



Post-Wedding Evaluation

Learning Outcomes

- ✓ How to evaluate a wedding after the event
- ✓ How to write a post wedding questionnaire

Post-Wedding Evaluation

Another success under your belt. Everyone had a good time, the vendors came through, and the happy couple is now off to their honeymoon. It could be that you feel like a vacation, but not just yet. As mentioned in an earlier unit, the last phase of a wedding timeline includes a wrap-up and evaluation, as well as some other essential tasks which still need to be completed. These include a satisfaction assessment and also getting the couple to complete a final wedding summary. It is likely you will also be involved in a few ad hoc services which occur after the actual wedding day. In this unit the basics of carrying out a post-wedding evaluation are discussed as well as how to compile the wedding summary.

Carrying Out a Post-Wedding Evaluation

Successful consultants always look for ways to improve their services. Getting feedback from your clients and vendors can be very constructive and very enlightening. A post-wedding evaluation is any process of collecting information from your clients and vendors to get an idea about the standard and satisfaction of services provided and to continually improve your work. When conducting a post-wedding evaluation, eight things must be kept in mind:

- (1) why an evaluation is necessary;
- (2) when to do the evaluation;
- (3) what to evaluate;
- (4) qualitative and quantitative evaluation;
- (5) what to include in the questionnaire;
- (6) writing out the questionnaire;
- (7) the format of the questionnaire; and
- (8) cover letter.

Why Evaluate?

There are four reasons to conduct an evaluation for a wedding and they are all interrelated. Firstly, feedback from clients and/or vendors will give you an idea of what areas are working successfully and what areas may need some improvement. Secondly, information received will assist you in determining the satisfaction and importance of specific services, therefore you will easily be able to determine which areas you need to prioritize. An example would be if you have a full-service package which means you accompany clients to every vendor visit, but the clients' feedback consistently tells you they don't think this service is really necessary. You should probably reprioritize options for that particular package. Thirdly, any ideas for making improvements and constructive criticism encourage you to make alterations to your services and therefore remain fresh. Fourthly, implementing some changes will bring about more client satisfaction over a period of time. Don't fear feedback whether it be positive or negative. No business will be perfect but staying open to the ideas of those you work with will help you get closer to creating a better business and put you ahead of the competition.

The process of evaluating your services will actually save you money and time in the long run because it will help you understand your clients' needs. Getz (2005) states that evaluation should be a permanent part of all organisations dealing with events. This is because "nobody learns, and nothing progresses without open and honest evaluation" (p. 381).

When to Evaluate

A wedding evaluation is usually summative which means that it occurs after the delivery of all services has been completed. For other events a formative evaluation occurs. This is when information is continually collected during the implementation of an event. It would be ridiculous to ask clients or vendors to fill out a questionnaire on the actual wedding day. You, as the consultant, must carry out informal formative evaluations of each wedding you plan. Write down brief notes of anything that didn't work or went awry and things that worked particularly well. All this information will be in the final wedding summary.

What to Evaluate

Three main areas must be included in the wedding evaluation: product, process, and any psychosocial aspects. *Product* relates to tangible goods and services. *Process* is regarding exactly how the work was done. A product based questionnaire might be about the degree of satisfaction with the vendor variety provided to clients. A process item would be about whether or not the wedding consultant was continually organised. *Psychosocial* is regarding the human aspects and any emotions tied into a wedding. For example, a question might be whether or not your services helped the couple feel less stressed during wedding preparations and on the wedding day.

Qualitative and Quantitative Evaluation

Qualitative evaluation relates to words instead of numbers and is usually less structured. Each questionnaire must include, at the very least, two items which let the clients express their opinions and thoughts openly. You cannot form averages on qualitative data but you might see themes or patterns occurring which will give you valuable guidance. For example, if for a specific venue you continually get feedback like "it was too hot" or "the bathrooms were cramped" or "the chairs were unstable" you will need to reconsider recommending that venue again.

Quantitative evaluation relates to numbers which may have either real or implied meanings. For instance, asking clients to give a budget breakdown will be based on expenditures, but asking clients to rate how well they thought you communicated during the planning phase on a 1 to 5 scale, these numbers have implied meaning – 5 indicating a positive rating and 1 the lowest rating. Quantitative information is easily compiled. If in one year you work with 15 different wedding clients, you could collect information from each of them by using the same questionnaire. At the end of said year you could calculate averages based on the responses provided by your clients.

Three Types of Questionnaire Items

Usually, questionnaires include 3 kinds of items:

1. fixed-alternative,
2. scale,
3. open-ended.

Fixed-alternative items usually evaluate knowledge which means there is a response which “is the case.” Fixed-alternative items you are familiar with are multiple choice and true-false. For wedding evaluations, common fixed-alternative items comprise yes-no items, questions where the clients will tick off specific services they used, and also items asking for demographic information. Notice that fixed alternative items will usually be written as a question.

Scale items are utilised to evaluate feelings so they allow for a variety of responses. Many questions for the clients are about their emotions and not facts, so there really are no right or wrong answers. Such questions should allow for grey areas and therefore a scale item can be used instead of a fixed alternative. Let’s assume you wanted to find out if your clients found you to be easily contactable when they needed you. It would be hard to put this question into a simple ‘yes or no’ format because it forces clients to make a choice but the reality could have been that sometimes you were accessible and other times you were not. Allowing the clients to give an answer on a scale which would range from strongly agree to strongly disagree, will give clients more response latitude. Scale items will usually be written as a statement.

Open-ended questions are for assessing impressions and behaviors. They should be presented in such a way that they encourage written feedback. Open-ended questions usually take longer to answer than the fixed-alternatives and scale items and for this reason they should be limited to four or less. Too many open-ended questions will likely make your clients suffer from ‘response fatigue.’ This is the same with essay exams and you know how tiring they can be. Don’t give clients that kind of experience because it is likely they will get frustrated and will not finish your questionnaire. Open-ended questions must have clear directions to ensure answers are useful. Also, leave some space for any extra comments or requests so clients can provide information you may not have considered.

Writing the Questionnaire Items

There are a few common wording issues you will need to avoid when writing the questionnaire items. Below we look at five poorly written items as well as their more appropriate equivalents.

Firstly, avoid using double-barreled questions. Babbie (2003) states that these types of questions are where a respondent is asked to give one answer to a combination of questions. This is a common problem is scale items. Look at the two items below and notice the difference.

Poorly written: “**My wedding consultant was punctual and organized.**”

Better: “**My wedding consultant was punctual.**”

“**My wedding consultant was organized.**”

In the poorer example there are two questions presented in the one statement. It is possible that the consultant was actually punctual but was not organized, or the other way around. Ensure every question can stand on its own.

Secondly, don't write questions which contain confusing language like double negatives. Think about the scale items shown below.

Poorly written: "I was never not satisfied with the communication skills of my wedding consultant." This would be better: "I was satisfied with the communication skills of my wedding consultant." The poorly written question is very difficult to interpret and guaranteed to be confusing.

Thirdly, avoid writing items that are vague. Consider the items below which are open-ended:

Poorly written: "Please talk about your vendors." Better: "Please list the three vendors that you enjoyed working with the most." The poorly written item actually creates more questions than it does answers. The clients will be thinking: "Which vendors?" "What do you want to know about them?" The clearly written item will assist you to hone your vendor list to recommend to future clients.

Fourthly, it is important to write items as concisely as you can. Babbie (2003) states that "respondents should be able to read an item quickly, understand the intent, and provide an answer quickly." Think about these open-ended items: Poorly written: "Wedding planning can be stressful with various influences and thoughts that you are dealing with, not to mention the pressure of family and financial burdens that you have to worry about all the time; nonetheless, your wedding consultant probably helped you deal with this stress so please explain how." Better: "Please list three ways in which your wedding consultant made your wedding day less stressful." The poorly written question is very long and also complicated to the point that it's almost impossible to figure out the point.

Finally, avoid items which could be seen as leading or even biased. Questions which either exclude respondents or perhaps encourage them to answer in a certain way are a problem for two reasons: leading/biased items take away any neutrality the evaluation process might have by excluding specific thoughts or groups from consideration, and biased or leading items are often embedded with social desirability cues. This means that respondents are pushed to answer in a particular way because it seems like there is a "correct" answer that a consultant/planner wants to get. Think about this scale item: Poorly written would be: "All intelligent brides will hire a wedding consultant to help make wedding planning less stressful." Better: "My wedding consultant helped make the wedding planning less stressful." The poorly written question is biased because the way it's written assumes only brides hire wedding consultants. This excludes couples, grooms, or parents from being points of contact. It also has the social desirability cue of intelligence, therefore, if respondents want to be seen as intelligent they will feel obliged to agree with that statement.

Formatting the Questionnaire

Make sure you keep the usability of the questionnaire in mind when you format it. It should be easy for clients to answer all the items proficiently. In the table below are fifteen rules for formatting that you must consider when writing out your questionnaires:

- Begin with a very clear heading which includes your business name and is immediately understood as a questionnaire for your clients to fill out.
- The heading must be followed by a brief statement which provides the purpose of the evaluation.
- Under the purpose statement, include an assurance of confidentiality. If one of your clients wrote a particularly good statement and you want to put it up on your web site, you must ask permission to do so.
- Have a space to fill in the client name, the couple's names, the wedding date, and the consultant's name.
- The client is not always the same as the couple. In certain cases, clients may be parents of the bride or groom. If the couple is out of town, for instance, a parent might plan on their behalf. Send the evaluation form to your primary point of contact to ensure there is no confusion.
- Item types similar in nature eg. open-ended, fixed-alternative, scale, should be grouped together so clients can easily move from one item to the next.
- Include instructions which help facilitate the completion process as needed. It is normally necessary before the presentation of any scale items. Never just assume that clients will understand what to do. Make sure all instructions are very clear.
- The actual items must be easy to read. Ensure a big enough font is used so that clients don't need to squint. Avoid any unusual font styles which may be hard to read.
- Make sure the layout is well organised and straightforward. All items must line up neatly, and make all open-ended lines the same length.
- Leave adequate space for clients to write, especially for open-ended questions. If lines are too close together, it will discourage any feedback.
- Do not create confusion by cramming too much on a page.
- If your questionnaire is more than one page, continually direct clients to the next page. You could write something like: "Please continue on the opposite side" or "...the next page."
- Clients don't want to write an entire essay so don't expect them to. Typically, 10 items, and no more than 20, will suffice.
- Make sure to include a message of thanks at the end of the document, as well as a request for the return of the questionnaire.
- Make sure to include a stamped, self-addressed, envelope to enable the return process.
- Any grammatical, typographical, or printing errors will hurt your credibility. It's better to not have an evaluation at all than to have a sloppy one.

Cover Letter

When the questionnaire has been carefully crafted, you may wish to send it to clients immediately. However, before you do this make sure you include a professional cover letter. In this cover letter make sure you include:

- (1) the date it is sent;
- (2) a greeting;

- (3) the name of the couple and a reminder of the wedding;
- (4) the purpose of the questionnaire;
- (5) a desired return date and an indication that you have included a return envelope;
- (6) your contact information; and
- (7) final words of thanks.

Cover letters must be to the point so keep them short. You may wish to invest in stationary with your letterhead on it. This makes for a more professional look. Allow your clients a few weeks for their honeymoon and settling period before you mail the questionnaire packet.

Vendor Feedback

The examples used so far cover client feedback but similar rules apply to creating a questionnaire for the vendors. Questionnaires to vendors must be used with *a lot of discretion*. Don't send the same questionnaire to the same vendor every time you work with him/her because they will likely become annoyed with it. The first time you and the vendor work together will be the best time to ask for feedback. Once they have had a chance to know you and your work you could send an email or even give them a call for anything you feel you'd like to discuss.

As with your client questionnaires, you must fill in the top of the form. You need to remind a vendor of the couples' names, of your name and also the wedding date. Vendors, especially busy ones, will not know which event you are referring to if you don't do this. Don't get too frustrated or upset if you do not receive vendor feedback or the feedback isn't stellar. They may not have time to do it, especially during the busy wedding season. It may also be the case that some vendors really don't appreciate the type of services consultants provide. Don't force the issue; just appreciate what feedback you do receive. In a situation where you have many vendors, be extremely careful to not inundate them with questionnaires. You can compare notes and produce a master list of the vendors who give feedback which can be assessed easily. You will begin to know your vendors over time and they will get to know you, therefore you will decrease the need for structured feedback from vendors.

A Wedding Summary

The most difficult part regarding evaluation is to give it meaning. Getz (2005, p. 381) explains, "Evaluation results often get filed and forgotten, especially if they are negative." When planning the very first wedding, it is most likely you will remember every detail. Over time, however, weddings will start to blend together one after another and you might not remember specifics unless you make sure you complete a wedding summary for each one. By taking some time to review and to summarise details of every wedding you plan, you will be able to improve your skills and make any adjustments necessary. There will always be some smaller things which won't go right during the implementation of a wedding, but if you reflect on them later and speak with other consultants, you will get more ideas on how to handle these situations in the future. Document everything carefully and be honest in your self-evaluations. Wedding summaries should include creative solutions which will help you be better prepared for any future weddings.

Making a compilation of the final wedding summary will be an efficient and easy process if you've remained organised all along. All clients must have their own file folders. File them in alphabetical order by surname and have a cross-reference sheet on the computer which includes client names and dates of weddings. A wedding summary must include six aspects:

1. an executive summary
2. a write-up of the wedding if it is announced in a local newspaper (this usually includes a picture of the couple and this is a useful reminder)
3. the entire production schedule including the vendor list
4. the final breakdown of the budget
5. returned client questionnaires and completed questionnaires from any new vendors
6. samples of materials from a wedding that can be shown to future clients. This could include the program, escort cards, invitations, favors, and fabric swatches.

An executive summary can be a one to three page overview. It should include the most unique and important elements of the wedding. Write it carefully so that it easily sparks your memory, even if it was many years ago.

Think about including these aspects in every executive summary:

- The names of the couple before and after the wedding
- The ceremony and reception venue
- The theme
- The final budget
- Excellent vendors
- Vendors who presented difficulties
- Any ideas and elements which may have been particularly unique
- Any moments that didn't go well, how they were addressed, and how any similar problems could be avoided in future
- Any feedback from clients which will assist you to continuously improve.
- Feedback from vendors (as applicable) that will help you continually improve.

Finish off the bulk of your wedding summaries as quickly as possible after each wedding. It may take several weeks to receive final feedback from clients or vendors, however, don't wait until this particular information arrives to start your summaries. Firstly, feedback might never arrive if certain clients or vendors are not really inclined to return questionnaires. Secondly, as time goes on, you will likely begin to forget specifics of one particular wedding as you move to the next.

It is also a very nice touch to send all your couples an anniversary card on their first anniversary. It is only for the first anniversary and it will help keep you and your business on their radar. They may mention you to an engaged friend saying how thoughtful you were to remember their anniversary. This may lead to a new client for you.

Consultant Checklist and Reminders for Post-Wedding Evaluations

- ✓ Prepare evaluations to pinpoint any areas of success and also those that need improvement.
- ✓ Evaluate products, processes, and any psychosocial elements.
- ✓ Ensure wedding questionnaires are concise and keep the number of open-ended questions to a minimum.
- ✓ Format your questionnaires with easy usability in mind.
- ✓ Include a cover letter where you introduce the purpose of the questionnaire.
- ✓ Utilise vendor questionnaires with discretion.
- ✓ Complete a summary of each wedding.
- ✓ Be your own critic by carefully documenting events and self-appraising honestly.
- ✓ Consider sending your couples a first anniversary card.

Wedding Planner Sample Feedback form

CLIENT EVALUATION OF SERVICES

Dear Client,

We would like your feedback! In a continuing effort to offer our future clients the highest quality of customer service and the best overall experience with **Wedding Planning Service**, we ask that you please complete this evaluation form to help improve our services. Our mission is to improve every phase of our service. Your answers will be kept anonymous unless you choose otherwise. We place the utmost value on our relationship with you, and thank you for your continuing support! Please check mark all that applies and please provide any comments and suggestions that you feel may better service our future clients! There are five sections to complete the entire evaluation.

Should you have any questions or require additional information regarding completing this evaluation forms, please feel free to contact me

Type of Service Provided:

Platinum Package: Full Service A to Z Wedding Planning Service

Gold Package: 2•Day Rehearsal and Wedding Day Coordination

Silver Package: 1•Day Wedding Ceremony & Reception Coordination

Bronze Package: Ala Carte (Research, Planning, Consulting, Coordination)

SECTION I – HOW DID YOU HEAR ABOUT US?

1. How did you hear about **us**? (Please check mark the appropriate box)

a. Bridesclub.com referraebbsite A

b. Referral from a former client:

Other: _____ c. Referral from other than client:

Friend Other: _____ d. Hawaii Bridal Expo:

Did you visit our booth?

Yes No Date: _____

PLEASE RATE THESE SECTIONS ON THE FOLLOWING SYSTEM

EXCELLENT	VERY GOOD	GOOD	FAIR	POOR	N/A
5	4	3	2	1	0

SECTION II – PRE-PLANNING CUSTOMER SERVICE

A. Phone Etiquette:

	5	4	3	2	1	0
1. Sincere greeting and proper introduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Tone of voice and enthusiasm	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Communication comfortable and easy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Return of calls in a timely manner	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Appointment scheduling convenient	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Sincere conclusion and length of call efficient	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Email Correspondence:

	5	4	3	2	1	0
1. Information provided was easy to read	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Written confirmation of verbal discussion helpful	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Easy to read and well written	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Meetings/Presentations:

	5	4	3	2	1	0
1. Prompt for meetings	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Meeting informative	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Meeting times scheduled in timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Agenda of meeting explained	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Met within scheduled time allotted	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Dressed appropriately for meetings	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. Hawaii Bridal Expo:

	5	4	3	2	1	0
1. Booth decoration was appropriate for presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Staff was dressed appropriate for presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Informative/knowledgeable regarding services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Customer service (attitude and welcoming)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. Website:

	5	4	3	2	1	0
1. Informative regarding services provided	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. User friendly in regards to navigating the website	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Always up to date when you return for visits	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments and Suggestions:

SECTION III- EVENT COORDINATION:

(Please checkmark the quality of service that you have received with the following areas for each line)

A. Coordinator and Staff's Competencies:

	5	4	3	2	1	0
1. Displayed professional coordination	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Planning & researches resources with ease	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Knowledge of traditions, trends and etiquettes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Organizational skills demonstrated	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Follows through with details	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Appearance & dressed appropriately for occasion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Customer Service:

	5	4	3	2	1	0
1. Service oriented and accommodating	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Respond time for any request in a timely manner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Listened closely to my concerns	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Responded appropriately to my concerns	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Teamwork and Overall Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Overall Customer Service Experience for Coordination	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Timeline:

	5	4	3	2	1	0
1. Timeliness of service and on-track with schedule	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Speed and sense of urgency for completion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Follow(s) up with me to assess timeline	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Makes appropriate changes to timeline as it applies to the location, layout and timing of each event description	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. Vendors:

	5	4	3	2	1	0
1. Communicates well with vendors	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Confirms schedule with vendors	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Calls vendors regarding questions or concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Referred competent vendors when services are required	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Further Reading:

- ✓ *John Rodney Turner, Martina Huemann, Anne E. Keegan, (2008), Human Resource Management in the Project-Oriented Organization*
- ✓ *Karin Bredin, Jonas Söderlund, (2011), Human Resource Management in Project-Based Organizations: The HR Quadriad Framework*