



Sample - compliments of the Colorado Healthcare Association for Human Resource Management

Section 4 - Embrace New Learning – Healthcare Business

Knowledge

Knowing the “business” side of healthcare requires that HR Leaders shape strategies through seasoned judgment and visionary insight.

As HR transitions to this new role, HR Leaders will be called upon to demonstrate *healthcare business knowledge* by:

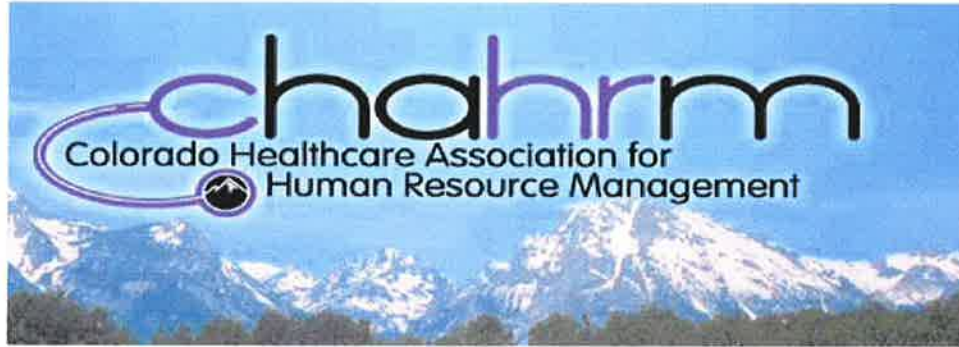
- Understanding the delivery of healthcare from the perspective of consumers, employees, payers, physicians and regulators
- Supporting and exhibiting cross-functional capabilities
- Applying best practices throughout the organization

Chapter Management Activity

41. Chapter Education: “Healthcare Business Knowledge” Leadership Competency

- Chapter is to have conducted a one hour program that focuses on the ASHHRA Leadership Model’s second competency: “Healthcare Business Knowledge.”

Documentation Required Chapter must provide a completed program evaluation for the one-hour meeting. (See Addendum 5 for sample, or use your chapter model). Provide a brochure, flyer or email notice of one educational program to include all of the following: program title, speaker, and education objective(s). Provide a random sample (1) completed Program Evaluation for above program. For program presented, submit a summary of the individual evaluations collected, including total number of evaluations collected.



CHAHRM'S FALL CONFERENCE

November 6-7, 2008
The Inverness Hotel & Conference Center
Englewood, Colorado

A Fall Cornucopia of Great Information



Join us at CHAHRM's November conference at the Inverness Hotel, to hear presentations that will educate and inspire you, while enhancing your leadership skills.

Register Today!

Get credit for learning!!

We have been approved for 5.25 HRCI continuing education credits for the November CHAHRM conference.

CONFERENCE OBJECTIVES:

- Learn essential coaching techniques for the HR professional.
- Hear the latest about unionization activity in Colorado.
- Learn about CHAHRM's latest activities.
- Network with your peers in an atmosphere of growth, support and comfort!

THURSDAY, NOVEMBER 6, 2008

1:00 – 5:00 p.m.

CHAHRM 2009 Planning Session

All CHAHRM members are welcome to attend as President-Elect Ellen Rehmar leads the group in planning 2009 CHAHRM programs and activities.

6:00 p.m.

Dinner at Rock Bottom Brewery

Park Meadows Mall, 9627 E. County Line Road Englewood, CO 80112, (303) 792-9090
<http://www.rockbottom.com/DisplayLocationRBR.php?FKLocationID=10081>

Please let us know if you can join us and we'll reserve a seat for you!

FRIDAY, NOVEMBER 7, 2008

8:00 – 9:00 a.m.

Registration, Continental Breakfast and Exhibits

9:00 – 9:25 a.m.

CHAHRM General Membership Business Meeting

9:25 – 9:45 a.m.

Meet Our Sponsors

9:45 – 10:00 a.m.

Break and Exhibits

10:00 – 11:45 a.m./12:45 – 2:15 p.m.

"HR Coaching Workshop"

Shelli Lind, M.A., SPHR, ACC, Director-Central Region, Centura Learning and Leadership Development, Centura Health

In this interactive workshop, participants will discuss what coaching is and how it differs from counseling and mentoring. We will identify opportunities when, as an HR professional, coaching is appropriate. We will explore and practice these essential coaching techniques:

- Establishing a coaching connection
- The role of trust in a coaching encounter
- Authentic listening
- Asking powerful questions
- Moving the coachee to action
- Commitment management

With over 15 years in Human Resources, Shelli Lind focuses her passion on leadership development. As a facilitator, coach and consultant, she applies a multi-disciplinary approach and a variety of best practices from the behavioral sciences, to partner with her clients to guide them toward improved performance, expanded individual and organizational awareness, and effectiveness. She taps into the strengths, resources, wisdom and creativity that her clients possess to help them examine and take action to improve personal and interpersonal mastery and to navigate their way past familiar patterns that no longer optimize performance.

Shelli holds a B.S. in Human Resource Management, a Master's degree in Organization Management and Development (focus: evidence-based coaching) and an advanced certificate in transformational coaching. She is a credentialed coach with the International Coach Federation.

11:45 a.m. – 12:45 p.m.

Lunch

12:45 – 2:15 p.m.

"HR Coaching Workshop"

Continued

2:15 – 2:30 p.m.

Break and Exhibits

Break sponsored by  **TRISTAR**
RISK MANAGEMENT

2:30 – 4:30 p.m.

"What's Labor Up To?"

Gabrielle Yarbrough, VP, Yarbrough Inc.

Considering today's political landscape, HR leaders are sure to be faced with upcoming challenges for which they are little prepared. This presentation with Gabrielle Yarbrough will provide you with a framework for gathering information on current tactics and trends and help you begin strategizing proactively for your labor relations issues. Gabrielle will guide us through the following:

- Recent tactics of unions for network building and membership growth
- Review of legislation and how it may affect employers and employees in the coming months
- Organizational development strategies to blunt the effectiveness of union tactics (i.e., shared governance structures)
- A discussion of how HR leaders need to strategically plan for the future of labor relations
- A discussion of how increased leadership from CHA will provide infrastructure and support for the growing complexity of our labor relations environment

Gabrielle Yarbrough is the Vice-President of Yarbrough Inc., a labor relations consulting firm. She has spent the last 10 years primarily assisting health care organizations to achieve their labor relations goals. Since the summer of 2006, Gabrielle has personally engaged over 4,000 employees and managers at several hospitals in the Denver Metro area on this topic.

She is a Senior Professional in Human Resources and is passionate about supporting human resources leaders in creating and executing their proactive labor relations objectives. She also holds a BA from Arizona State University and is completing her MBA.

Participate in Our Fall Toiletries Drive

As we have many times in the past, CHAHRM is proud to sponsor a toiletries drive at our Fall Conference. All items collected will be given to The Gathering Place, Denver's only daytime drop-in center for women and children who are experiencing homelessness or poverty (<http://www.the-gatheringplace.org/>).

If you can, please bring any of these items to the conference for donation:

- Feminine hygiene products
- Toothbrushes – adults and kids
- Travel size toothpaste
- Antiperspirant/deodorant
- Disposable razors
- Shampoo
- Conditioner
- Sunblock

Thanks to our Silver sponsors for this event!

AIG Retirement

CHA Shared Services



MEDEFIS

STRATEGIC Programs, Inc.
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Inverness Hotel and Conference Center Overview

The Inverness Hotel and Golf Club, managed by Destination Hotels and Resorts, is part of a collection of distinctive, independent, upscale hotels and resorts in the United States offering exceptional recreational opportunities and conference facilities.

Location:

Inverness Hotel and Golf Club is located in the Denver Technological Center, a business, shopping and recreational hub. Denver International Airport is 30 minutes away and shopping at the acclaimed Park Meadows retail center is only five minutes away with complimentary shuttle service offered by Inverness Hotel and Golf Club to and from the mall. Downtown Denver with its plethora of professional sporting venues, restaurants and shopping areas is approximately 20 minutes away.

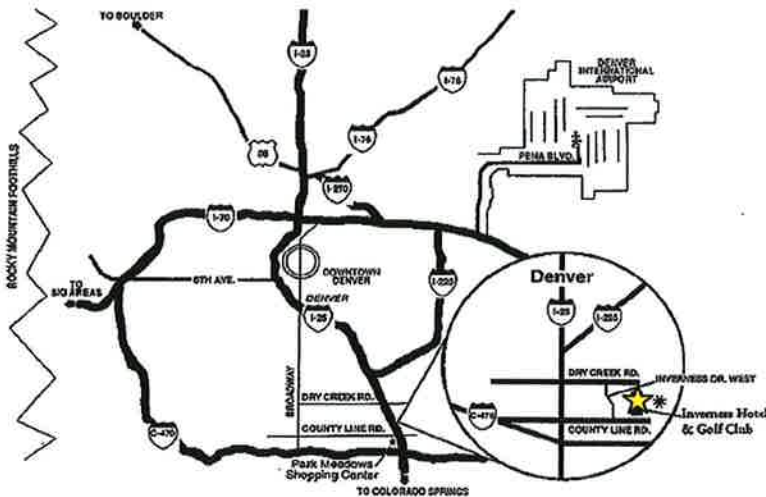
Conference Center:

The premier International Association of Conference Centers certified resort in the region, Inverness Hotel and Golf Club is also Denver's only conference resort. State-of-the-art technological capabilities, AAA Four Diamond™ dining, luxury accommodations and recreation make Inverness Hotel and Golf Club stand out as an industry leader locally, regionally and nationally.

**The Inverness Hotel and Conference Center
200 Inverness Drive West
Englewood, CO 80112
1 800-346-4891 • (303) 799-5800**

Room reservations for the night of November 6 are \$149 and can be made through the hotel. Rooms will be held at this rate through **October 26, 2008.**

Call now for your reservation. Be sure to tell them you are with CHAHRM.



Getting There

The Inverness Hotel is located south of Denver, just off of I-25:

Take the County Line Road exit off of I-25. Go east on County Line Road and take the first left onto Inverness Drive West. Inverness Hotel & Conference Center will be on your right.

The Inverness Hotel and Conference Center
200 Inverness Drive West
Englewood, CO 80112
1 800-346-4891 • (303) 799-5800

Complete the application below or register on line at www.chahrm.org.

(Please note: When registering online, you still must mail your payment to the address below.)

CHAHRM's Fall Conference: *A Fall Cornucopia of Great Information* **November 6 & 7, 2008**

The Inverness Hotel & Conference Center, Englewood, Colorado

Respond to: Shelli Lind, CHAHRM Treasurer
 Director-Central Region, Centura Learning and Leadership Development
 Centura Health
 188 Inverness Drive West, Suite 500
 Englewood, CO 80112
 Phone: 303-804-8121; Cell: 303-885-1105; Fax: 303-804-8234;
 Email: shellilind2@centura.org

Fees:

<input type="checkbox"/> Full conference	\$125
<input type="checkbox"/> Thursday dinner only	\$55
<input type="checkbox"/> Friday sessions only	\$99
<input type="checkbox"/> Friday Labor Relations session only	\$20
<i><input type="checkbox"/> Late registrants add \$20 to each amount</i>	
<i><input type="checkbox"/> Non-members add \$15 to each amount above</i>	
<i>(make check payable to CHAHRM)</i>	

Respond by: October 31, 2008

Be sure your registration reaches us by the deadline. If that's not possible, please call.

Do you plan to attend the CHAHRM Chapter Planning Session? Yes No
 Do you plan to attend Thursday dinner? Yes No
 Do you plan to attend Friday lunch? Yes No

Name _____

Title _____

Organization _____

Address _____

Phone _____ Email _____

The Fine Print: *Full refund of registration fee is available if cancellation occurs before seven days prior to the meeting; otherwise no refunds will be provided. If you are registered, but not paid, and cancel within seven days of the event, you will be billed for the registration fee. Substitutions will be accepted.*

CHAHRM's Fall Conference

Denver, November 6-7, 2008

A Fall Cornucopia of Great Information

HR Coaching Workshop

Presenter: Shelli Lind, M.A., SPHR, ACC, Director-Central Region, Centura Learning and Leadership Development, Centura Health



Shelli Lind talked to us about the role of the HR leader as a coach. Based on the concept of servant leadership, Shelli stated that anyone can coach from wherever they stand. Coaching is about inspiration, giving spirit and life, while focusing on the needs of the person

being coached. Coaching is also about learning—which is the space between where you are and where you want to be. Good coaches assist coachees to defeat the enemies of learning, which include: "I already know," "I don't want/need to know," "I can't learn" and "Just answer my questions." To progress, the coachee must be aware of the gap between where they are and where they want to be, must be willing to declare incompetence or admit they don't know how to get where they want to go and commit to learning.

A coach uses the skills of collaboration and facilitation to create a relationship of trust that helps the coachee unfold to their full potential. Shelli took us through several examples to demonstrate how coaching differs from being a leader, mentor, friend or therapist. Coaches are a catalyst for personal growth. Great coaches are curious and non-judgmental, but more than just good listeners. They are able to balance providing support with challenge. They use the tools of inquiry and powerful questioning to help the coachee uncover their own power and potential. Coaches ask questions like: "What challenges do you face?", "What are the consequences of the choices you made?", "Could you have done something more productive?" and "What did you learn from the experience?"

Some of the rules of coaching include: first do no harm (sound familiar?), never give advice (hard for an HR expert to restrain themselves), beware of the implicit power differential between the coach and the coachee (don't pressure), let the spirit speak through coaching (go with the flow), be aware of your own mental models (we all have them) and only coach the person in the conversation (don't coach a 3rd party who isn't present).



For those of you who missed it, this presentation was thought provoking and challenging. As HR professionals we are often sought out because of our expertise and our willingness and ability to provide the answers. How many of us are truly good coaches?

Ellen Rehmar, MPA

*Director, Human Resources
University of Colorado Hospital
Phone: 720-848-6818
Ellen.Rehmar@uch.edu*

What's Labor Up To?

Presenter: Gabrielle Yarbrough, VP, Yarbrough Inc.



Gabrielle Yarbrough was the Labor Relations speaker and her topics included 2008 Union Tactics, Legislations, a discussion on strategies to blunt union attacks, a discussion on HR labor relations strategic plan, and suggestions on CHA leadership in 2009.

2008 Union Tactics

The Unions are rebranding themselves from "negotiators" to "partners" by aligning themselves with legislators, committees, and businesses to position themselves as powerful healthcare reform leaders and the source of information and action. The Unions are also attempting to engage on topics ranging from staffing, the Iraq War, healthcare reform, the presidential race, SCHIP, and Medicare. The

Unions are targeting markets with low union density, like Colorado, Kansas, and Oklahoma.

Gabrielle provided examples of Union web-sites that you wouldn't know they are from the Union. Check out the following web-sites: Healthcare United, Partnership for a Healthy Colorado, Health Care for America NOW!, Colorado for Health Care, Mi Familia Vota, Colorado Wins.

The Unions are also taking advantage of the social networks on the web like Facebook, Flickr, MySpace, Twitter, YouTube and blogging. According to Gabrielle, there are more than 1200 SEIU clips on YouTube. Gabrielle provided a slide on the Generational Mix for the 2007 Workforce. The Veterans, those born before 1946 are described as "Take charge and do what's right!" represent 6.5% of the workforce. The Baby Boomers (1946 to 1964) "Trendsetters to the end or just getting started?" represent 41.5% of the workforce, Generation X (1965 to 1977) "I have to keep my options open" represent 29.5% and Generation Y (1978 to 1990) "High maintenance equals high performance" represent 22.5%. The bottom line is that the unions are tapping into the technology that Generations X and Y know and live.

Legislation

With many of democratic candidates winning in National elections in October, the unions are already developing strategies to pass groundbreaking, pro-labor legislation in 2009. Here's a sample of some the Employment Legislation for the 110th Congress:

- Employee Free Choice Act
- "RESPECT" Act
- Repeal Section 14(b) of Labor-Management Act (right to work)
- Lilly Ledbetter Fair Pay Act 2007 / Fair Pay Restoration Act
- ADA Restoration Act 2007
- ADA Amendments Act of 2008 - Signed by President Bush on September 25, 2008
- Forewarn Act of 2007
- Healthy Families Act
- Working Families Flexibility Act
- Paycheck Fairness Act
- Protecting America's Worker Act
- Nurse and Patient Safety & Protection Act of 2007
- Popcorn Workers Lung Disease Prevention Act
- Supplemented Mine Improvement and New Emergency Response Act
- Combustible Dust and Fire Prevention Act of 2008
- Private Whistleblower Streamlining Act of 2007
- Contractors and Federal Spending Accountability Act of 2007
- Honest Leadership and Accountability of Contracting Act of 2007
- Genetic Information Non-Discrimination Act of 2007 - Signed by President Bush on May 21, 2008
- Workplace Religious Freedom Act of 2007
- Civil Rights Act of 2008

Regarding union activities in the Senate, Senator Richard Burr (R-NC) stated, "Even a blind person could see a concerned strategy of pro-union legislation coming to the (Senate) floor." Senator Tom Coburn (R-OK) said, "Everything we've had has a labor component. They're buying the Congress."

While nurse staffing is expected to be a union priority in several state legislatures including Colorado, the 800-pound gorilla in Washington D.C. will be the Employee Free Choice Act (EFCA), which would replace today's secret ballot election process with the much faster and more effective "card check" method of organizing that would be an advantage to the Unions. If enacted, EFCA would fundamentally change American labor law and help unions potentially add millions of new members to their ranks.

There are two provisions in the EFCA that would change labor relations more than anything since the *Taft-Hartley Act* of 1947:

- 1) The virtual elimination of secret ballot elections has drawn the most attention. Two implications make the bill especially effective for unionization:
 - Whereas the NLRB election process gives employers time to communicate their views about unionization with employees, card check drives could be over before employers know they exist.

- At the same time, because union organizers can "cherry pick" the employees they think likeliest to sign, many employees might never be contacted, and would never know what the union is up to.

2) Equally as onerous as EFCA's card check provisions are the sweeping "fast track" changes it would make to the collective bargaining process:

- Once the union is in place, bargaining must begin 10 days after the union asks for it.
- If union and management are at an impasse after 90 days of bargaining, the Federal Mediation and Conciliation Service (FMCS) would step in to bring them together.
- If the two sides are still at odds after 30 days of mediation, FMCS would appoint an arbitration board whose order – "agreement" – would be in place for two years.

Altogether, EFCA not only would strip employees' right to privacy, but also deny free speech privileges and the right of employers to control wages, benefits, work rules, scheduling and other operational and financial matters. Former Democratic Senator, presidential candidate and staunch labor supporter George McGovern speaks plainly: "Instead of providing a voice for the unheard, EFCA risks silencing those who would speak. Under EFCA, workers could lose the freedom to express their will in private, the right to make a decision without anyone peering over their shoulder, free from fear of reprisal. To fail to ensure the right to vote free of intimidation and coercion from all sides would be a betrayal of what we have always championed."

Here's what Union leaders are saying: From Andy Stern, SEIU President, "If we pass the EFCA, these unions will grow by 1.5 million members a year for 10 - 15 straight years." "We're going for the trifecta: the House, the Senate, and the White House" says Gerald McEntee, AFSMCE President.

From the Editorial Boards:

"Unions once supported the secret ballot for organization elections. They were right then and they are wrong now." (*LA Times*)

"The unions aren't asking for fair play here. They want to corner the market on bullying." (*St. Petersburg Times*)

"My party should respect secret ballots."
(*George McGovern - Wall Street Journal*)

"Change is having a President who . . . lets unions do what they do best and organize our workers . . . and who will finally make the Employee Free Choice Act the law of the land."
Barack Obama

The Coalition for a Democratic Workplace (CDW) has a public education campaign aimed at protecting private ballots in union organizing elections. Their web site is myprivateballot.com. Colorado Members of CDW include:

- Colorado Association of Commerce & Industry
- Colorado Hospital Association
- Colorado Hotel & Lodging Association
- Colorado Restaurant Association
- Rocky Mountain Chapter of ABC (Associated Builders and Contractors)
- Rocky Mountain IEC (Independent Electrical Contractors)

The UnionFacts.com website is 501(c)(3) non-profit organization supported by foundations, businesses, union members and the general public. They are dedicated to showing Americans the truth about today's union leadership.

If the passage of the Employee Free Choice Act is really going to happen, when? Speculation is that it will be the first or second bill Congress will address within the 100 days of the new administration. Currently, there are three seats open on the five member National Labor and Relations Board.

The possible scenarios are:

1. No law enacted which is doubtful.
2. The law is enacted as proposed.
3. A legal challenge to interest arbitration provision on constitutional grounds
4. Compromised Legislation

Strategies to Blunt Union Tactics

1. Employee Involvement/Engagement - Ensure that all employees are engaged in the day-to-day operation and long-term success of the organization. If employees believe there's an us/them attitude in their

workplace, they're prime targets for union organizers.

2. Hiring/selection process - Depending on an employer's hiring status, communicating with new employees can make a big difference should a union come calling. New hires often can be the softest targets for organizers.
3. First line supervision - Supervisors give orders, provide direction. Do yours also know how to communicate in a way that not only ensures work gets done properly, but that makes employees understand *why* it should be done a certain way? Do they know how to take constructive criticism and make changes suggested by their subordinates? Communicating "why" and listening to employee suggestions are key elements of engagement.
4. Union avoidance education - For most people, loss of privacy and unpressured choice are the most compelling arguments against EFCA. Make sure your employees know exactly what EFCA would take away from them. Also compelling is the issue of union dues; employees who know how much they'd pay monthly can be less vulnerable to organizing.
5. Organizing awareness
6. Employee Relations/Communications - Create employee advisory groups that help you get wind of dissatisfaction before its gets out of control. Dissatisfied employees quickly can come to believe that a union is the only answer.
7. Wage/benefit structure - Make comprehensive changes in your workplace that become part of its culture. Create an environment that makes employees believe they have a great place to work and don't need a union. The goal: when a union organizer comes calling with a card or petition to sign, your employees say "no

thanks." At the same time, far too many employees don't have a firm grasp of what they really have when it comes to pay and benefits, two prime targets of union organizers. Doing everything possible to familiarize workers, not only with what they have, but also its value, can help union come-ons fall on deaf ears.

8. Policies/Procedures - Develop a clear, concise policy describing where your organization stands on unionization. Ensure that everyone understands it, starting with your board of directors and senior management.
9. Management Visibility- Every organization communicates from the top down; that's how things get done. The best businesses know that bottom up communication is just as important.

During the presentation there was a lot of discussion on how the area hospitals could get together and strategize without creating the appearance of collusion. The consensus was to have CHA support and leadership in this process.



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This newsletter is produced courtesy of Watson Wyatt Worldwide — a global HR consulting firm. We help our clients succeed by maximizing the return on their investments in people. If we can help you with any of your HR needs, please contact Evonne Dunn at 303-575-9711 or evonne.dunn@watsonwyatt.com.

FALL CONFERENCE

ATTENDEES' EVALUATION

NOVEMBER 2008



Listed below are the *objectives* for this program. Place an "X" in the column that best describes how well you think these objectives were met.

OBJECTIVE	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor
Learn essential coaching techniques for the HR professional.	XXXXX	XXXXX	X		
Hear the latest about unionization activity in Colorado.	XXXXXXXXXX	XX	X		
Learn about CHAHRM's latest activities.	XXXXXXX	XXX	X		
Network with your peers in an atmosphere of growth, support and comfort!	XXXXXXXXX	XXX	X		

Comments:

- Wonderful presentations; everyone was very welcoming and helpful; great leadership; very well organized beginning to end. Thank you.
- Labor relations program - very worthwhile
- Both speakers were wonderful. Very energetic and full of information; would recommend both as future speakers.

How do you rate these *program elements*?

ELEMENT	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor
Networking opportunities	XXXXXXX	XXX	X	X	
Location	XXXXXX	XXX	XXX		
Speakers	XXXXXXXXXX	X	XX		
Topics	XXXXXXX	XXX	XX		
chedule	XXXXXXX	XXX	XX		
Sponsor participation	XXXXXXX	XXX		X	

Comments:

- Room was too cold; food was great.
- Only attended labor relations - great speaker.
- So wonderful to have Shelli do her thing!
- Coaching presentation had a lot of good information but got really long.

What were the *most* effective portions of the program and why?

- Vital information, timely, presented by enthusiastic and knowledgeable individuals
- Labor relations - facing the challenge now
- Loved coaching and union seminars! Plan for conf. call with CHA hospital leaders re: unions.
- Coaching was very helpful and great ideas; Gabrielle was very passionate and full of great ideas.
- It was all great.

What were the *least* effective portions of the program and why?

- A little too much introductory theory - need more practice time.
- None.
- None.

What is your *overall* evaluation of the conference (please check one)?

XXXXXXXX 1 = Excellent X 2 = Very Good XX 3 = Good 4 = Fair 5 = Poor

Any suggested topics for future conferences?

- Follow up on EFCA and unionization
- Retention, succession planning
- Wellness; generational differences

**FALL CONFERENCE
ATTENDEES' EVALUATION
NOVEMBER 2008**

Listed below are the *objectives* for this program. Place an "X" in the column that best describes how well you think these objectives were met.

OBJECTIVE	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor
• Learn essential coaching techniques for the HR professional.		✓			
• Hear the latest about unionization activity in Colorado.	✓				
• Learn about CHAHRM's latest activities.	✓				
• Network with your peers in an atmosphere of growth, support and comfort!	✓				

Comments:

How do you rate these *program elements*?

ELEMENT	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor
Networking opportunities	✓				
Location	✓				
Speakers	✓				
Topics	✓				
Schedule	✓				
Sponsor participation	✓				

Comments:

What were the *most* effective portions of the program and why?

What were the *least* effective portions of the program and why?

a little too much introductory theory - need more practice time

What is your *overall* evaluation of the conference (please check one)?

1 = Excellent 2 = Very Good 3 = Good 4 = Fair 5 = Poor

Any suggested topics for future conferences?

FALL CONFERENCE
NOVEMBER 2008



Evaluation Form for Sponsors/Exhibitors

We truly appreciate your participation in our event as a sponsor or exhibitor. We want to make your future involvement with CHAHRM as beneficial as possible for you and our members. Please take a moment to complete the following evaluation so we can improve our conferences to come.

How do you rate these elements?

ELEMENT	1- Excellent	2 - Very Good	3 - Good	4 - Fair	5 - Poor	N/A
Sales opportunities			X			
Opportunities to network with attendees	X					
Value received by members from your participation	X					
Location of conference		X				
Location of exhibits	X					
Quality of attendees for your marketing purposes			X			
Schedule		X				

Comments on elements above:

What were the *most* effective aspects of your participation and why?

What were the *least* effective aspects of your participation and why?

What is your *overall* evaluation of your participation (please check one)?

1 = *Excellent* 2 = *Very Good* 3 = *Good* 4 = *Fair* 5 = *Poor*

Would you like to sponsor or exhibit at a future CHAHRM event (please check one)?

1 = *Definitely* 2 = *Probably* 3 = *Maybe* 4 = *Probably Not* 5 = *No*

Name _____ Company _____
(optional) (optional)