## Professional Development Evaluation Framework

<table>
<thead>
<tr>
<th>Evaluation Level</th>
<th>What Questions Are Addressed?</th>
<th>How Will Information Be Gathered?</th>
<th>What is Measured or Assessed?</th>
<th>How Will Information Be Used?</th>
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| 1. Participants’ reactions | Did they like it?  
Was their time well spent?  
Did the material make sense?  
Will it be useful?  
Was the leader knowledgeable and helpful?  
Were the refreshments fresh and tasty?  
Was the room the right temperature?  
Were the chairs comfortable? | Questionnaires administered at the end of the session  
Focus groups  
Interviews  
Personal learning logs | Initial satisfaction with the experience | To improve program design and delivery |
| 2. Participants’ learning | Did participants acquire the intended knowledge and skills? | Paper-and-pencil instruments  
Simulations and demonstrations  
Participant reflections (oral and/or written)  
Participant portfolios  
Case study analyses | New knowledge and skills of participants | To improve program content, format, and organization |
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| 3. Organizational support and change | What was the impact on the organization?  
Did it affect organizational climate and procedures?  
Was implementation advocated, facilitated, and supported?  
Was the support public and overt?  
Were problems addressed quickly and efficiently?  
Were sufficient resources made available?  
Were successes recognized and shared? | Organization records  
Minutes from follow-up meetings  
Questionnaires  
Focus groups  
Structured interviews with participants and/or organization leaders  
Participant portfolios | The organization’s advocacy, support, accommodation, facilitation, and recognition | To document and improve organizational support  
To inform future change efforts |
| 4. Participants’ use of new knowledge and skills | Did participants effectively apply the new knowledge and skills? | Questionnaires  
Structured interviews with participants and their supervisors  
Participant reflections (oral and/or written)  
Participant portfolios  
Direct observations  
Video- or audiotapes | Degree and quality of implementation | To document and improve the implementation of program content |
## Training Cadre Resource Tool

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| 5. Outcomes      | What was the impact on the participants?  
Are participants more confident as learners? | Agency/organization records  
Questionnaires  
Structured interviews  
School records | Participant learning and/or organizational outcomes | To focus and improve all aspects of program design, implementation, and follow-up  
To demonstrate the overall impact of professional development |

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