



TRANSITION REPORT

2011-2013 PROFESSIONAL DEVELOPMENT COMMITTEE

(for reference/use by the 2013-2015 Professional Development Committee)

The Professional Development Committee

NAHRO's Professional Development (PD) Committee supports the strategic planning of the Association's Professional Development programming and services. Through this work, the Committee focuses on general and specific areas of career identification, training and education, certification and credentialing, and the overall professionalism of NAHRO members. The PD Committee works in cooperation with NAHRO's Board of Ethics and Credentialing Trustees (BECT) in developing ethics-related education and training program content and defining certification requirements and guidelines. Additionally, the Committee works with the Commissioners Committee to assure that appropriate learning programs and opportunities are available for commissioners.

Committee Structure

The Professional Development Committee is comprised of three (3) representatives from each Region who serve on the regional committee and fourteen (14) Presidential at-large members. Of the presidential appointments, there shall be at least one representative from each region. One of the three regional appointees shall be the Regional Vice President.

Quorum

Quorum is majority of the Committee.

The following activities are under the Professional Development umbrella.

Seminars:

Live Seminars: NAHRO currently has thirty-five different seminars. To date training is available for executives, managers, Housing Choice Voucher (HCV) and public housing practitioners, residents, commissioners, and community development practitioners.

On-site Seminars: Any of NAHRO's live seminars can be held as on-demand training for an agency or one of our chapters or regions.

e-Learning Seminars: Currently, NAHRO has ten e-Learning seminars on a wide range of topics.

Blended Learning Seminars: Beginning in January 2013, NAHRO began conducting the Blended Public Housing Manager (PHM) Seminar. A blended learning seminar is defined as a course in which certain modules are conducted via e-Learning and then the participant goes to a site location (NAHRO Training Center, Chapter or Regional Conference, etc.) to attend the other modules and take the exam (as applicable)).

e-Briefings:

NAHRO provides e-Briefings throughout the year on timely subject matter, most often new HUD regulations and/or guidelines.

Technical Assistance and Products and Services:

NAHRO has a portfolio of expert consultants who are available for technical assistance assignments. In 2012, NAHRO began offering Salary Comparability Studies and technical assistance related to Consortia.

Certification:

The Professional Development Committee's input has been and continues to be integral in the development of NAHRO's thirteen certifications. The Committee provides recommendations to the Board of Ethics and Credentialing Trustees (BECT) related to education, certification tracks, recertification, and assessment board composition. To learn more about NAHRO's certifications, please review the NAHRO Professional Development System (NPDS) Certification Roadmap.

Licensure:

NAHRO has nine licensed entities for its Commissioners Fundamentals Seminar. They include Louisiana, Michigan, Missouri, Nebraska, Missouri, Texas, Arkansas, Kansas, and the Pacific Northwest Region Council (PNRC). Michigan and PNRC hold the license for Ethics for Commissioners as well.

John L. Carroll Memorial Scholarship:

NAHRO offers a limited number of scholarships expressly for small agencies. Each scholarship covers tuition for one of our courses.

2011-2013 Professional Development Committee Chair, Vice Chair, and Subcommittee Chairs

Chair and Vice Chair:

Deborah Wilson, Chair
Harden "Buddy" Oldfield, Vice Chair

Sub-Committees:

The committee has three subcommittees, which address specific areas of professional development. The subcommittees are:

- *NPDS Sub-committee* - Assists with the development of all educational products and services in conjunction with the NAHRO staff at headquarters. Sub-committee Chair is Buddy Oldfield and the Vice-chair is Daniel Stroda. Additional members of the Sub-committee include Richard Wankel, Clif Martin, Richard Herrington, Duane Hopkins, Darrin Taylor, Edward Kaczka, Patti Webster, Robbie Levey, and Karen Wallace. Marva Leonard Dent resigned from the PD Committee in April 2012.
- *Quality Assurance Sub-committee* - Analyzes the success blueprint of each of the products, including delivery, content, faculty, location, and feasibility. Sub-committee Chair is Lee Lamothe and the Vice-chair is Sherry Scudder. Additional members of the Sub-committee include Sunny Shaw, Joanne Toomey, Patricia Wells, Diana Pace, Sharon Dixon, Tina-Marie Sullivan, Kurt Wiest, and Lowel Krueger. Michelle Roth and Eugene Rudder left the Committee in 2012.
- *Marketing Sub-committee* - Assists the NAHRO staff and leadership in ensuring effective communication and successful collaboration of the NPDS with clients, partners, and the regions and chapters. Sub-committee Chairs is David Martens and the Vice-chair is Stan Quy. Additional members of the Sub-committee include Jacob Oglesby, Mark Stalvey, Tammy Frost, John Clarke, Jackie Newman, and Marla Tucker. Dorothy Carty-Daniels, Gail Monahan, and John Gallagher left the Committee in 2012.

PD Sub-committees Interface with Other Committee Sub-committees:

The NPDS Sub-committee and the Commissioners Professional Development Sub-committee meet during each conference to discuss refining and enhancing seminar offerings for commissioners. Additionally, the NPDS Sub-committee interfaced with the Community Revitalization and Development Committee to develop the Certified Community Development and Revitalization Professional (CCRDP) Certification.

PD Division Interface with Service Officers:

The Professional Development Division meets at all conferences with Chapter and Regional Service Officers to assure that educational programming and delivery needs are being met at the state and regional levels.

2011-2013 Professional Development Committee Goals and Activities

Following is a listing of key/major goals and activities that Leadership identified at the January 2012 Leadership Retreat for the 2011-2013 PD Committee to consider. (Objectives have been changed to strategies.) These goals and activities have been the primary focus of the 2011-2013 Committee. The below reflects updates as of October 4, 2013. The Strategic Planning Committee will review and make changes, additions, and/or deletions when it meets at the National Conference in Cleveland and before the 2013-2015 Leadership Retreat in January 2014. The 2011-2013 Professional Development Committee and staff have made significant strides in meeting the goals of the Strategic Plan, including improving quality program delivery; elevating marketing efforts; introducing new expert faculty that have participated in a candidate review process; collaborating with various faculty, committees, and partners to add a broader range of subjects to the training portfolio; developing products and services; increasing awareness about the return on investment of expert training and certification; elevating the necessity for a standard job description for Professional Development Chairs (at all levels); and, elevating the importance of NAHRO Leadership embracing certification.

Those tasks that are marked “Achievement” demonstrate significant work. Many tasks will remain on-going for future committees.

GOAL 1: Sustain and enhance the NAHRO Professional Development System (NPDS) to position NAHRO as the recognized leader in developing the professional expertise and credibility of NAHRO members and others, as well as the credibility of the housing and community development industry as a whole, through the highest quality educational offerings, certification, and information needed in a changing environment.

Strategy Statement 1: Build-out NPDS to an accredited certification system.

Task 3: Incoming committee members receive education so as to fully understand NAHRO NPDS and certifications.

Achievement: Vice President, Deborah Wilson, made it a priority that the PD Committee receive training on the NAHRO Strategic Framework, including NAHRO’s Mission, Vision, Value Statements, and Strategic Goals and Objectives (including NPDS) as soon as possible. She facilitated a committee orientation conference call for January 4, 2012 and followed up with holding additional training at the March 2012 Committee meeting in Washington, DC.

Task 5: Improve and enhance PD’s image by making sure that membership and other stakeholders realize NPDS is NAHRO’s education system. This requires open dialogue with regions and chapters to increase knowledge base about connection between NAHRO and the various chapters. PD also will research the possibility of developing a job description that can be utilized by PD Chairs at each level of the organization.

Achievement: Per Vice President Wilson’s initiative, the PD Committee will review and vote to accept a PD Committee Member’s Job Description at the October 2013 meeting.

Task 6: Identify lack of industry/customer awareness and/or understanding, as well as perception of product's quality.

Achievement: The Marketing Sub-committee completed a comprehensive Competition Analysis and presented recommendation at the October 2013 committee meeting. Analysis results and recommendations will be presented to the incoming committee and Marketing Sub-committee.

Task 7: Review business model to determine what drives what – seminars vs. certification. Consider appropriate messaging related to value-added.

Achievement: The Marketing Sub-committee worked with staff to develop messaging around “just in time training” and the added-value of each seminar/CEU counting toward certification.

Task 8: Explore avenues for regional and chapter support.

Achievement: Workshop presence has increased at chapter and regional conferences. Several state chapters, as well as regions, have adopted “Support NAHRO First”.

Task 9: Continue to adapt to industry needs.

Achievement: e-Briefings and e-Learning have/are increasing, addressing agencies ability to travel less.

Task 12: Identify various options and venues for earning CEUs, including certain conference sessions.

Achievement: The NPDS Sub-committee researched and recommended to the Committee and the BECT appropriate activities (other than training) for re-certification, as well as developed a logical method for providing CEUs for sessions held at certain NAHRO national conferences.

Task 17: TIMSS data base up-to-date and used robustly for marketing.

Achievement: The Marketing Sub-committee in particular held many discussions related to using the database for marketing. The NPDS Tracker, allowing individuals to access information about the status of NAHRO courses they have taken, was developed by NAHRO's IT Department in 2012 and demonstrated often at national, chapter, and regional conferences.

Task 18: Offer the best, most relevant and timely PD products, including core programs, electives, e-Learning and e-Briefings.

Achievement: The NPDS Sub-committee worked with Commissioners Committee to add the “commissioner point of view” for Commissioner Fundamentals Seminar modules. PD re-introduced e-Briefings and have added training on Customer Service, Fair Housing, Grant Writing, Executive Management and Board Relations, and Hearing Officer Works

Task 19 & Task 24: Continually review materials to assure that they are up-to-date and relevant. Engage and retain faculty who stay current with topic subject matter that they teach.

Achievement: The Quality Assurance Sub-committee has worked diligently to review participant evaluations from each offering to assure that the quality of the training is meeting and/or exceeding expectations in the areas of content, faculty, materials, and location. They developed improved processes to review faculty candidates and to recommend measures to staff in the rare instance when expectations are not met. New faculty include: Jon Gresley, Diane Quast, DonElla Payne, Richard Wankel, and Jon Gutzman. All engaged in the interview process with the Q&A Sub-committee.

Task 20: Continue to work with BECT to review and enhance, if needed, all ethics-related content of the various training programs.

Achievement: The NPDS Sub-committee provided input and recommendation as to modifications to the Ethics for Commissioners program in order for the program to provide clarity and better program delivery.

Task 21: Continue assessment, planning and implementation of diverse program venues, especially blended learning. Geographic analysis should be completed of delivery venues with focus on efforts to provide better delivery in gap areas.

Achievement: Blended learning for PHM has been implemented. Staff prepared geo map with Training Centers identified and engaged in discussion with Service Officers.

Task 23: Continue work of the NPDS and Q&A Sub-committees.

Achievement: Commendable achievements of both Sub-committees over the past two years.(See comments in other tasks.)

Strategy Statement 2: Maximize the access of NPDS

Task 1: Continue to conduct outreach to chapter and regional service officers to determine how to meet the scheduling requirements of the local conferences.

On-going Work: PD conducts monthly conference calls with the Service Officers. Regional conference schedules overlap, but that is an item for the regions to determine.

Task 2: Keep chapter and regional presidents, vice presidents and chairs of Professional Development apprised of training opportunities and ability to work together.

On-going Work: On-going out reach to these entities occurs through newsletters, conference call summaries, and direct emails to Service Officers, Chapter and Regional Presidents.

Task 3: Continue to assess training needs for industry; design and implement those trainings. Continue partnership efforts by utilizing NeighborWorks program ...blend with NPDS.

Achievement: CCRDP at Assessment Board stage. Working with NW with cross training and promotion.

Task 4: Evaluate licensing; consider expansion with quality control measures.

On-going/Under Consideration.

Task 5: Increase training opportunities for commissioners.

On-going: Consider re-introducing e-Learning for commissioners.

Task 6: Continue fine-tuning the remaining training courses for commissioners.

Achievement: March 2013 PD and Commissioners Committee complete the taping of the vignettes of the “commissioner point of view” for modules in Commissioner Fundamental Seminar.

Task 7: Add a course on resident issues.

Achievement: In collaboration with Commissioners Committee, PD has built out a detailed outline for the program. The next step is to organize the outline and develop modules.

Task 8: Consider an ombudsman.

Recommend - Delete

Task 9: Enhance and grow the NAHRO trainings and certifications and market to members and non-members.

On-going

Task 10: Focus on regionalized marketing plans for training centers.

On-going

Task 11: Increase recognition of NAHRO certification in the affordable housing industry.

Achievement: Vice President Deborah Wilson challenged the PD Committee members to participate in a special NAHRO certification session at the October 2013 meeting in Cleveland. This initiative endorses President Martens challenge for leadership to get a certification. Efforts of this nature elevate the awareness by leadership and others that certification is important. A good percentage of the Committee supported this effort!

On-going/Awareness growing!

Task 12: Incentivize housing authorities hosting training centers.

Achievement: Most Training Centers are doing a good job.

Task 13: Enhance quality control program for training products.

Achievement: Building on previous Quality Assurance Sub-committees, the 2011-2013 Sub-committee, working with staff, is continually working on this and they have developed good criteria for monitoring.

Task 14: Consider alternate delivery methods, including self-directed learning.

Achievement: Completed the Blended PHM Seminar; Executive Management and Leadership will be the next seminar for such program delivery.

Strategy Statement 3: Explore collaboration with other training providers to enhance NPDS.

Task 1: Seek potential partnerships with other key industry groups to provide education and training.

Achievement: Via the new CCRDP, NAHRO now has a full complement of Community Development training.

Task 2: Challenge of international courses relevancy – need to identify.

On-going: Have begun discussions with South Africa Foundations.

Task 3: Develop database of speakers/trainers.

Achievement: Addressed elsewhere in the Strategic Plan, but significant progress has been made.

Task 4: Develop Certification with NeighborWorks.

Achievement: At Assessment Board stage.

GOAL 4: Position NAHRO to increase income, expand revenue sources, and ensure that NAHRO remains financially strong.

Strategy Statement 1: Develop an effective branding and marketing initiative for national NAHRO.

Task 1: Clarify and amplify a unified NAHRO brand identity with a clear sense of NAHRO's purpose and values.

Comment: Should be discussed at committee level March 2014.

Task 2: Disseminate and utilize elevator speech.

Achievement: PD Committee has developed ambassador speeches and will provide to 2013-2015 Committee. Several PD Committee members have added taglines to their email signatures, with positive statements about NAHRO/NPDS education and services.

Task 3: Increase presence at the regional level.

Comment: PD continues to conduct dialogue with Service Officers. Present at all regional conferences.

Task 4: Revise the NAHRO homepage to reflect the brand.

Comment: PD intends to modify message on their landing page to shift focus first to seminars, then certification. Similarly, on the NAHRO home page, PD's section will redesign their section to reflect seminars first, then certification.

Strategy Statement 3: Identify new sources of revenue.

Task 2: Develop business plan for each of 4 sectors addressing risk aversion and completion with members.

Comment: PD is identifying other entities that we can sell our seminars to, for example Community Action Agencies that administer housing.

GOAL 5: Leverage new and existing technologies to facilitate and enhance communication, information exchange, and knowledge transfer.

Strategy Statement 2: Maximize technology for advocacy, marketing, sales, and services.

Task 1: Continue to enhance the PD webpage to encourage use by membership and others.

Achievement: Customer comments added to enhance marketing.

Task 2: Place greater focus on e-Learning, especially on-demand training.

Comment: 2104 NAHRO should have portfolio of on-demand programs and/or blended learning; pace will be determined by automation of delivery.

Task 6: Use NAHRO's database system to manage individuals' certifications, including re-certification.

Comment: Should be fully functional with the advent of upgraded database.

GOAL 6: Expand, broaden and strengthen NAHRO by providing a full range of products and services that meet the needs of all segments of the housing and community development industry.

Strategy Statement 2: Consider new products and services and ascertain how they may serve the industry.

Task 4: Market NAHRO's existing agreement with NeighborWorks regarding their CD-related trainings and evaluate NAHRO members' participation in them as an indicator of possible similar agreements with other CD training providers such as: National Community Reinvestment Coalition (NCRC) and NACED.

Comment: On-going

Task 5: Ensure continued participation by CD agencies through a PD advisory board for the development of a certification for CD programs.

Achievement: Completed

Task 6: Consider partnerships and collaborations with other training providers such as NCRC and NACED to provide certifications in other areas such as housing finance and underwriting; mixed income communities; procurement; housing counseling; Low-Income Housing Tax Credit (LIHTC) program; Community Planning including but not limited to the Consolidated Plan and Agency Plan; Grants management; Strategic planning for Community Development; Fair Housing such as affirmatively furthering fair housing and special segregation (Westchester, NY settlement was costly to city). In communities that do not have Public Housing, enough tenant-based Sect. 8 Vouchers

leased, disability accessible units, families, concentration of poverty and race); Project-Based Multi-Family Housing Assistance Programs such as Sec. 202, Sec. 811.

Comment: All need to be considered for feasibility. Must prioritize.

Task 7: Educate agency staff, who do not readily see the inherent value of NAHRO Certifications about financial liability of OIG findings and recommended sanctions as well as HUD's on-site reviews leading to findings of non-compliance to gain buy-in.

Comment: Promotion needs to be conducted from the top down.

Task 9: Gain brand loyalty to NAHRO certifications through testimonials.

Comment: Testimonials on website for trainings/seminars. Need to add for certifications.

Task 10: Develop a way for PHAs to upload their programmatic documents such as: Administrative Plans, form letters/notices developed by agencies, MOU/MOAs, Consortia agreements, document checklists for household files, etc. into chapter or national NAHRO websites. Documents would be organized by state, subject area, and document-type and would need some kind of quality control review to ensure quality. There may be some legal implications to review to spare NAHRO from any liability associated with the use of these documents.

Task 15: Thoughtfully consider on-demand Ethics training and the monitoring of such.

Achievement: We have Ethics for CS-PHM on demand currently in use. Will consider for other seminars.

Task 20: Do some analytics on the associates we know about on their involvement to find out how we can make their job easier.

Comment: Need to conduct outreach to see if products are meeting the demands of the industry in today's environment.

Task 27: Consider promoting each others' regional conferences that offer training to help build revenue and educate staff if they can't attend a national conference.

Comment: Have piloted - PNRC and MT Plains. Seems to work.

Task 28: Do a competitor analysis, look at the current training faculty and see who are current or former practitioners.

Achievement/Comment: Completed. Need to determine how best to provide information to make the most impact.

Task 30: Develop a tool where members can access transcripts.

Comment: Need to follow established protocols for transcript requests. NPDS Tracker first step, which is complete. Item should be available with the advent of new database.

Strategy Statement 3: Create a structured program to train future leaders.

Task 4: Determine if it is feasible to continue a NAHRO intern program, either internally or through a partnership, e.g., NeighborWorks.

Comment: 2013-15 committee will consider.

GOAL 7: Encourage the active participation of NAHRO regions and chapters to ensure that NAHRO is a growing, member friendly organization that is open, responsive, and committed to improving its highest-quality services to the membership.

Strategy Statement 1: Engage state chapters and regions to better utilize existing structure.

Task 4: Provide orientation and job descriptions--use best practices page, get materials from regions and chapters.

Achievement/Comment: PD Committee will have a job description for PD Committee members at all levels (state, regional, national) ready for incoming committees (2013). We can build on that foundation.

Task 6: Explore ways to do value-added training, i.e., discounts at conferences; other ways of connecting.

Comment: Currently practiced.

Strategy Statement 3: Build out leadership initiative/internship program.

Task 1: Develop a Leadership Initiative/Intern Program with parameters and goals that are realistic and meet the diverse needs of education and mentoring for individuals who are currently working at senior positions within the housing and community development environment.

Comment: Is intern program feasible at the national level? Fellows are now providing mentoring to Emerging Leaders.

Task 2: Engage intern graduates to assist Professional Development to determine if the Pilot Intern Program designed for young and/or new-to-the industry is still viable or if modifications, including groups to target should be made.

Achievement/Comment: Survey has been conducted. Information will be shared with 2013-2015 Committee.

Task 3: Identify goals and objectives.

Comment: For 2013-15 committee, if they decide to pursue.

Task 4: Engage other organizations to leverage leadership, education, and mentoring opportunities.

Comment: NeighborWorks - Leadership Academy Award In 2012; two NAHRO members were selected for this prestigious program.

Task 5: Determine target group; define program, engage mentors (consider NAHRO Fellows and others in leadership as mentors).

Comment: Surveys may need to be conducted to determine need/buy-in from agencies.

RECOMMENDATIONS to the 2013-2015 PROFESSIONAL DEVELOPMENT COMMITTEE

Based on the achievements and progress made in achieving the goals of the 2011-2013 Professional Development Committee, especially those directly related to NAHRO's Goals and Strategy Statements, the following is proposed for the 2013-2015 Professional Development Committee consideration. As in years past, much of the work will be conducted at the Sub-committee level, then presented to the full Committee for input and approval.

NPDS Sub-committee:

Below is a list of items that the NPDS Sub-committee has identified as key elements to the success of NPDS and NAHRO Certification. It is recommended that the in-coming NPDS Sub-committee, as well as the full PD Committee, consider these key elements.

- **Internship Program**
The 2011-13NPDS Sub-committee determined that the Internship Program should be revived. It is recommended that the sub-committee move forward involving all other NAHRO partner committees and groups.
- **CEU Adjustment**
A complete review of the CEUs assigned to all activities and courses should be conducted to bring them into line with CEUs offered by other training entities. This was a Staff recommendation that should be considered with their input. The final decision will rest with the BECT.
- **Commissioner Customer Service Course**
The sub-committee should continue to follow-up with Staff to ensure the continued development of the Commissioner Customer Service Course.
- **Review of CMVO Courses**
It is recommended that the NPDS Sub-Committee review the course requirements for the Certified Manager of Voucher Operations to (CMVO) to ensure that they are in line with the other certifications and NAHRO goals.
- **Partnership with International Committee**
A partnership with the International Committee should be explored with the goal of providing training in that area.
- **Other Certifications and Course Offerings**
With the continued changes in our industry, the NPDS Sub-committee should continue to explore the possibility of other certifications including FSS and Finance. The sub-committee should also be diligent in exploring the possibility of new course offerings for electives and re-certification in all of the Certification Categories.

Marketing Sub-committee:

Based on the comprehensive analysis of some of the major NAHRO competitors in professional development, the factors identified below represent some of the major areas where NAHRO is currently comparable to the other higher performing industry leaders. The incoming Sub-committee, PD Committee, and staff are encouraged to continue to monitor and evaluate the NAHRO standing in these key areas and to continue to build on these areas of strength.

- E-learning and blended learning to reduce training costs to participants
- E-learning and blended learning to maximize options for time management
- Self-paced learning to provide the ultimate flexibility to participants
- Costs of training as related to the value of the professional development products
- Brand identity that is recognized inside and outside the organization
- National exposure with participation of all sizes of agencies
- Client loyalty and repeat business
- Marketing approaches that are comprehensive and multi-faceted
- Flexibility in training costs and training delivery options
- National network of training center options
- Customer relationship marketing to build member loyalty and customer satisfaction
- User-friendly applications and procedures for professional development assistance
- Timely responses to professional development and technical assistance requests
- Outreach to non-members regarding NAHRO professional development offerings
- Reduction in non-member costs for NAHRO training
- Corporate sponsorship or subsidies for NAHRO professional development offerings
- More partnerships with other professional development providers

- A certification registry that recognizes member status by certification areas
- Special emphasis consortiums or conferences solely focused on training / networking
- Free e-briefing primer to build understanding and comfort levels with e-technology

Based on the comprehensive analysis of some of the major NAHRO competitors in professional development, the 2011-2013 Marketing Sub-committee believes the factors identified below are some of the major emphasis areas that will need continued consideration and work to build on NAHRO's industry competitive edge. The Marketing Sub-committee, as well as the full PD Committee, are encouraged to continue to monitor and measure progress in these areas of continued emphasis and to recommend ways and means for accomplishing such outcomes.

- Customer relationship marketing to build member loyalty and customer satisfaction
- User-friendly applications and procedures for professional development assistance
- Timely responses to professional development and technical assistance requests
- Outreach to non-members regarding NAHRO professional development offerings
- Reduction in non-member costs for NAHRO training
- Corporate sponsorship or subsidies for NAHRO professional development offerings
- More partnerships with other professional development providers
- A certification registry that recognizes member status by certification areas
- Special emphasis consortiums or conferences solely focused on training / networking
- Free e-briefing primer to build understanding and comfort levels with e-technology

Quality Assurance Sub-committee:

The Quality Assurance Sub-committee recommends that the incoming Sub-committee, as well as the full PD Committee, encourage the continuance of the following key items related to the on-going monitoring of NPDS seminars, e-Learnings, and e-Briefings.

- Continue the satisfaction analysis/excel spreadsheet created during 2011. This analysis provides a concise summary of participant reviews of faculty and classes and gives average satisfaction percentages, thus facilitating comparisons and monitoring. This tool

readily shows excellence, as well as potential substandard teachers or classes. Substandard scores or specific teacher complaints should follow the established process.

- The incoming Quality Assurance Sub-committee, as well as the full PD Committee, should continue to audit NAHRO seminars, e-Learnings, and e-Briefings. Class specific audit forms should be developed in order to assure that the course learning objectives (as identified in the course descriptions) are being met.
- The incoming Sub-committee should continue to conduct interviews with potential faculty, using the newly created Candidate Questionnaire and interview format. The Sub-committee's recommendation should be shared with the appropriate PD Staff.

The 2011-2013 Professional Development Committee recommends that the incoming Committee periodically review NAHRO's Strategic Plan to assure that the Committee's work is aligned with this roadmap/outline, which supports the efforts of NAHRO's mission, vision, and value statements.