

3rd annual event

Earlybird discount for payment by August 13, 2007

Register online at www.infohrm.com

**2007's premier conference on
human capital analytics**

inform^{*} CONFERENCE 07

**HUMAN CAPITAL ANALYTICS
Driving Business Outcomes**

September 25-28, 2007, The Hilton Washington, Washington, DC

* For the previous two years the Infohrm Conference was run as the CLC Metrics Conference

KEYNOTE SPEAKERS

Norm Smallwood

Co-founder and Partner,
RBL Inc; Faculty Member,
University of Michigan

Jeff Higgins

EVP, Workforce Planning,
The Countrywide Financial Corp

Dr Lindsay Moore

CEO, KLM, Inc.,
Professor of Law,
George Washington University Law School

Kirsty Russell

Head of HR, North America,
Nokia

Jeanie Duck

Senior Vice President, Senior Partner
and Managing Director,
Boston Consulting Group

Corbette Doyle

Chief Diversity Officer,
Aon Corporation

CONCURRENT STREAMS

1: Perpetuating Change

Using HR data, analysis and reporting
to drive organizational change

2: Your Business, Your Data

Positioning your intangible assets for
success

3: Applied Analytics

Investigating discrete workforce issues

4: Masterclasses:

- Building a Leadership Brand
- Strategic Deployment of Human Capital for Shareholder Value, Market Capitalization, Competitive Advantage, and Asset Optimization

CASE STUDIES FROM

- Alticor, Inc.
- Bell Canada
- Brown-Forman Corp
- EMC
- HealthNet, Inc
- Intermountain Healthcare
- Nokia Corporation
- Pearson, Inc.
- UnitedHealth Group
- Virginia Commonwealth University

NEW FOR 2007

HR Metrics Lab: from aspirational to operational

Participate in one of six HR Metrics Labs, working in highly interactive sessions with experts and peers to learn, discuss and debate the metrics that matter to your business

CONFERENCE OVERVIEW

VENUE

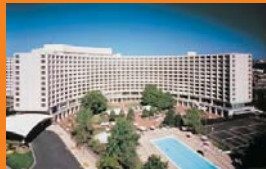
The Hilton Washington
1919 Connecticut Ave NW
Washington, DC 20009

SPECIAL RATES:

Accommodation is available to delegates at the special reduced conference rate of single: \$229 per night, and twin or double: \$249 per night.

TO BOOK:

To reserve your room please call Hilton Washington directly on +1 202 483 3000 and mention the conference to secure the reduced rate. For more information on the Hilton Washington, visit the Hilton website www1.hilton.com



To register

Visit www.infohrm.com

Email duncan.scott@infohrm.com

Call 202 589 2664

Fax 202 223 0324



Jonathan Terrell
President
- North America
Infohrm

Welcome to Infohrm's 3rd annual conference - I am sure you will agree this year's speaker line-up will challenge and inspire our thinking.

Each year it has been the Infohrm team's aim to bring you a conference that challenges convention and thought, has international and local perspectives, provides a variety of topics that appeal to the deep workforce analytics and planning specialists, and the HR professionals who integrate their work into practices to build better organizations through people. I am sure this year's event will not disappoint.

The conference asks: "Are we, as **HR professionals**, focused on the business or the function of HR?" and "in the years ahead, will we be able to look back knowing we have made a positive impact on the success of organizations through people?" It also focuses on our role being the driver/leader of these outcomes through people practices.

Using case study examples our expert presenters will share their stories of how they met their information needs, created insight and delivered impact. The underlying message is HR is **driving success** through people practices.

The event is structured into four concurrent streams (one stream presented as a Masterclass) on September 25 and 26 where delegates will sample the most up-to-date thinking from national and international HR thought leaders. In

addition, we offer further up-skilling opportunities through optional post-conference workshops.

New to the program this year are working sessions to discuss and debate the **metrics that matter** to your business - our HR Metrics Labs sessions on September 26. For many years Infohrm's research team and consultants have worked with organizations to define and explore new areas of measurement. The 'Labs' will be the start of a process after the conference to better understand and define metrics and measurement frameworks over the remainder of 2007, contributing to the next edition of Infohrm's Metrics Standards Book. During the 'Labs', participants and presenters will discuss topics including:

- Will the importance of this metric increase/decrease in the future, or remain the same?
- What are some barriers to operationalizing this metric?
- Is there potential for this metric to be externally benchmarkable?
- Is it one metric or a suite? Setting desired target ranges and process.

I promise, as previous delegates indicate below, it will be a well-spent few days.

Regards

Now in its 3rd year in North America, and 17th year internationally, the Infohrm Conference is widely recognized in the business community as an important date on the HR calendar. The event has become an institution, drawing glowing praise from over 200 attendees each year from some of the nation's largest organizations. Delegate feedback includes:

"Enjoyed it - level of discussion in analytics was refreshing"

"Excellent variety of speakers, different industries and levels of implementation of analytics"

"It was valuable to have insight as to what other companies are struggling with - we are not alone!"

"Interesting conversations, discussions and presentations"

"I gained insights and ideas from every session I attended"

"Came away with ideas for driving the message that you need to talk and know the business to be able to add value to human capital analytics"

"A great exposé of some current thinking and research"

"Carefully considered program that is pitched at today's real issues"

"Fantastic learning and networking opportunity"

"Good opportunity to hear the latest research"

"Incredibly relevant and useful information"

"Great conference. Very interesting and enjoyable"

"Great event. Looking forward to next year's"

"High quality, professional experience"

"High standard of presentations compared to other conferences"

"Well worth my investment of time...alot of reinforcement of key issues"

CONFERENCE OUTLINE

Day One - Tuesday, September 25, 2007

- 8:00-8:30am Registration
- 8:30-9:45am **Keynote Session** **How to Build Value through People and Organization**
Norm Smallwood, Co-founder and Partner, The RBL Group; Faculty Member, Executive Education Center, Ross School of Business, University of Michigan
- 9:45-10:30am **Keynote Address** **Connecting People, Connecting Talent - How Nokia Does It**
Kirsty Russell, Head of HR, North America, Nokia
- 10:30-11:00am Break
- 11:00-12:30pm **Keynote Session** **The Human Forces that Fuel or Foil Corporate Transformation and Change**
Jeanie Duck, Senior Vice President, Senior Partner and Managing Director, Boston Consulting Group
- 12:30-1:30pm Lunch
- 1:30-3:30pm **Choose from the following concurrent Stream sessions**
- | Stream 1:
Perpetuating Change | Stream 2:
Your Business - Your Data | Stream 3:
Applied Analytics | Stream 4:
Masterclass - Building a Leadership Brand |
|---|--|---|---|
| Setting the Stage: Creating a Foundation for the Introduction of Analytics <i>Health Net, Inc.</i> | Human Capital Data's Role in Mergers & Acquisitions <i>UnitedHealth Group</i> | Understanding the Long-Term Impact of Fast-Paced Growth <i>EMC</i> | Building a Leadership Brand <i>Norm Smallwood, Partner, RBL Inc; Faculty Member, Uni of Michigan</i> |
| Transforming Workforce Analytics & HR Reporting Capabilities on a Global Scale <i>Nokia</i> | Delivering Value in Spite of your Business Environment <i>Bell Canada</i> | Measuring the Effectiveness of a Diversity Strategy <i>Pearson</i> | session continues... |
- 3:30-4:00pm Break
- 4:00-4:45pm **Keynote Session** **The Business Case for Diversity**
Corbette Doyle, Chief Diversity Officer/Chair Healthcare Industry Practice, Aon Corporation
- 4:45-5:30pm **Keynote Session** **The Future of Analytics**
Jonathan Terrell, President - North America, & Anastasia Ellerby, Senior Vice President, Infohrm
- 6:30pm Pre-dinner drinks and Conference Dinner

Day Two - Wednesday, September 26, 2007

- 7:30-8:00am Continental Breakfast
- 8:00-8:30am **Welcome Address** **Future Directions of Infohrm**
Brian Kelly, Vice President, Infohrm
- 8:30-9:30am **Keynote Session** **Thinking Strategically About Human Capital**
Dr. Lindsay Moore, CEO, KLM, Inc., Professor of Law, George Washington University Law School
- 9:30-10:30am **Keynote Address** **Global Best Practice in Workforce Planning and Analytics**
Anastasia Ellerby, Senior Vice President, Infohrm
- 10:30-11:00am Break
- 11:00-1:00pm **Choose from the following concurrent Stream sessions**
- | Stream 1:
Perpetuating Change | Stream 2:
Your Business - Your Data | Stream 3:
Applied Analytics | Stream 4:
Masterclass - Strategic Deployment of Human Capital |
|---|--|---|---|
| Data at the Table: Using Workforce Analysis to Change the Mgmt Review Process <i>Brown-Forman Corp</i> | Analytics in Place of Assumptions <i>Alticor, Inc.</i> | Statistics, Variance, and Really Cool Analysis Tools for HR Analytics <i>Intermountain Healthcare</i> | Strategic Deployment of Human Capital for Shareholder Value, Market Capitalization, Competitive Advantage, & Asset Optimization <i>Dr Lindsay Moore, CEO of KLM, Inc.; Professor of Law, George Washington University Law School</i> |
| A Method to the Madness: Theory Behind Change Mgmt Best Practice <i>Infohrm</i> | Turning the Intangible into the Tangible <i>Infohrm</i> | Competitive Analytics: Modeling Desirable & Undesirable Turnover <i>Virginia Commonwealth University</i> | |
- 1:00-1:45pm Lunch
- 1:45-2:30pm **Choose from the following concurrent sessions**
- Working Sessions: HR Metrics Labs - from aspirational to operational**
Participate in one of six Labs, working in interactive sessions with experts & peers to learn & debate the metrics that matter to your business
- 2:30-3:00pm Break
- 3:00-3:45pm **Keynote Address** **Using Workforce Analytics to Drive Business Performance - the Missing Link in the HR Business Partner Role**
Peter Howes, CEO, Infohrm
- 3:45-4:45pm **Keynote Session** **Workforce Planning and Predictive Modelling, Unleashing the new Human Capital Management Tools**
Jeff Higgins, Executive Vice President of Workforce Planning, Countrywide Financial Corporation
- 4:45-5:00pm **Closing Address** A review of key themes and ideas from the conference via an interactive session
Anastasia Ellerby, Senior Vice President, Infohrm

Thurs & Fri, September 27-28

POST-CONFERENCE WORKSHOPS

8.15am Registration
8.30-3.30 Workshops

Choose 1 of 2 concurrent workshops

Workshop 1:
Workforce Analytics
Learn how to get the value-add from workforce data no matter how it is captured.

Workshop 2:
Workforce Planning
Learn how to formulate a workforce plan which is integrated with the organization's business planning process.



Register by August 13 and Save 20%

KEYNOTE SPEAKERS

Day One - Tuesday, September 25, 2007



Norm Smallwood



Jeanie Duck



Corbette Doyle

Norm Smallwood, Co-founder & Partner, RBL Inc; Faculty Member, Executive Education Center, Ross School of Business, University of Michigan

Norm is a recognized authority in developing leaders who deliver results and increase business value. His current writing, speaking and consulting work relates to making intangibles tangible by building organization capabilities that measurably impact market value. This involves new perspectives, looks at roles for line executives and HR professionals. Norm is co-founder of RBL Inc, which is a collective of well-known and broadly experienced management educators and consultants. He is co-author of four books, including SHRM's book of the year *Results-Based Leadership: How Leaders Build the Business and Improve the Bottom Line* and *Why the Bottom Line Isn't: How to Build Value through People and Organization*, co-authored with Dave Ulrich. Norm is on the Faculty at the Executive Education Center at the University of Michigan Business School, is an affiliate of Duke Corporate Education and a Member of the Editorial Board of the Journal of HR Management.

How to Build Value through People and Organization

Norm will share the results of research he conducted with Dave Ulrich around the composition of the intangible value of companies and how the bottom line of companies is more than earnings - it's about building long-term value through intangible assets such as leadership, brand, corporate culture and ability to attract talent. Norm will show how intangible assets reflect the true value of all successful companies, an architecture for understanding the intangibles of companies and how to redefine the role of HR this architecture relates to. During this session Norm will address:

- Matching strategy to skill to grow the value of intangible assets
- How to build a high performance culture
- Creating a shared mindset between customers and employees
- How to measure the speed of change for competitive advantage

Kirsty Russell, Head of North America HR, Nokia

Kirsty joined Nokia over 8 years ago originally to work in Sales & Marketing competence development in Europe, and moved on to a number of global marketing roles within Nokia Networks looking specifically at the 3G business and markets. She then rotated back to HR and has worked as Nokia's Director for Strategic HR Projects for Nokia, Global HR Director in Performance and Competency Management as well as in Compensation & Benefits. Prior to joining Nokia, Kirsty worked as a consultant within a European management development company, coaching senior executives of European companies. She is a member of the British Institute of Personnel & Development and a Global Remuneration Professional in the World at Work organization.

Connecting People, Connecting Talent - How Nokia Does It

As a Global Fortune 100 company, Talent Management is key to the continued growth and performance of Nokia. During this session Kirsty will showcase the Nokia story on managing talent as a strategic initiative for business performance. Issues discussed will include:

- Finding, developing, retaining and utilizing internal/external Talent for business performance
- Talent management cycle within Nokia
- Use of Analytics in Talent Management

Jeanie Duck, Senior Vice President, Senior Partner and Managing Director, Boston Consulting Group

Jeanie is a change management expert with over 30 years of experience and a best-selling author on the topic. Her book *The Change Monster: the Human Forces that Fuel or Foil Corporate Transformation and Change* was translated into nine languages and her Harvard Business Review article "Managing Change: The Art of Balancing" is a best selling reprint and is included in *HBR on Change*. Prior to joining BCG, Jeanie founded her own consulting firm in Minneapolis, where her talent for relating to executives with a rare combination of compassion, humor, insight and understanding caused many an executive to seek out her advice and counsel. She has taught at the University of Alabama, Birmingham, and Pratt Institute in New York City, where she received her MS degree.

Human Forces that Fuel or Foil Corporate Transformation & Change

While many HR organizations focus on the operations behind executing change, those who achieve success will also focus on the emotional impacts of change. Jeanie will cover the importance of preparation, communication, and execution by sharing examples and anecdotes from her vast experience, giving practical tools and advice for dealing with complex subjects. Jeanie will also speak about the rigor and discipline needed to lead a change effort during each phase of the "Change Curve" - a model of the 5 stages of change, designed to help leaders, at all levels, anticipate and manage through barriers to success.

Corbette Doyle, Chief Diversity Officer/Chair, Healthcare Industry Practice, Aon Corporation

Corbette's primary focus is to enable all Aon employees to maximize their career potential. She has long supported women's networking at Aon and is a sought-after speaker on workforce issues. Soon, Corbette will publish her first book, titled *Where Have All the Women Gone? The Retreat from the Corner Office*. A member of the Aon Diversity Council, she has been heavily involved with efforts to recruit, retain and promote women and minorities across Aon, prior to the Council's creation.

The Business Case for Diversity

Corporate diversity strategies aren't new. Neither are they very successful. Despite several decades of Affirmative Action, class action litigation, and corporate diversity directors, less than 20% of Fortune 500 senior managers are women or People of Color. Not a critical issue when the supply of labor exceeds demand, but it's now the #1 risk factor for North American companies which increasingly rely upon knowledge workers—and a diverse customer base—to fuel growth and profits. Enter the business case for diversity. Corbette will address how identifying your firm's business case for diversity and embedding diversity strategies in your business model can create a competitive advantage in the growing war for talent and the ever present battle for new customers.

To register

Visit www.infohrm.com

Email duncan.scott@infohrm.com

Call 202 589 2664

Fax 202 223 0324

KEYNOTE SPEAKERS

Day Two - Wednesday, September 26, 2007

**Dr. Lindsay Moore, CEO, KLM, Inc.,
Professor of Law, George Washington University Law
School**

Dr. Moore is the CEO of KLM, Inc., a management consultation firm, located in Boulder, Colorado, that specializes in strategic planning, branding, innovation, business ethics, regulatory compliance, law, and the strategic management of intellectual capital assets such as human capital and knowledge. Dr. Moore is also a Professor of Law at George Washington University Law School in Washington, D.C., where she teaches legal strategy and intellectual asset management.

Dr. Moore has published many articles and has served as a keynote speaker at numerous national and international conferences on strategy, finance, and intellectual capital. Her new book is forthcoming from John Wiley & Sons in March of 2008 and is entitled *Strategy Revisited - The New Role of Intellectual Capital in Enterprise Strategy*.

Thinking Strategically About Human Capital

Human capital is often spoken of as both the most important business resource in today's economy and the most difficult to deploy strategically. In fact, the ability to think strategically with human capital eludes many otherwise successful human resource executives because they do not yet understand how human capital is driving the new economy and how it fits into the new intellectual capital strategy picture at the top of every organization. Dr. Moore will introduce the new thinking about human capital and organizational structure in the era of intellectual capital, explain how to leveraging brainpower and talent against the highest corporate objectives, provide a roadmap for how to begin to think strategically with human capital, and detail the new role of human capital in enterprise strategy.

**Jeff Higgins, Executive Vice President of Workforce
Planning, Countrywide Financial Corporation**

Jeff Higgins has led numerous initiatives to quantify human capital metrics, successfully turning HR data into predictive modeling analytics to reduce turnover, deliver ROI and drive company strategy. Notable projects include turn-over/retention driver studies, high performer profiling, ROI of recruiting, sales force performance profiling, and creation of a workforce classification framework to analyze and manage human capital. Jeff has presented his work at numerous national HR metrics conferences and is a member of the Human Capital Institute advisory board on Talent Leadership and Human Capital Analytics, and is a former member of the PricewaterhouseCoopers Saratoga Institute advisory board. Jeff's previous professional roles include senior HR roles at The Irvine Company and IndyMac Bancorp Inc. He is a former CFO with over 15 years in finance and accounting roles for companies such as Johnson & Johnson, Baxter International and Colgate Palmolive.

**Workforce Planning & Predictive Modeling, Unleashing the New
Human Capital Management Tools**

Due to business volatility and uncertainty over the past decade or so, many workforce planning methodologies use highly judgmental workforce forecasting techniques. These qualitative techniques can play a very important role, especially in freeing workforce planners from the tendency to base workforce

demand forecasts on a simple extrapolation of business trends. However, companies that can supplement these qualitative techniques with quantitative techniques, such as predictive modelling, can gain a competitive advantage in identifying critical workforce needs.

Anastasia Ellerby, Senior Vice President, Infohrm

Anastasia has been a driving force behind Infohrm's global success, heavily involving herself in the design, implementation and marketing of our products and services. Over the last 13 years, Anastasia has consulted with a vast array of organizations on a global scale and thus developed an unparalleled depth of knowledge around workforce planning, strategy, metrics and reporting. On the consulting front, Anastasia has had over 18 years of experience as an HR practitioner and consultant. Her guidance has assisted HR executives with many human capital challenges; from workforce analytics to workforce planning; human capital ROI to strategic HRM; KPI analysis to problem evaluation and advice. Presenting both in Australia and overseas, Anastasia's ability and style is a testament to high delegate ratings.

Global Best Practice in Workforce Planning & Analytics

Infohrm is constantly researching and reporting on global trends and best practice in workforce analytics, metrics, reporting and planning. Anastasia will show the results from Infohrm's most recent global research on workforce planning and the utilization of Human Capital Analytics and Metrics. The Workforce Planning study includes a survey of more than 200 organizations from around the world and identifies the key success factors in workforce planning. "If you build it will they come" has been a statement questioned by many professionals dealing with the complexity of making workforce metrics and analytics have impact on business outcomes. Building on the initial HC metrics utilization study conducted in 2003 Anastasia will discuss our latest findings and hypotheses being tested in 2007.

Peter Howes, CEO, Infohrm

With over 30 years of experience in HRM, Peter is the founder and CEO of Infohrm, the global leader in future-focused workforce and business intelligence solutions. Peter has a distinguished global reputation as a consultant in workforce analytics, metrics and workforce planning. Over the past ten years Peter has focused on developing Infohrm as global leader in workforce analytics and planning as well as developing our consulting practice in both North America and Europe. Peter is a Life Fellow of the Australian Human Resource Institute and a Fellow of the Australian Institute of Management. In 2003 he was awarded the Outstanding Alumni Award for the Faculty of Business at the Queensland University of Technology. Prior to founding Infohrm in 1982, Peter was an academic for seven years.

**Using Workforce Analytics to Drive Business Performance - the
Missing Link in the HR Business Partner Role**

- Identifying the critical workforce analytics that drive business performance
- Why Business Leaders don't see HR as key to people strategies
- Using the impact on business performance to embed HCM analytics into business performance
- Applying the "Moneyball" principles to HR - using workforce analytics to determine predictive workforce metrics to drive current and future related decisions



Dr Lindsay Moore



Jeff Higgins



Anastasia Ellerby



Peter Howes

To registerVisit www.infohrm.comEmail duncan.scott@infohrm.com

Call 202 589 2664

Fax 202 223 0324

STREAM 1 Perpetuating Change: Actioning HR Reporting and Analysis and Using Data to Drive Organizational Change

For HR Leaders and Practitioners

STREAM OVERVIEW

The introduction of workforce data and analysis into an organization requires change management from a number of perspectives: the changing roles of HR employees, the new processes and practices of the HR department, and the rest of the organization's understanding of HR data as well as how it can be effectively used to measure business issues.

Participants in this stream will hear from organizations in different stages of the change movement, from the pre-planning to ensure readiness to the execution of the change strategy as well as the methodology behind change management and best practices to achieving success.

Participants will hear from organizations who have effectively embedded workforce reporting and analysis into their business processes, including developing analytical skills in the HR staff, creating awareness of workforce metrics, and reshaping the role of HR within the organization.

To register

Visit www.infohrm.com

Email duncan.scott@infohrm.com

Call 202 589 2664

Fax 202 223 0324

Day One – Tuesday, September 25, 2007

Setting the Stage: Creating a Foundation for the Introduction of Analytics into your HR Function

Suzanne Rumsey, Director, Organization Effectiveness HealthNet, Inc.

Introducing human capital analytics requires changes within your workforce from learning new skills to implementing new policies and procedures. Change of this magnitude requires upfront planning which includes upskilling employees and creating the right incentives for them to adopt the change. In addition, senior management must understand the value of the initiative and the importance of visible support for the effort.

During the session, HealthNet will discuss laying the appropriate ground work to achieve success, from creating the urgency for metrics to developing the end-vision of new roles and responsibilities as well as ensuring all employees received the training needed to achieve success.

Transforming Workforce Analytics and HR Reporting Capabilities on a Global Scale

Matthew Hanwell, Business Capability Manager Global Human Resources, Nokia, Global

Having sold over a billion mobile phones and estimates of 850 million people currently using a Nokia device, there won't be many people in the world that haven't heard of, owned, or used a Nokia product. Nokia's brand and reputation is well established. Underpinning its success in the field of mobile technology is a strong philosophy of focusing on people. An important element of Nokia's vision is to achieve growth by using technology to help people feel close to what matters. This very human approach to business and technology also applies within the organization. This session will explore how Nokia manages its global workforce and is implementing and rolling out workforce analytics capabilities across the world.

Stream Facilitator:



Paige Menge, Manager, Consulting Services, Infohrm

Paige Menge has worked with a number of companies on Workforce Planning and Analysis assignments, including Aetna, Cadbury-Schweppes, United Airlines, and American Family Mutual Insurance. Paige joined Infohrm after receiving her MBA from Vanderbilt University, although she was familiar with the company from her prior experience as an Analyst at Infohrm's former partner, CLC Metrics. Paige has worked for the Boston Consulting Group as well as a number of other companies consulting on topics such as human resources, business strategy, sales and marketing and market intelligence.

Day Two – Wednesday, September 26, 2007

Data at the Table: Using Workforce Analysis to Change the Management Review Process

Monica Campbell, HR Manager Policies, Metrics & Programs, Brown-Forman Corporation

Using data to make decisions is not a new phenomenon in the business world; however using data to make informed workforce decisions is a strikingly new and relatively unused occurrence in many organizations. As a result of an increased focus on workforce data and analysis, many organizations are finding that through the tools that are already available to them they are able to gather great insight into the status of and future of their organization. Through this increased focus, organizations are able to institute change management projects based on concrete evidence, adding an additional level of clarity to their business processes.

Brown Forman, one of the top 10 largest global spirits companies and seller of products in over 135 countries, knows a thing or two about bringing accoutrements to the table. In this presentation, Brown Forman will show their journey of data analysis and discuss one of their success stories of how bringing workforce data to the table in review of their Total Management Review Process, helped improve and shape a more valuable process for the organization.

A Method to the Madness: Practical Theory Behind Change Management Best Practices

Paige Menge, Manager Consulting Services, Infohrm

While HR strives to be more analytical, it is often held back by a long-standing organizational culture that does not embrace a data-driven HR. Understanding the psychology and methodology of change management can help to guide the strategy for an effective implementation of any new policy or procedure. This session covers critical elements in achieving change such as the psychology behind resisting change, effectively handling dissenters, navigating stumbling blocks, and embedding the desired attitudes into the workforce. Each point is accompanied by a case study showing a practical application of the technique. The session concludes with the opportunity for participants to reflect upon their take-aways from the entire Change Management Stream.

STREAM 2

Your Business - Your Data: Positioning Your Intangible Assets for Success in Any Business Environment**Day One – Tuesday, September 25, 2007****Human Capital Data's Role in Mergers and Acquisitions**
Carla Bettencourt, Director, UnitedHealth Group

Companies pursuing strategies focused on rapid expansion through mergers and acquisitions face a unique set of human capital data challenges. From data and process integration to a workforce composition changes, the reality is that human capital data has a role to play both pre and post event. All too often human capital analytics take a back seat to financial metrics and operational efficiencies.

Carla will share examples from UHG's aggressive M&A playbook on how to maximize human capital's contribution to the process and execution of an inorganic growth strategy.

Delivering Value in Spite of your Business Environment
Ralph Nobel, Consultant, Bell Canada

Whether operating in the calmest of business environments or the harshest of storms, a solid human capital data strategy can weather it all. In his five year journey with Infohrm, Ralph Nobel addresses how Bell Canada tackles a rapidly changing organization structure, historical reporting and trending, and analytics – all while trying to deliver new data insights and increase the visibility of human capital analytics value to the company.

Day Two – Wednesday, September 26, 2007**Analytics in Place of Assumptions**

Lisa Atkins, Analyst, HR Info Systems, Alticor, Inc.
Rana Hobbs, Consultant, Member Services, Infohrm

Business priorities should not be based on assumptions. Successful companies depend on data analysis to determine and direct their actions. By supporting organizational strategies with quantifiable data, HR enables business leaders to manage with data instead of reacting to it. Additionally, HR is perfectly situated to identify areas for proactive interventions and thus to drive, not only support, business initiatives. Lisa will address positioning analytics from proactively testing hypotheses and supporting workforce planning initiatives to assessing the successful implementation of management agendas.

Turning the Intangible into the Tangible

Speaker Panel, Brian Pietras, & Rana Hobbs, Infohrm

As an HR executive, it is imperative to know the value and culture of your workforce. By quantifying the intangible assets of their organization, HR elevates its role from the transactional provider to the business partner. Whether supporting financial valuation of their workforce to increasing productivity (i.e. revenue) through workforce integrations and planning, HR is uniquely positioned to connect the business with the workforce.

Brian Pietras and Rana Hobbs, along with a panel of the previous speakers, will provide insight from practical checklists to assist in workforce assessment to strategic questions to ask along the way.

Stream Facilitators:**Brian Pietras, Consultant, Member Services, Infohrm**

Prior to joining Infohrm, Brian was a Product Manager for the Thomson Corporation. Brian began his career in mergers and acquisitions research and analysis, beginning at the boutique consultancy, The Takeover Stock Report and later for securities research firm, Global Securities Information (GSI) in Washington, DC. While at GSI, Brian transitioned to product development where he designed and implemented a wide range of information workflow products and custom data solutions for large legal and financial firms. In 2005, GSI was acquired by the Thomson Corporation. In addition to his work at Infohrm, Brian is a Contributing Writer to SEC Currents, an online publication focused on corporate and accounting disclosure trends.

**Rana Hobbs, Consultant, Member Services, Infohrm**

As a Member Service Consultant, Rana is responsible for all aspects of member management related to Infohrm products and services. She is involved in HR analytic investigations and in designing reporting strategies for the membership. Additionally, she acts as an advisor to the Infohrm product development group. Outside of her member service role, Rana is a contributing facilitator to the Infohrm workshops and training courses. Rana came to Infohrm through their partnership with the Corporate Leadership Council, CLC Metrics. While with CLC Metrics, Rana provided analytic, training, and project management support to the membership. Prior to her work in human resources, Rana worked at IDC as an analyst and contributing telecommunication market researcher.

**For HR Analysts, HRIS
Senior Analysts &
Internal HR Consultants**

STREAM OVERVIEW

Whether your company is rapidly expanding, consolidating or somewhere in between, today's demanding business environment requires a proactive approach to human capital measurement and reporting. This stream approaches the intangible assets captured as human capital data in the context of external and internal business initiatives.

The session will tackle such hot topics as mergers, acquisitions, reorganizations, and other key business events. For a lot of companies, these events represent critical corporate strategy initiatives – yet human capital's reporting and analysis role are often overlooked. During the presentation, key concepts and best practices will be reinforced through real life case studies and examples from companies including United Health Group, Bell Canada Enterprises, Alticor, and others.

To register

Visit www.infohrm.com

Email duncan.scott@infohrm.com

Call 202 589 2664

Fax 202 223 0324

STREAM 3 Applied Analytics: Practical Ways to Investigate Discrete Workforce Issues

For HR Generalists,
Business Partners, and
Finance or HR Analysts

STREAM OVERVIEW

Somewhere in between compiling workforce metrics and performing advanced statistical linkage research, lies the large opportunity to use HR analysis to understand workforce issues that are unique to the various cycles of a business. These sessions will focus on actual case studies that use analytic techniques to address the issues that many organizations face today.

We will demonstrate the ways you can investigate topics such as:

- Forecasting the long term impacts of dramatic changes in headcount
- Setting realistic diversity goals based on organizational dynamics
- Quantifying the impact of an aging workforce
- Using advanced analytic models to truly understand terminations

To register

Visit www.infohrm.com

Email duncan.scott@infohrm.com

Call **202 589 2664**

Fax **202 223 0324**

Day One –Tuesday, September 25, 2007

Understanding the Long-Term Impacts of Fast-Paced Growth

Jeff Drummond, HRMS Consultant, EMC

The different business cycles of growth and downsizing always have an impact on the size and composition of the workforce. During these phases, HR is often completely consumed with meeting the immediate and critical demands of the business, with little time available for strategic workforce planning. But once the period of significant change has come and gone, and the business cycle and headcount have stabilized, there is still work to do. For example, what will the workforce look like 5 years down the road after a period of dramatic growth? Will there be opportunities for development and advancement once growth has tapered off? Will there be a risk of losing a large number of employees once they are tenured? Jeff will demonstrate how you can analyze the composition of your workforce to assess these risks.

Measuring the Effectiveness of a Diversity Strategy

Christine Trum, Senior Vice President of Human Resources, Pearson
Lisa Sullivan, Director, Pearson

Increasing employee diversity remains a critical goal of most organizations, as they learn that there is no quick fix to achieve true workforce diversity. It takes planning, effort, analysis, and time to really change the demographics of your workforce. Few strategies are successful without linking the goals of an initiative to the right data and the kind of analysis that shows leaders where they stand and where they need to adjust their course. Christine and Lisa will explain how to use high-impact reporting and analysis to monitor the progress of a diversity strategy and to set realistic goals for improving inclusion metrics.

Stream Facilitator:



Mick Collins, Director of Marketing, North America, Infohrm

Mick is responsible for managing Infohrm's North American marketing strategy, which includes advertising, publishing, speaking at external events, and facilitating industry partnerships. Prior to joining Infohrm, Mick was a senior consultant with CLC Metrics, the former joint venture partnership established by Infohrm and the Corporate Leadership Council. During his time with CLC Metrics, Mick was responsible for a set of members that included Aetna, Alcoa, Blue Cross Blue Shield of Florida, The McGraw-Hill Companies, and Thrivent Financial, providing human capital analysis, reporting, and training support. In addition, Mick created and delivered seven member teleconferences, on topics ranging from simplifying workforce analytics to selecting Key Performance Indicators (KPI), across 2006, and conducted speaking engagements at both U.S. and European conferences.

Day Two –Wednesday, September 26, 2007

Statistics, Variance, and Really Cool Analysis Tools for HR Analytics

Mike Harmer, Human Capital Analytics, Intermountain Healthcare
Shelley Browning, HR Technology & Analytics, Intermountain Healthcare

Learn how to apply and interpret a few key statistical formulas and control charts that can convert your traditional HR lagging metric data into powerful leading metrics. These tools will help you:

- Focus attention on accurately detecting and monitoring variation in your HR metrics over time
- Help management accurately distinguish between acceptable variation and unexpected variation
- Monitor and measure success of intervention strategies
- Enhance internal benchmarking analysis to account for opportunity and expected variation between benchmark subjects.

Competitive Analytics: Modeling Desirable and Undesirable Turnover

Dr. Mark Williams, Director, Survey & Research Evaluation Laboratory, Virginia Commonwealth University

Employee turnover is often at the top of the list of all the HR metrics that organizations monitor, and for good reason. The cost of labor turnover is high, and even a small change in trends can lead to big savings – or big losses. By using statistical modeling techniques, analysts can generate insights into their termination trends, and can then use these findings to create more accurate workforce plans and forecast, and drive more targeted interventions. But do organizations really know how to effectively analyze and forecast their turnover? Do organizations think about this in the terms of desirable and undesirable turnover?

In this session, Mark will share the findings of an analysis using an innovative new model and explain how advanced statistical techniques can take you far beyond basic metrics and reporting.

STREAM 4 Masterclasses

On September 25 and 26 of the conference we offer delegates three concurrent streams of presentations to attend - or, delegates may choose to attend one or both of the following Masterclasses:

Day One - September 25, 2007 - 1:30-3:30pm

Building a Leadership Brand

Norm Smallwood, Co-founder and Partner, RBL Inc; Faculty Member, Executive Education Center, Ross School of Business, University of Michigan

Thousands of companies spend millions on leadership development - only to get luke warm results as they rely on leadership models that identify generic traits and build Managers who aren't equipped to manage their firm's unique challenges. You want your leaders to be the kind of people who embody the promises your company makes to its customers - leaders that differentiate what they can do from what your rivals' leaders can do so you deliver unique value for investors, customers and employees - elevating market value and sharpening your competitive edge. In this Masterclass Norm will share the five practices to build this capability.

- Nail leadership fundamentals
- Connect Executives' abilities to your desired reputation
- Assess Leaders against your leadership brand
- Let customers and investors teach
- Track the long-term success of your leadership brand

Day Two - September 26, 2007 - 11:00pm-1:00pm

Strategic Deployment of Human Capital for Shareholder Value, Market Capitalization, Competitive Advantage, and Asset Optimization

Dr Lindsay Moore, CEO of KLM, Inc.; Professor of Law at George Washington University Law School

The recent emergence of intellectual capital assets in the world of business, coupled with the increasingly central role of knowledge in business success, has given birth to the concept of "human capital." The challenge for HR executives is to learn how to bring human capital to the strategy table and present it to other leaders as an asset that can play a significant role in corporate strategy. The management of human capital goes beyond many traditional concepts of HR management and involves a greater understanding of knowledge, its dynamics, the emerging discipline of "knowledge management" and how knowledge is mapped throughout the organization. Dr. Lindsay Moore will introduce the theory of intellectual capital and explain how HR executives can reframe their contribution within the new logic of "organizational intellect," while also identifying the human capital metrics that are being used to measure what people know and how they use their knowledge to further the enterprise.

HR METRICS LABS - from aspirational to operational

Day Two - September 26, 2007 - 1:45-2:30pm

Get involved and get outcomes

On the afternoon of Day One all delegates can participate in a hands-on session to tame the untamed: aspirational HR metrics. This will be a highly interactive session, with an emphasis on practical outcomes which can soon be reflected in your company's strategic HR reports.

What is an aspirational metric?

The Infohrm Program includes hundreds of metrics which have become standard tools in human capital management. In addition, there are metrics which HR executives would like to use but face challenges, such as defining the metrics/inputs, collecting data, and/or finding relevant benchmark partners. We call these 'aspirational metrics'.

What will happen in the Labs?

Here is your chance for answers - in a small group format these "Labs" will be led by Senior Infohrm Managers developing client metrics application and understanding. During this session, delegates will participate in one of six HR Metrics Labs to begin the journey of transforming aspirational measures to operational ones. The latest research surrounding each Lab will be summarized and presented prior to the facilitation of discussion.

What Lab can I go to?

The table below shows the name of the HR Metrics Labs with a broad description of what each Lab aims to measure. The Labs are likely to consider use of indexes or suites of metrics. Delegates will be supported to think 'outside the box' during this session.

| Utilization of HR Metrics | Effectiveness of Performance | Employment Brand Strength |
|---|---|---|
| How well is my company using HR metrics? | How effective is our Performance Management System? | How 'strong' is our company's employment 'brand'? |
| Leader/Manager Effectiveness | HR Function Effectiveness | Workforce Capability |
| How effective are our leaders and managers? | How effective is the HR function? | What is the level of our staff capability? |

To register

Visit www.infohrm.com

Email duncan.scott@infohrm.com

Call 202 589 2664

Fax 202 223 0324

POST-CONFERENCE WORKSHOPS



Workshop 1:

Workforce Analytics

Rana Hobbs,
Consultant, Member
Services, Infohrm

Workshop 2:

Workforce Planning

Wendy Morison,
Manager, Consulting
Services, APAC,
Infohrm

Paige Menge,
Manager, Consulting
Services, North
America, Infohrm

To register

Visit www.infohrm.com

Email duncan.scott@infohrm.com

Call **202 589 2664**

Fax **202 223 0324**

Thursday & Friday, September 27-28, 2007

Workshop 1: **Workforce Analytics**

This workshop explores how to get the value-add from workforce data no matter how captured. The focus is on building skills in interpreting workforce data, turning it into information for use in driving decision making and calculating the costs and value associated with HR/people management practices. This workshop is aimed at those with some experience in interpreting workforce data, and will skill delegates in better diagnosis of human capital issues and in the building of a strong business case for HR interventions. Many organizations have come to regard this workshop as an essential component in the development of HR professionals, with over 800 participants in five countries having already attended.

About the workshop presenters

Rana Hobbs is responsible for all aspects of member management related to Infohrm products and services. She is involved in HR analytic investigations and in designing reporting strategies for the membership. Additionally, she acts as an advisor to the Infohrm product development group. Rana is also a Facilitator to the Infohrm Academy workshops and training courses. Rana came to Infohrm through their partnership with the Corporate Leadership Council, CLC Metrics. While with CLC Metrics, Rana provided analytic, training, and project management support to members. Prior to her work in HR, Rana worked at IDC as an Analyst and contributing telecommunication market researcher.

Workshop 2: **Workforce Planning**

Learn how to formulate a workforce plan which is integrated with the organization's business planning process. Building on over 20 years of experience and extensive research, this workshop covers core workforce planning techniques including demand and supply forecasting, succession planning and the integration of workforce planning with other people management functional areas. This workshop includes a strategic framework for HR planning, of which workforce planning is a component. It facilitates the development of practical skills in workforce planning through the use of a comprehensive case study and Infohrm's four step methodology.

About the workshop presenters

Wendy Morison provides consulting advice and support to organizations in planning, measuring and reporting their human capital and establishes /maintains client partnerships to support the development and realization of "value-adding" people management initiatives within organizations. Wendy brings extensive HR expertise to her role, having worked in executive and senior HR roles in the public and private sectors. She shares her knowledge across all areas of HR, in particular, her expertise in strategic HR, workforce planning, organizational change, organizational development and ethics, as well as building HR capability.

Paige Menge has worked with a number of companies on Workforce Planning and Analysis including Aetna, Cadbury-Schweppes, United Airlines, and American Family Mutual Insurance. Paige joined Infohrm after receiving her MBA from Vanderbilt University, although she was familiar with the company from her prior experience as an Analyst at Infohrm's former partner, CLC Metrics. Paige has worked for the Boston Consulting Group as well as a number of other companies consulting on topics such as HR, business strategy, sales and marketing and market intelligence.

About Infohrm

The Infohrm Group leads the world in future-focused workforce and business intelligence solutions with a unique blend of knowledge and experience, supported by the most sophisticated reporting, analysis and consulting available. Infohrm has a strong reputation for innovation gained through a history of leading-edge workforce benchmarking and reporting delivery. The basis of our business is about transforming data to make it relevant to your planning and decision-making. We give you the tools (programs and training) to do it yourself, or, we do it all for you. In short, we make it easier for you to pool your HR information, gain insight into your business and impact the success of your organization's future.

Over the last 25 years, Infohrm has established world class specialist expertise - through the skills and experiences of individual staff members, high-level international affiliations and robust internal quality assurance measures - to provide clients with an integrated and coherent range of quality HR consulting services and products. **Our services include: HR Metrics, HR Reporting, Business Reporting, Data Realization, Workforce Planning, Surveys, Analytic Services, HR Consulting and Training.**

REGISTRATION FORM

20% Earlybird savings if you register and pay by August 13, 2007

Registration fees

| | Registration Type | Earlybird pay by 13 Aug 2007 | Standard | Team 3+ delegates | Infohm Members |
|--|--|------------------------------|--------------------|--------------------|---|
| P A C K A G E S | 1 (Two-Day Conference: Sept 25-26) <input type="checkbox"/> Infohrm Member: <input type="checkbox"/> Non-member: | \$1,600 \$1,950 | \$1,900 \$2,300 | \$1,330 \$1,600 | Members receive 2 free places to the conference as part of their membership |
| | 2 (Conference & Post-Conference workshops & Sept 25-28) <input type="checkbox"/> Infohrm Member: <input type="checkbox"/> Non-member: | \$2,895 \$3,370 | \$3,420 \$3,990 | \$2,400 \$2,780 | Members receive 2 free places to the conference as part of their membership |
| | 3 (Post-Conference Workshop Only: Sept 27-28) <input type="checkbox"/> Infohrm Member: <input type="checkbox"/> Non-member: | \$1,450 \$1,600 | \$1,700 \$1,900 | \$1,200 \$1,330 | Post-conference workshops are not included in Infohrm Member free places |

Registration Inclusions

- Each registration includes:
- Refreshments where specified
 - Conference notes provided at the event
 - Packages 1 & 2 also include conference dinner on September 25

Dress

As room temperatures may vary, we suggest you wear layered clothing to make sure you are comfortable. Business casual dress is suitable.

Speakers' Papers

Speaker's papers will be made available to delegates at the conference - any speaker notes not provided can be downloaded after the event at the Infohrm website.

Spousal Attendance

Delegates are welcome to attend the Dinner with their spouse - tickets are \$100 per additional ticket.

Confirmation

All delegates will receive confirmation by email. If you have not received confirmation by September 14 please contact us.

Program Changes

Infohrm reserves the right to make changes in the program and speakers, or to cancel programs if enrollment criteria are not met or when conditions beyond its control prevail. Every effort will be made to contact each delegate if a program is cancelled. If a program is not held for any reason, our liability is limited to the program fee only.

Cancellations

For earlybird registrations: a 50% refund will be provided for cancellations received before Sept 1. No refunds apply for cancellations received after Sept 1. Substitutions may be made.
For all other registrations: cancellations received before August 6 will receive a full refund less \$300 cancellation fee. No refunds will be provided for any cancellations received after August 6. Substitutions may be made at any time.

Privacy Notice

Name/organization details will be provided in a delegate list for the benefit of all delegates and may be made available to parties directly related to the Conference incl the venue for accommodation purposes, and key sponsors (subject to strict conditions). You may also receive information regarding other events and offers by email from time to time. Should you not wish your details to be used for this purpose, please contact Infohrm.

To register:

Visit
www.infohrm.com

Email
duncan.scott@infohrm.com

Call
202 589 2664

Fax
202 223 0324

SECTION 1: ORGANIZATION & DELEGATE DETAILS

Organization: _____

Infohrm Member: yes no unknown (please circle)

Mailing address: _____

City _____ State _____ Zip _____

Web _____

For more than three delegates please photocopy this form. A single invoice will be provided.

DELEGATE 1 Two-Day Conference Conference & workshop Post-conference workshop only

Last Name: _____ First name: _____

Job title: _____ Tel: _____

Fax: _____ Email: _____

Dietary requirements/special needs: _____

DELEGATE 2 Two-Day Conference Conference & workshop Post-conference workshop only

Last name: _____ First name: _____

Job title: _____ Tel: _____

Fax: _____ Email: _____

Dietary requirements/special needs: _____

DELEGATE 3 Two-Day Conference Conference & workshop Post-conference workshop only

Last name: _____ First name: _____

Job title: _____ Tel: _____

Fax: _____ Email: _____

Dietary requirements/special needs: _____

BILLING CONTACT

Last name: _____ First name: _____ Job title: _____

Tel: _____ Fax: _____ Email: _____

SECTION 2: HR METRICS LABS SELECTIONS - September 26

To indicate which delegate will attend which concurrent session, please circle the delegate number below for the session the delegate will attend. Select one session only from the following:

| Dele gate | | Dele gate | | Dele gate | |
|-----------|-------------------------------|-----------|-------------------------------|-----------|---------------------------|
| 1 | Utilization of HR Metrics | 1 | Effective-ness of Performance | 1 | Employment Brand Strength |
| 2 | | 2 | | 2 | |
| 3 | | 3 | | 3 | |
| 1 | Leader/ Manager Effectiveness | 1 | HR Function Effectiveness | 1 | Workforce Capability |
| 2 | | 2 | | 2 | |
| 3 | | 3 | | 3 | |

SECTION 3: STREAM SELECTIONS - September 25-26

To indicate which concurrent session each delegate will attend, please circle the delegate number below for their chosen session. Choose only one concurrent session per delegate (ie each delegate can attend only 1 session per row). This information is for planning purposes and will help us make room allocations. Refer to pages 6-9 for details.

| Del ega te | Stream 1: Perpetuating Change | Del ega te | Stream 2: Your Business - Your Data | Del ega te | Stream 3: Applied Analytics | Del ega te | Stream 4: Masterclass | |
|------------|--|------------|--|------------|--|----------------------|---|-------------------------------------|
| DAY ONE | | DAY ONE | | DAY ONE | | DAY ONE | | |
| 1 | Setting the Stage: Creating a Foundation for the Intro of HR Metrics <i>Health Net, Inc</i> | 1 | Human Capital Data's Role in Mergers & Acquisitions <i>UnitedHealth Group</i> | 1 | Understanding the Long-Term Impact of Fast-Paced Growth <i>EMC</i> | 1 | How to Build Value through People and Organization <i>Norm Smallwood</i> | select one session only on this row |
| 2 | | 2 | | 2 | | 2 | | |
| 3 | | 3 | | 3 | | 3 | | |
| 1 | Transforming Workforce Analytics & HR Reporting <i>Nokia</i> | 1 | Delivering Value in Spite of your Business Environm't <i>Bell Canada</i> | 1 | Measuring the Effectiveness of a Diversity Strategy <i>Pearson</i> | session continues... | | select one session only on this row |
| 2 | | 2 | | 2 | | 2 | | |
| 3 | | 3 | | 3 | | 3 | | |
| DAY TWO | | DAY TWO | | DAY TWO | | DAY TWO | | |
| 1 | Data at the Table: using WF Analysis to Change the Mgmt Review Process <i>Brown-Forman Corp</i> | 1 | Analytics in Place of Assumptions <i>Alticor</i> | 1 | Statistics, Variance, and Really Cool Analysis Tools for HR Analytics <i>ThinkTroop Inc</i> | 1 | Strategic Deployment of Human Capital for Shareholder Value, Market Capitalization, Competitive Advantage and Asset Optimization <i>Linsay Moore</i> | select one session only on this row |
| 2 | | 2 | | 2 | | 2 | | |
| 3 | | 3 | | 3 | | 3 | | |
| 1 | A Method to the Madness: Practical Theory Behind Change Mgmt <i>Infohrm</i> | 1 | Analytics in Place of Assumptions <i>Infohrm</i> | 1 | Competitive Analytics: Modeling Turnover <i>Virginia Commonwealth University</i> | | | select one session only on this row |
| 2 | | 2 | | 2 | | 2 | | |
| 3 | | 3 | | 3 | | 3 | | |

SECTION 4: POST-CONFERENCE WORKSHOPS - SEPTEMBER 27-28

To indicate which concurrent workshop each delegate will attend, please circle the delegate number below for their chosen session. Choose only one pre- and one post-conference workshop per delegate (ie each delegate can attend only 1 session per row). This information is for planning purposes and will help us make room allocations.

| Delegate | Optional Concurrent POST- Conference workshops | Delegate | Optional Concurrent POST- Conference workshops | | |
|----------|--|----------|--|-------------------------------------|---|
| 1 | Workforce Analytics | 1 | Workforce Planning | select one session only on this row | |
| 2 | | 2 | | | 2 |
| 3 | | 3 | | | 3 |

EXCLUSIVE OFFER TO CONFERENCE DELEGATES

As a conference delegate you have the opportunity to gain access to Infohrm's publication *The Metrics Standard - Establishing standards for 200 core workforce measures*. This publication was previously only available to Members of the Infohrm Program - and now available exclusively to delegates to the Infohrm Conference at \$450 per book.

Please indicate below how many books you wish to order and the cost will be added into your conference invoice:

_____ Metrics Standards books at \$450 per book

Total \$ _____



(SAVE 30% with 3 or more delegates)