**TDRp: Roles and Responsibilities**

**Sample Description of Roles and Responsibilities for a Learning & Development Department and a Sponsor**

* **Purpose**: This document provides an example of a roles and responsibilities that an L&D department can share with a sponsor during the initial planning discussions. These role descriptions enable the L&D Department Head and the business sponsor to gain clarity and agreement on the roles and accountabilities of each party to deliver the agreed-upon impact from the L&D initiative.
* **L&D Introductory Script:** “We have found that an understanding and acceptance of the following roles and responsibilities is critical to the success of our learning initiatives. Each party has a very important role to play. If either party believes they may be unable to fulfill their responsibilities, serious consideration should be given to postponing the initiative until a more appropriate time.
* **Learning and Development (L&D) Department Roles & Responsibilities**
* Work with you (the business) to determine if learning can help achieve your goal and, if it can, recommend an appropriate program or initiative.
* Collaboratively agree on the appropriate target audience, approach and timing of the training.
* Discuss your role as sponsor and change manager. Recommend steps you can take to ensure successful deployment. Discuss your plans to reinforce the learning.
* Reach agreement with you on the expected impact of the initiative. Reach agreement on key effectiveness and efficiency measures. These will constitute our success measures for this initiative.
* Design, develop (or procure), and deliver the learning, including performance support tools, according to the agreed-upon timetable. Create any agree-upon communities of practice or facilitate other informal learning opportunities.
* Meet with you regularly during development and implementation to share progress and discuss issues. Provide reports with agreed-upon measures. Provide a list of those who completed (or not completed) the learning by the required dates.
* Conduct a project close out review upon completion to review results, identify opportunities for improvement and lessons learned.
* **Business Sponsor (of the business goal, initiative or program) Roles & Responsibilities**
* Be available for discussions about your goal, how you plan to achieve it, and whether learning has a role to play. If you agree it does, then make resources available in your organization to work with the learning and development (L&D) department on an appropriate program and target audience.
* Meet with the L&D department to review and approve the recommended program, target audience and timing. Discuss and agree on the expected impact of this initiative on your goal. Agree on other key measures of success. Discuss what will be required to achieve these goals. Discuss and agree on your role as sponsor and change leader. In particular, agree on steps you will perform to kick off this initiative, how you will manage it through your direct reports, how you and your leaders will reinforce it, and what positive and negative consequences are planned to ensure completion and application. (Steps 1 and 2 cannot be delegated to others in your organization.)
* Ensure subject matter experts (SMEs) and others in your organization are available to the L&D department. Communicate the importance of providing the required assistance per the agreed-upon timetable. Follow up with them if necessary.
* Meet with the L&D department regularly through development and deployment to review progress and resolve issues. Eliminate road blocks. Let the L&D department know what else you need from them.
* Take required action with your leaders to ensure the target audience has completed the learning by the agreed-upon dates. The L&D department will provide lists of those who have (or have not completed) the training.
* Establish accountability (and consequences) for employees in your organization to achieve the desired application and impact. (Note, the L&D department can provide suggestions and guidance for creating accountability.)
* Meet with the L&D department at the completion of the program to review results and identify opportunities for improvement and lessons learned.