Why** was this method selected? (For example, this could include Kirkpatrick Model, but it does not have to be. Examples can include pre/post-test measures, surveys, etc…)
* Describe how management and other stakeholders will be/are involved both before and after the learning event.

11. What is measured to determine the initiative outcome(s)? **Why** were these data elements selected? (500 words)

* Be sure to distinguish between learning analysis, training analysis, delivery analysis, and performance analysis. The focus should be on the impact to the organization and aligning to the business need identified.

12. How is data collected, and progress or success measured? How often?

 Enter your responses in the table below.

|  |  |  |
| --- | --- | --- |
| Data Collected | How Data is Collected | Frequency Data is Measured/Evaluated |
| e.g. satisfaction survey | Using online survey platform | 30, 60, 90 days post course |
|  |  |  |
|  |  |  |
|  |  |  |

**RESULTS – 35% of score**

**All results reported in this section must be substantiated with evidence. Metrics matter.**

**Results reported here should be tied to the needs and evaluation strategy noted earlier in the application.**

13. Is the initiative achieving the organizational objectives/business needs it was designed to meet? Use evidence/metrics to substantiate your answer. (500 words)

* What outcomes, short and long term, resulted from this initiative? Include KPIs.
* What evaluation data support these results?

14. What specific participant behaviors resulted from the implementation of this initiative? (500 words)

* How do these behaviors contribute to the expected outcomes of the initiative and the organization's goals?
* What evaluation data support these results?

15. How is the business impact and/or behavior change of the initiative being sustained? (300 words)

*For example: Are there follow-ups, refreshers, or continued support post-training? What measures are in place to ensure long-term impact of the learning so improvements don’t diminish over time? How are leaders and employees encouraged to maintain the learning impact? Are you tracking progress and making updates to keep it relevant?*

16. Please list the overall gains and losses (i.e. financial, non-financial, other) to the organization. Please identify the stakeholder(s) most affected by these gains and losses. Stakeholders include those in and outside of the organization (customers, for example).

 Enter your responses in the table below.

|  |  |  |
| --- | --- | --- |
| Stakeholder | Gains (financial/non-financial) | Losses (financial/non-financial) |
| e.g. department managers | New hires time to competence improved  | Initial cost of training materials, time away from job during training |
|  |  |  |
|  |  |  |
|  |  |  |

 (\*Note: Losses are not considered negative information. The intent is to see whether applicants take a holistic view of the impact of the initiative or program. Some may term this return on investment or return on engagement.)

17. Are there any additional or indirect outcomes the initiative has produced that are not mentioned above? (250 words)

**Knowledge Sharing & Lessons Learned – 5% of score**

**Award-winning talent development initiatives benefit from constant improvement. They often create additional positive outcomes for the organization. Effectively communicating results to key stakeholders and the broader organization is a best practice.**

18. What key lessons did you learn from implementing this talent development initiative, and how have they led to improvements? (250 words)

19. How have the results and best practices from this initiative been shared within and beyond your organization? Have they influenced other teams, industries, or external stakeholders? (250 words)

20. How is your organization advancing the field of talent development within the Middle East region, and local markets? (250 words)

**Overall supporting upload (optional):**

You may upload one additional page of supporting materials in this space. Make sure your company name is not in the graphic or the file name. Supporting uploads must be limited to 1 page. Accepted file types include: PDF, PPT, DOC/DOCX. *Videos or links to your website are not allowed. All entries must remain anonymous.*

**END OF APPLICATION**