

Initial Solutions Request

Administrative

Project Name	
Project Sponsor(s) & Sponsoring LOB(s)	
SME(s)	
Approver(s)	
Timeframe	
Who's driving the dates?	
Budget	
Corporate Priority / Values Linkages	

Performance Discrepancy/Problem Statement

1. Describe the current challenge/gap faced by your audience? Problem Statement:
[A description of an active challenge/gap faced by your audience, that does not have adequate solutions available currently. (What is the current state? / What is the current problem the solution will address? / What does the future state look like?) What is the business impact of not having the learning solution?]
2. What is the desired performance? What indicators would demonstrate proficiency/learning?
3. What are the consequences of not closing the gap between actual and desired performance? What problems might occur over time? (business and human performance)
4. What data/metrics do you have to provide evidence of the gap?

Target Populations

1. What are the primary and secondary populations? Primary:
2. Impacted LOBs? What LOBs do the populations above belong to?
3. Audience size? Phased approach? Push/Pull in ALP? [will you assign folks to take this learning or have them self-enroll?]
4. Will this impact associate capacity? [how much will this learning interfere with associate capacity?]

Training

1. Is there a legal or collective agreement requirement for this training?
2. If similar training already exists for this performance area, why doesn't it meet the need? What is lacking?

3. Have employees previously received training for this performance area? With what results? Are any parts of previous training reusable?

4. What does training [for this need] look like? (length, learning modality, seat-time)

[Please list all possible solutions you could see meeting this need]

ie., Quick Reference Card, Wiki, Communication on SharePoint site, Web-based Training, Virtual Instructor Led Training/Conference call, etc.

[length of learning/seat-time]

[current course code?]

5. Besides training, what else can be done to bridge the gap between actual and desired performance? What other kinds of support or reinforcement are necessary to sustain behavior/skills learned?

Learning Support/Reinforcement/Sustainment

1. Do team leads/supervisors/managers provide suitable encouragement for associates to demonstrate the behavior/skills learned? How?

Interference/Obstacles

1. Are there any obstacles or barriers preventing associates from demonstrating the behavior/skills learned (ie. environmental, lack of coaching, unclear expectations, lack of authority, team dynamic/sub-culture does not support it)?

Outcomes

1. How can we demonstrate (in tangible way(s)) that the learning gap is closed? That associates are demonstrating a higher rate or quality of the behavior/skills learned? How can we measure that success?

[How will you evaluate the impact of the work effort?]

- a. Level 1 – Learning Satisfaction
 - b. Level 2 - Learning Assessment
 - c. Adoption/Penetration – rate at which identified audience completes training (ie., 70%, 80%, etc.)
 - d. Other levels of evaluation?
2. What does success look like?
 3. How will we sustain results? [What controls can we put in place to ensure sustainment?]

Communication

1. What's your communication approach to marketing the learning? [\[enter your communication approach here\]](#)
2. What's your approach to reaching the various audiences involved?
3. A typical Communication Plan includes the following
 - a. "Who" - The Target Audience
 - b. "What" – The Key Messages that are trying to be articulated
 - c. "When" – Timing, it will specify the appropriate time of delivery for each message
 - d. "Why" – The Desired Outcomes
 - e. "How" - The Communication Vehicle (how the message will be delivered)
 - f. "By Whom" - The Sender (determining who will deliver the information and how he or she is chosen)