Designing & Delivering Your
Association's Professional
Development Plan

sidecar

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Association's Professional Development Plan

Empower Your Employees with Ongoing Professional Development

If your association has traditionally defined professional development for your staff *as* a once-a-year lecture delivered at a single conference, followed up by a binder of materials sent home with attendees, chances are high things have gotten pretty stagnant around the office.

Nothing brought this stagnation more to light than a pandemic that sent organizations scrambling for a plan while employees struggled to make do with limited resources, minimal guidance, and no clear direction. Sure, the world has largely opened up again, but has anything changed?

Only 40% of people surveyed by GetSmarter felt their organization was prepared for the changes and challenges that lie ahead. And the same survey found that 96% of employees want professional development that helps them confidently approach the future in their industry.

A growth mindset and an expanded culture of learning are critical for today's associations. It's no longer enough to have a single conference or a one-off training session — especially for associations, which are so often tasked with creating professional development content for entire industries. It's time these organizations create, maintain and execute on well thought-out plans that include their own staff, too.

Plus, planning for and delivering targeted, appropriate, and timely professional development can help your association deliver on its mission. It empowers employees to think critically about their role in your organization and gives them the tools they need to excel.
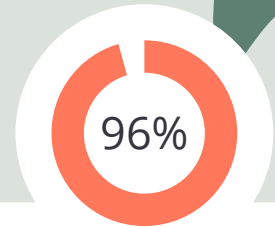
96%

of employees **want professional development** that helps them confidently approach the future

What is Professional Development?

Professional development (PD) is education and training that continues even after a person is hired by an organization. As many associations know, some industries require professional development to maintain a license or keep a job, but even without licensure requirements, PD is important in every organization and relevant to the work of all employees.

Professional development:

- Builds a culture of learning
- Is ongoing
- Is applicable to current and future duties
- Is focused on both short- and long-term goals
- Helps employees at all levels maintain their "beginner's mind"

Professional Development vs. Training

While all professional development is training, not all training is professional development. Think of training as filling a specific need, like teaching an employee how to update a spreadsheet. It's based only on current, immediate needs.

On the other hand, professional development is future-focused. Whether the timeline is two weeks or two years, PD is created based on the growth of both employees and their organization.

Sure, training is important for the daily function of the association — you need people to be able to carry out the practical duties of their position. But training will only get you so far. It also doesn't add substantially to an employee's skillset in that some training is too specific to transfer to other roles.

Professional development may build concrete skills like training, but it goes further than that. It focuses on personal development and progress with an eye to building the self-management, leadership and communication skills of each employee. It covers both the bird's-eye view of the entire organization and the bug's-eye scenario on the ground.

Why Professional Development Matters

90%

of people in the U.S. job market **recognize the significance of building their skills**

So why focus on PD instead of continuing to invest in simple training? One of your first challenges when it comes to designing and delivering your association's professional development plan is outlining why it is important to have one in the first place.

Professional development is not free, and it requires time and effort to develop and manage. For associations with limited budgets and a tight focus on serving members, it can be tempting to skip this critical aspect of your business.

But there are many different reasons why professional development is a key component of the long-term health and well-being of your association and its employees and members.

Improves Retention

Ironically, upskilling employees is one of the first selling points of professional development. While planning for specific skill development sounds like the goal of training, upskilling is just the first rung on the PD ladder. It's also a demonstration of the value you place on your employees — you want them to have the skills they need to stay competitive in their field, and you are committed to giving them opportunities in-house for training and advancement.

And this commitment is critical. A Gallup poll found that 90% of people in the U.S. job market recognize the significance of building their skills, and they want every opportunity to do it. Associations that provide ample opportunities for upskilling and reskilling (training for a different position in the same company) are better at retaining employees who are more personally committed to the organization.

Keeps You Competitive

All industries are facing stiff competition from every angle these days. Some associations and other businesses were unable to survive the challenges of a global pandemic, and the ones that made it through are just trying to stay afloat in a sea of other businesses scrambling for a lifeboat.

Your association needs to stay current with technology and trends in your sector. Even organizations with a long tradition of proceeding in a certain way might find themselves at odds with the new normal of flexible work arrangements, lightning-fast technology, and a global marketplace that favors larger companies. PD is just the kind of future-thinking planning and vision that means your association will stay strong at any age and stage of its development.

Improves Diversity, Equity and Inclusion (DEI)

Designing professional development around diversity, equity, and inclusion (DEI) is more than ticking off a box on a list of things to do. Making sure that historically underserved populations in your association have access to high-quality, leadership-based training provides significant benefits to your organization. These include:

Identifying Previously Hidden Talents

Not every extrovert is a leader, and not every leader is an extrovert. Focusing efforts on uncovering hidden talents is another way that DEI training fills in the gaps in your leadership team. For too long, the loudest voices have been those that make it to the ears of decision-makers, but this has resulted in discrimination and scarce representation of marginalized groups.

Designing professional development with the foundation of DEI training behind it means previously hidden talents have a chance to be identified, recognized, and developed.

Creating a Safer Workplace

An association that builds a culture of acceptance regardless of things like race, gender, ethnicity, socioeconomic status, or ability is one that feels safe for everyone. A culturally-responsive professional development plan means that everything people bring to the workplace is honored, respected, and valued.

Improving Recruitment

The workforce is speaking loud and clear: 70% of job seekers consider an organization's demonstrated commitment to diversity, equity, and inclusion when considering employment there. If it's built into your association's professional development plan and workplace culture, you're ahead of the game in recruitment.

Helps with Succession Planning

Let's face it: no matter how much you love your current leadership team, all good things come to an end. Professional development is the answer to the question of how exactly you'll identify and transition to new leadership when the time comes. This type of shift can cause tremendous upheaval, especially if the incoming team isn't prepared. Properly planned and perfectly executed professional development makes this transition go more smoothly for everyone.

Making the Case for a Professional Development Plan

If you are tasked with outlining the reasons for professional development to your association's board, C-suite or leadership team, there are a few key points to hit in your presentation. Highlighting these potential benefits shifts the focus to the expected return on investment, outlining how professional development helps your association:

- ✔ Become more effective in terms of process
- ✔ Tackle new projects and challenges
- ✔ Identify potential issues before they arise
- ✔ Grow association membership
- ✔ Expand the ability to serve existing and future members
- ✔ Carry out your association's mission and vision
- ✔ Recruit and retain staff

Six Steps to Planning and Delivering PD

As with most new programs, a clearly defined plan can help. Here are the six main steps to planning and delivering professional development.

Step 1. Conduct a Training Needs Assessment

All high-quality professional development begins with a training needs assessment. This assessment looks at:

- Where you are
- The strengths of your current association employees
- Growing edges

There are two types of assessment: organizational and individual.

Organizational

This assessment is completed by members of your association's board, the leadership team, and any other decision-making entities. The overarching goal of an organizational assessment is to evaluate not only if you are working in service to your association's mission but also if the mission is still serving your members. An assessment at this level might consider the following:

- Your association's processes
- The work environment as a whole
- The organizational structure
- The relevance of the mission and vision

Some associations conduct this type of assessment annually. If this is not appropriate timing for yours, consider conducting an organizational assessment when there is a change in the leadership team or in the mission of the association.

For the purposes of this eBook, the focus is on individual professional development, but it's important to understand that learning at every level keeps an association strong, agile, and forward-thinking.

Individual

A training needs assessment on the individual level can be part of the onboarding process. While many associations look to hire for specific skills, sometimes a candidate's resume is promising enough to hire even if skills are missing. This is often the case when it comes to hiring recent graduates.

Other times and individual training needs assessment is appropriate include:

- When performance is not keeping pace with expectations
- When organizational changes mean changes in a job description
- As a part of an employee's growth and professional development

Individual training needs can be identified in a variety of ways. Some associations use questionnaires to gauge employee interest, while others look at paperwork, performance data, and self-assessments to determine exactly where there are gaps.

In many cases, there are groups of employees who could all benefit from the same professional development. This is the case when you introduce new software and processes but could also be true around topics (i.e., better use of social media to advance an organization's mission).

Sometimes only individual employees need more training in a specific area. This can get complicated in larger staff associations, but it's important to give every employee the best chance of success and growth in your organization. They will appreciate the opportunity to build on their skills, and the retention rate of employees who feel supported is much higher. Even with an initial outlay of professional development dollars, this saves money over time and leads to a more productive and profitable organization.

Once you identify the training needs of your association, it's time to set some goals.

Step 2. Set Goals

Designing effective professional development begins with the end in mind. Since you have identified your needs (the end goal), it's time to build the framework necessary to meet them.

But not all goal setting is created equal. Think of it this way: if you are a sedentary person and you set a goal to "exercise more," does walking one minute more than normal count? While it is technically "more," it's difficult to imagine getting any real benefit from this vague goal.

Setting SMART Goals

To be effective, your goals need to be SMART, and everyone needs to be on board.

Specific

Goals that are specific set a clear target that keeps employees motivated and heading in the right direction.

Considering the exercise example. A specific goal is: "I want to run a 10K in April to improve my health." This has a target and a reason for the goal.

You can also consider who else is involved in this goal and what potential roadblocks you might encounter on your journey toward it.

Measurable

Measurable goals have a clear way of knowing when the goal is achieved. You clearly know when the goal is reached without any ambiguity.

The success of finishing the 10K is a measurable achievement. Other measurable improvements in health could include weight loss, a target completion time and better metabolic numbers. These can all be tracked as your progress.

Achievable

Achievable goals are those that stretch your abilities but are still within reach with hard work and determination. If you wake up one day in mid-life and decide you'd like to be an astronaut, this is not a realistically achievable goal. The requirements of this occupation and the limited availability of open positions (combined with advanced age) mean there's little chance you'll be the next lunar explorer (sorry).

This does not mean you should keep your dreams and goals small. To set an achievable goal, ask yourself if, based on limiting factors (i.e., finances, physical ability, etc.), "Can this realistically be accomplished?"

Keep in mind that what is achievable varies widely. Make sure that the goals don't rely on someone else to determine whether or not they happen.

Relevant

Relevant goals matter not only to individual association employees but to the association itself. They are worthwhile and meet both pressing and future needs on all levels.

These are in alignment with other needs of the organization. If your association is struggling to retain members because you are unsure how to accommodate remote learners, a pressing and relevant goal might be to identify and design targeted remote offerings for the next six months.

Time-Bound

The final and potentially most crucial aspect of SMART goals is their timeliness. In the last example, the timeframe of six months means there is a deadline. There is no stringing along or meandering to the finish line. While learning for learning's sake is a valid and important cultural touchstone, there are times when you need to set a limit and aim for a specific target.

Getting Buy-In

The final aspect of goal setting is making sure everyone buys into the idea that the targeted goals are worthwhile. Most people have experienced the subtle undermining that occurs when people in an organization don't believe in the direction they are headed. This can be addressed directly by including all levels of your organization from the very beginning in the goal-setting process. If there is pushback, get to the heart of it immediately so it doesn't become a major obstacle down the road.

Step 3. Identify Necessary Resources

Professional development does not occur in a vacuum. With many associations feeling the pinch of rising costs, it's critical that your resources are up to the task of your professional development.

The good news? In many cases, your organization already has most of the resources it needs to conduct timely, effective, and relevant professional development. It all starts with people.

Human

Most organizations think they need to start from scratch when it comes to designing and delivering professional development. But many organizations have untapped potential among their ranks. Before you look elsewhere, take a closer look at who's already on staff. You may have highly qualified professional development leaders who would love to share their expertise.

This might include:

- IT folks with an interest in exploring the possibilities of Web 3.0
- HR professionals with an interest in the evolution of DEI
- Recent college grads who are experts at social media marketing

While associations hire for specific skills, that's only one way to add expertise to your staff. Leveraging your existing knowledge base and bridging the gap between curiosity and growth amongst all staff can help your organization grow even further. Best of all, your training needs assessment may find those hidden skills to share — or they might identify the right person to internally champion your PD program when you bring in outside help.

Hardware

Nothing is worse than identifying professional development needs and realizing you lack the hardware to make it happen.

Don't make the mistake of developing a plan and not adequately supplying the materials needed. This includes everything from physical meeting space to technology like computers, and printers.

Software

Training on a new software — but skimped on buying a license for everyone or decided not to update to the newest? Don't be that association. Nothing is more frustrating than learning a new program on an outdated version.

If you aren't sure if you'll want to keep the software or if only a few of your members need it, tailor the actual learning to those specific people.

Time

Let's be clear: Your association employees are burnt out. You don't need a survey or an interview to know this is true.

And the hard part? It's not about them. It's about you. Employee burnout is a result of organizational culture that adds more to a plate without considering who's sitting down to eat or what's already there. You cannot ask employees to take on new skills and professional development without giving them the time they need to actually learn.

So how do you balance employee wellness with professional development?

- Budget for time away from regular tasks (and not at night or on weekends) for professional development.
- Schedule regular, small bites of learning as part of your association's culture.
- Motivate employees with internal promotions and recognition.

Money

Finally, the money question. How are you going to fund professional development?

If you have already identified individual employee skills as part of onboarding or a training needs assessment, professional development can be as simple as matching employees with a mentor who can offer regular learning opportunities.

Other ways to keep professional development affordable include:

- Looking at a long-term budget (instead of trying to fund it all at once)
- Grant writing for specific professional development needs
- Offering comp time for professional development days (instead of paying employees extra)
- Opting for solutions that deliver all-in-one professional development to your staff, rather than spending on a la carte options that may come with heftier pricetags

All in all, just remember that finding space in the budget is a necessary task, because offering professional development likely isn't something your association can afford not to offer in a competitive, evolving job market.

Step 4. Design the Delivery

You've done all the work.

- ✓ You've identified exactly what your association needs.
- ✓ You've set goals that address those needs.
- ✓ You've identified your necessary resources.

Now it's time to get down to design.

Models of Adult Learning

Adult learners are not just taller children. Even though it may seem so if you've ever looked in a lecture hall and watched adults fidgeting, checking their email, or sleeping, there are specific traits that adult learners share. This is where you start even before you explore models of adult learning.

- **Adults have life experience:** They aren't starting from scratch and can use previous experiences to integrate new information.
- **Adults need autonomy:** Micromanaging adult learners is the fastest way to alienate them.
- **Adults want to know how it applies:** If it's not for a required certification, adult learners need a reason for the learning.

Once you have these traits in mind, you can explore the four models of adult learning.

1. **Transformational:** This model applies previous experience through forums and discussion.
2. **Experiential:** Experiential learning directly applies new skills in order to learn them. It might use simulations or problem-solving scenarios with opportunities for practice.
3. **Self-directed learning:** Learners explore the topic in a way that makes sense to them. The objective might be the same, but each person gets to the goal in a different way.
4. **Neuroscience:** The study of the brain informs this model of adult learning. Professional development is designed with adult brain function as a guide.

Delivery Options for Professional Development

Once you've completed your training needs assessment, identified resources, and familiarized yourself with the ways in which adults learn best (maybe even the specific adults in your organization), it's time to tailor the delivery to what you've uncovered.

You have three basic options: in-person learning, online classes and a hybrid of the two.

In-person learning works best for associations that thrive on interpersonal relationships. These are the workplaces that love to get together to talk a problem over and strategize. In-person learning is a great way to build community.

On the other hand, in-person classes or conferences may be difficult to schedule, especially if your association has offices in different locations. This type of learning is not always compatible with people's learning styles, and it may not be possible for everyone to attend every class or event.

A second option is remote (online learning). Remote learning online can be:

- **Asynchronous:** Self-paced and available at all times
- **Synchronous:** Following a set schedule with regular meeting times
- **Mixed delivery:** Some combination of the two

Online learning is more flexible than in-person professional development in that people can attend from anywhere. It's still possible to have interactions and discussions, although they may not be as productive as in-person conversations.

Some associations face technology challenges with remote learning, especially if security is an issue. Not every home has a secure internet connection, and this could be problematic. Additionally, hands-on learning is difficult with online learning, and some adult learners don't prefer the passive nature of an online class (especially an asynchronous one).

Still, online learning is a good way to deliver standardized information, such as that required for certifications in specific industries. It's most appropriate when delivering information-based training.

Finally, hybrid learning (also known as blended learning) marries the two types of delivery methods. It may take more coordination in the design, but this system delivers critical information while still allowing opportunities for practice, reflection, and collaboration.

Well-crafted hybrid professional development casts a wide net for different learning styles and adult learner preferences. It also accommodates different schedules and different types of information (rote learning vs. hands-on practice, for example).

Some of the same issues still exist in hybrid learning. You'll still need to design motivating professional development that meets employees where they are and moves them toward their goals. For some associations, it may be difficult to find the balance of technology and in-person instructors to deliver training, too.

Time Frame

Finally, you'll need to set a time frame for professional development. Most research agrees that one-off professional development has negligible value (except in the case of re-certifications or licensing). When setting up an appropriate time frame, ask yourself:

- Are weekly lunch-and-learns useful for small groups?
- Would a monthly, company-wide training support organizational professional development?
- Can a quarterly professional development retreat cover most of your training needs?
- What topics might an annual training cover?

When you set weekly, monthly, quarterly, and annual targets for professional development, your association's culture begins to shift toward learning and growth. And because 60% of people in a recent study indicated that they'd stick with a job that offered regular, high-quality professional development, it's worth it to make that change.

Step 5. Evaluate the Program

Evaluating your association's professional development plan and implementation means taking a good look at what worked, what did not, and where you might expand your offerings. This is critical when it comes to growing (and sustaining) support for ongoing professional development.

Use the evaluation worksheets in the back of this ebook to evaluate everything from the way in which you design your plan to its final implementation, following seven key steps.

Step 1: Identify Stakeholders

Who is most interested in the efficacy of your professional development? These stakeholders might be funding organizations, leadership teams, or policymakers. They might be part of the team that evaluates

your professional development, or they may simply receive the results of your evaluation. It is important to know who gets the data so you can understand the lens through which they are viewing your association's professional development.

Step 2: Describe the Activities You Are Evaluating (and the Goals Behind Them)

Different types of professional development are evaluated differently. A lunch-and-learn has much different goals than a week-long conference. Be clear in your evaluation about what you can realistically expect from the type of professional development activities you are examining.

Revisiting the SMART goals you set in the early stages of designing your professional development plan is a good idea in this step.

Step 3: Define Why You Are Evaluating

Sometimes professional development evaluations are conducted as a part of reporting requirements for specific types of funding. Other times they are used to:

- Plan future professional development
- Increase participation rates
- Improve both the content of your PD and its delivery
- Demonstrate impacts on your association

Step 4: Outline Indicators for Evaluation

How will you know you have reached your goals? What are the markers for success?

Sometimes professional development plans are evaluated qualitatively, not quantitatively. Take the time to consider what success looks like if you won't be using hard numbers.

Step 5: Gather Data

Gather data through:

- Interviews with participants
- Anonymous questionnaires
- Observations
- Specific performance on identified tasks
- Participation logs
- Personnel records

As you do this, it is important to consider whether the data is quantitative or qualitative. Gather a wide variety of data to gain a more complete picture.

Note that you can start your professional development plan by gathering this type of data before you begin. This gives you a baseline and can help measure progress toward goals.

Step 6: Analyze the Data

Once you have gathered information, now comes the challenging part. Analyzing data uses hard statistics and inferential analysis to look at concrete evidence and make conclusions as to how effective your plan was.

You don't necessarily need quantitative data to analyze, but when combined with an analysis of qualitative reports, it can be useful. This can be as simple as measurements of more efficient work or less time-on-task when new learning is applied.

Step 7: Share What You've Learned (and Plan for the Future)

Finally, share your analyzed data with the key stakeholders (and your association employees). This can be a formal presentation, a collated report, or a "data party" that invites everyone to stroll through a room with charts, graphs, and other data visualizations. Although sometimes your findings are relevant to a small, specialized group, the less formal your reporting, the more you'll engage a wide variety of people.

Once your data is shared and reactions are processed, it's time to plan for the future.

6. Conduct Future Planning

All of the data you gathered and analyzed during the evaluation process is helpful for future professional development planning. Keeping in mind that one-off training has limited long-term benefits, you might consider implementing a variety of best practices.

Remember that the type of professional development you plan should be individualized to the results of your evaluation. Here are some things to consider:

Regular Training

Regular training can include everything from weekly check-ins, lunch-and-learn, and meetings with mentors. These may be less formal but are no less important or measurable than more structured experiences.

Quarterly Meetings

Quarterly meetings can include training sessions before, during, and after. This might be a good time to bring together divisions of people or those working on larger projects in different locations.

Annual Conferences

Conferences are a type of training that feels like a celebration. These are an opportunity to learn over an extended period of time without the daily pressures of regular work. These can inject a new sense of purpose into your association.

Sourcing Professional Development

If your association does not have an on-staff professional development specialist, chances are good you'll need to look outside for instructional designers, professional development instructors, and other specialized staff. It's not enough to add the job to human resources — you'll need a point person who can coordinate all aspects of this process, from design to implementation to evaluation.

If adding a PD specialist isn't possible, you might decide to provide the bulk of your professional development via conferences and pre-made classes. These can be found:

- On college campuses
- Through industry-specific vendors (both in-person and online)
- At summits, conferences, and workshops

It helps to assign the task of coordinating professional development to a person who has an interest or experience in this field. Part of your initial planning should include research on various programs to uncover:

- The scope of the curriculum
- The method of delivery
- The time frame
- The price of the professional development
- Any registration deadlines

Look for testimonials from previous participants and check any references to make sure the program is a good fit.

Pre-packaged professional development, conferences, and seminars can get pricey, but fortunately, there are MOOCs: massive open online courses that are available for free for as many people who want to take them. If you get lucky, you might find some topics that align with your association's goals. This could get you through the first wave of professional development offerings, but as you grow, chances are good you'll need to focus on more personalized learning to continue to upskill and advance your employees.

Conclusion

Taking the time and making the effort to create and deliver a well-rounded professional development plan is challenging work that is worth doing. Once you have created a culture of learning and a systematized approach to designing and delivering regular, relevant professional development, your association and its employees will reap the rewards for years to come.

How Can Sidecar Help?

Sidecar is a learning hub for associations. Our core purpose is to grow leaders at every level and the best way to achieve this is with a Sidecar membership. Not only does it give you the resources you need to have the highest-caliber talent on your team, but also works to improve your association's retention while strengthening diversity and personal growth.

What Sidecar Brings to Your Organization

Designed to work as an extension of your organization's own professional development, we bring a range of learning opportunities for individuals and entire teams.

Sidecar Academy
A growing library of step-by-step online courses

Sidecar Video
100+ hours of world-class interviews, webinars, conference presentations and more

Sidecar Resources
Instant access to eBooks, tip sheets, guides & more

Sidecar Community
A growing forum of association professionals

+ More
Discounts on Sidecar events and other exclusive benefits throughout the year!

This gives associations the tools and resources they need to create a thoughtful, challenging and empowering professional development experience. With a Sidecar membership, you can expect:

Team-Centric Learning

While professional development can be an individual pursuit, we believe it should be a community-focused journey. Whether you're bringing on your entire team or simply looking to connect with other association professionals, you can find it in a Sidecar membership.

We have a growing community of association professionals who land just about everywhere on the org chart. Take the opportunity to learn from others' experience and tackle challenges in a private forum space where new conversations happen every day.

Some of Sidecar's Current Team Members
as of Jan. 2023

informs   PCAAE   CSI   WASBO

Measurable Engagement & Results

As association leaders know, what gets measured gets managed. With a Sidecar Teams membership, you can take an active role in your team's professional development. Our platform gives you the ability to assign coursework to staff, track their progress and learning tracks to help get new staff up to speed while offering existing staffers a roadmap for growth. Personalized Learning Solutions

We understand that everyone has a unique learning style. That's why we offer a range of solutions to help give your staff the skills they need to thrive. From in-depth, step-by-step courses to unique videos that help tackle complex topics, your membership gives you access to a variety of self-service learning tools. With live monthly webinars and events — like SURGE, our free virtual conference — your team can find the ideal learning environment for everyone.

Plus, Sidecar's Member Success team is available to help guide members through developing personalized learning paths. Whether you're just not sure where to get started as you undertake a new project in your association, or you're leading a team and need assistance to create professional development plans for your whole organization, the Sidecar Member Success team is ready to help you identify goals and target Sidecar content that can help you achieve them.

Unique Content & Offerings

Thriving as an association leader means being well-rounded in today's issues and tomorrow's innovations. Whether that's association management and DEI initiatives or in-depth looks at Web3 and AI, you can find it in Sidecar.

Best of all, we're also adding new content into your membership all the time.

Blogs →   Videos →   Online Courses →   Events →

Join Today!

Creating a professional development plan for your organization can be a complex process — but it isn't one you need to take on all on your own. Whether you're looking to grow as an association leader or empower your team and organization to reach new heights, a Sidecar membership has the resources, tools and community you need to do so.

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Contact us to learn more!
SidecarGlobal.com

Appendix

Professional Development Evaluation Worksheets

Step 1: Engage Key Stakeholders

Step 2: Describe Professional Development Activities & Goals

Step 3: Define Evaluation Objectives & Questions

Steps 4 & 5: Identify Indicators & Collect Data

Step 6: Analyze & Interpret the Results

Step 7: Share & Use the Findings

Step 1: Engage Key Stakeholders

Brainstorm

What groups and organizations have a stake in the success of your professional development activities?

List Stakeholder groups including names and contact info.

How will you engage or gather input from each stakeholder representative?

Step 2: Describe Professional Development Activities & Goals

What is the purpose or topic of the PD activity/activities you are evaluating?

What are the learning objectives of the PD event?

What is the format and duration of the PD event(s)?

What materials will be provided to participants and in what format?

List additional behavioral or long term goals of the PD event (if any).

Step 3: Define Evaluation Objectives & Questions

Brainstorm

Record a comprehensive list of possible evaluation objectives discussed here.

Who provided input on the evaluation objectives?

List up to three final evaluation objectives.

Map each evaluation objective to one or more levels of PD evaluation.

Articulate one to three evaluation questions per objective.

Steps 4 & 5: Identify Indicators & Collect Data

Step 3 (carried over)	**Step 4**	**Step 5**	
List evaluation questions from previous page.	List one to three indicators per evaluation question.	List the method or tool you will use to measure each indicator.	How many times will you collect the data and when?

Step 6: Analyze & Interpret the Results

Step 3 (carried over)	Step 4 (carried over)	Step 5	
List evaluation questions from previous pages.	List indicators from previous page.	How will you analyze data to answer this question?	List the results for each question.

Step 7: Share and Use the Findings

List the key findings that you will communicate with your audiences.

Identify the audiences that should know about the evaluation findings.

List three to five products and activities you will use to share the findings.

Which audience(s) will receive this product/activity?

How will you encourage each audience to use the findings?