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## Chapter 2

# Human resource planning

## Learning objectives

After reading through this chapter you will be able to:

- Provide and discuss definitions of human resource management
- Describe the strategic human resource planning role
- Illustrate how human resource planning is linked to the event purpose and goals
- Describe key human resource functions
- Discuss issues relating to integrating human resource functions across projects
- Conduct a human resource risk analysis.

## Introduction

Human resource management is much more than recruitment and selection of staff and volunteers; it is a wide-ranging activity, involving the long-term strategic development of the event organization. The expected outcome of this is a positive culture of commitment and co-operation developed in the process of managing the workforce. In the event business diverse nontraditional employment contracts and an extraordinarily complex workforce need to be integrated into one cohesive body working towards the same purpose and goals. For a mega event this collaboration needs to occur over a long and stressful planning period which can take four years or more. It is entirely conceivable that the planning team may become frustrated, particularly during periods when the media is critical about issues such as budget overruns, and alternative options (job and lifestyle changes) are being considered by members of the team. In fact, a serious consideration for every event human resource manager is the possibility that key staff will bail out shortly before an event in order to avoid competing with peers in the flooded employment market that often occurs soon after a large event. One can easily conceive of an event where the infrastructure is not complete and the venues are still being constructed in the final days before opening. Similarly, human resource strategies can fail to meet their objectives and the human side of the event can spiral into disaster very quickly. The human version

of the wet concrete syndrome must be avoided at all costs; people must be confident and ready to meet the opening deadline.

## Definition of human resource management

The range and variety of definitions for event management are matched by those for human resource management, which is problematic if a single definition is necessary, or indeed desirable. Maund (2001, p. 36) defines strategic human resource management as follows:

*It is strategic human resource management which provides the context within which human resource management will work and will include the resourcing to carry out the plans, for example, in relation to employee development, the HRM specialist will consider training and development. Therefore, strategic human resource management is concerned with assisting the organization in achieving its objectives and gaining (or maintaining) its competitive edge through its objectives. These are informed by the mission of the organization – its purpose, what it wants to achieve for the stakeholders – as well as by the internal and external business environment.*

The above emphasis on the external business environment will be stressed in this chapter. A detailed labour force analysis is often required to identify whether sufficient numbers of skilled individuals are available for short-term employment with the event organization. Indeed, for many larger events, senior event professionals travel the world to meet the temporary recruitment needs of such event projects. While the need for specialist staff may be met overseas, the bulk of the labour force required for the very short period of event execution is typically large and unskilled. For this reason, consideration might be given to running the event during school and university holidays with a view to employing large numbers of students. This is only one of many considerations, which may include competitive forces complicating planning when workers are in short supply and casual staff are being double counted if they work for more than one security or catering company.

In the event environment, an additional challenge is the logistics of staff planning which may involve organizing uniforms, accreditation, transportation and meals. This is not unique to events such as World Cup Soccer. Events such as music festivals also need to give consideration to the logistics issues that do not face human resource professionals in the conventional business environment. For example, students volunteering for work at a festival may be asked to arrive at the venue at 5 am to assist in setting up the event. At this time of day, public transport systems are seldom working. Finishing very late at night, sometimes three hours or more after the event audience has left the site, presents the additional problem of safety. Food is an unusual topic to raise in a chapter on strategic planning, but it is an essential need which is costly to meet if 300 volunteers need two hot meals outside normal catering hours at a temporary venue. The logistics of staff planning is thus an additional feature of human resource management that needs to be stressed for the event environment.

These issues fall within the scope of leadership and logistics planning for the human resource manager. A strategic approach to human resource management means taking a leadership role in the development of the event organization and the

execution of event plans. Furthermore, as mentioned above, logistics of staff planning is far more complex in this environment of temporary structures and transient teams than it is for human resource professionals in traditional environments. As Armstrong (2001, p. 33) suggests, 'the fundamental aim of strategic HRM is to generate strategic capability by ensuring that the organization has the skilled, committed and well-motivated employees it needs to achieve sustained competitive advantage'.

## Strategic approach to HR planning

A strategic approach to human resources planning involves the following:

- 1 Formulating strategy, including an environmental assessment of the labour market, industrial relations framework and the level of expertise required. It involves decisions regarding outsourcing components of the project to other organizations, and working with stakeholders such as government bodies and sponsors.
- 2 Developing a flexible and responsive approach to dealing with HR issues as they emerge in the planning period and providing advice at strategic level.
- 3 Ensuring that the event organization's vision, goals and objectives are the starting point for all human resources planning, incorporating the values of the organization.
- 4 Facilitating integration across a wide range of projects, all working at a different pace towards the target date for the event.
- 5 Focusing on customer service, both internal and external, in all elements of planning and delivery.

Analysis of the labour market is essential. In Atlanta in 1996, staff shortages were reported in many businesses, including hotels. As a result, volunteers were poached, leading to an unacceptable attrition rate (rumours attribute this premature departure of volunteers to the baggy shorts they refused to wear, but that is probably a myth). If the event requires staff and volunteers to undertake police checks for accreditation purposes, volunteers become a valuable and employable commodity. According to Webb (2001), Games contracting employers in Atlanta found that they needed to recruit up to 4000 staff to be sure of having 1000 employees at the event. Knowing this, the Sydney 2000 organizers developed two key strategies: first, they recruited many volunteers from out of town, leaving the local labour force intact; second, a formal industrial agreement was reached for paid and contractor employees which rewarded them for assigned shift completion with a bonus hourly rate, paid only after the event.

For a large-scale event, an analysis of the skill requirements is an essential part of planning. Shortages of skilled staff such as chefs can be remedied through innovative approaches to menu planning and food storage (e.g. cook-chill). However, before specific solutions such as these are discussed, the impact of the event's staffing needs should be analysed in detail across the board, including the size of the labour pool, the knowledge and competence of those in the labour pool, the size and skill of a potential volunteer workforce, and the availability of contractor organizations to meet the short-term demands of providing event services.

The most significant role for human resource experts in event planning is that of integration. A major event comprises multiple projects with different timelines. Each of these has human resource components, including staffing, development of policies and procedures, training, performance management and recognition. In some cases, these are similar for all projects, while in others the project has specific human resource requirements. This effort needs to be integrated in order to develop a cohesive workforce while recognizing the unique challenges posed in some areas. This requires pro-active leadership by the human resources team. For example, the transportation team may commence operations much earlier than the catering team, yet both groups require induction training on commencement. Add to this a range of management training programmes and the complexity of the training schedule is immediately evident. Just-in-time training is different for multiple teams at different stages of event implementation.

The main strategic focus in the event environment is organizational design and effectiveness. The unique life cycle of an event provides a completely new environment for the traditional human resource practitioner, although in the areas of recruitment and staffing, training and development, employee relations, productivity management, and reward and recognition there are similarities. However, the event workforce goes through several phases: from a long planning period with relatively small numbers to a short operational and delivery period when potentially thousands of people are brought into the workforce. In this context, the human resource professional cannot afford to play a service and support role, but must instead act in a leadership and consultative role (Rothwell *et al.*, 1998).

For optimal human performance in this dynamic and challenging project-oriented environment, human resource management must have a strategic focus. This is not only the case for mega events, but also for events in the area of arts and entertainment as an example. A creative focus requires an innovative and flexible approach to human resource planning. This is particularly the case for an annual festival that needs to be sustainable over time.

## Developing the event purpose

In all event planning the vision, mission statement or purpose is the overriding statement that defines the event. Due to the competing interests of various stakeholders and the potential for losing focus during planning, it is vital that the event organizer or committee has a clear and purposeful direction. In some cases, such as a celebrity concert performance, there is the undisguised motive of profit making; in others, such as a not-for-profit arts festival, the aim may be to achieve certain social objectives. Many community festivals wish to retain their authenticity and to avoid commercialization at any cost. Decisions regarding the event purpose guide all decision making, such as the source of funds, the design of the event programme, marketing strategies and human resource strategies, including the use or not of volunteers.

From the examples that follow, it is easy to see that the purpose will differ from one event to another:

*The Chelsea Flower Show is still viewed as the most important event in the horticultural calendar. Garden designers from around the world compete for space at the most famous of flower shows. With new trends constantly appearing – illustrated in the changing face of garden design – it is certain that the Chelsea Flower Show will continue to mark this country's ever-changing horticultural history.*

The Chelsea Flower Show ([www.rhs.org.uk/chelsea/history.asp](http://www.rhs.org.uk/chelsea/history.asp)) is run by the Royal Horticultural Society:

*Established in 1804, the Royal Horticultural Society is now the UK's leading gardening charity dedicated to advancing horticulture and promoting good gardening. Our goal is to help people share a passion for plants, to encourage excellence in horticulture and inspire all those with an interest in gardening.*

From this short description, the main selection criteria for anyone working on the frontline with exhibitors and visitors would be horticultural expertise and a passion for the industry.

The purpose for the Asian Games ([www.doha-2006.com/en/](http://www.doha-2006.com/en/)), which is on a much larger scale, is quite different:

*The Asian Games are held every four years for the purpose of developing international relations and intercultural knowledge in Asia. The 15th Asian Games is not just a sporting event and the hosting of delegates, it is a window of opportunity through which Qatar has the opportunity to show the world its capabilities and the ideals for which it stands.*

In contrast, the objectives of the Vancouver International Readers and Writers Festival ([www.writersfest.bc.ca](http://www.writersfest.bc.ca)), a registered nonprofit charitable organization, are:

- To advance literacy by introducing young readers to the wonder of books.
- To deliver the world's best writers to festival audiences.
- To promote new and undiscovered British Columbian, Canadian and international writers.

Finally, Special Olympics is an international organization dedicated to empowering individuals with an intellectual disability to become physically fit, productive and respected members of society through sports training and competition. Special Olympics offers children and adults with an intellectual disability year-round training and competition in 26 Olympic-type summer and winter sports. Special Olympics currently serves over 1.2 million people with an intellectual disability in more than 200 programmes in over 150 countries. The mission of Special Olympics ([www.specialolympics.org](http://www.specialolympics.org)) is:

*To provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy, and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community.*

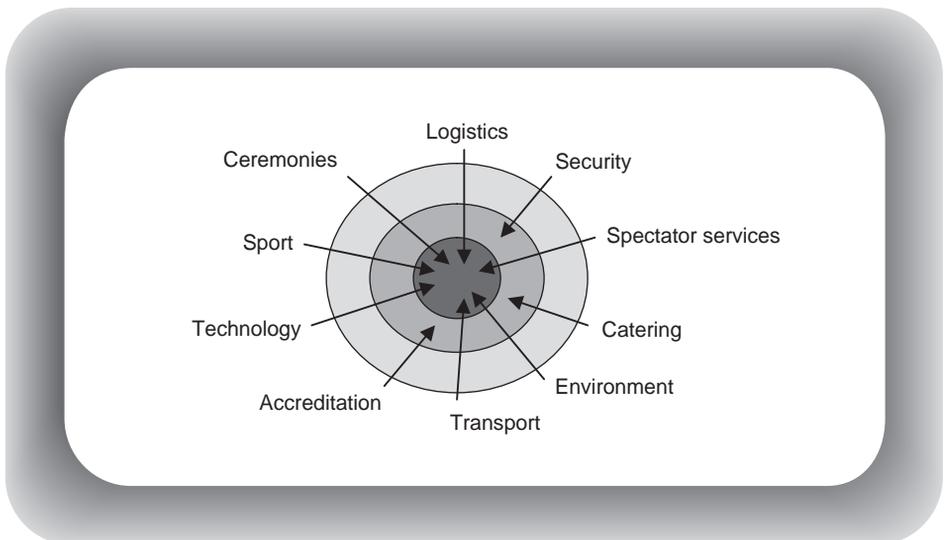
As these examples illustrate, the diversity of event type is matched by the diversity of purpose, goals and objectives. In order to ensure that the appropriate people are on board, are trained and motivated, and are provided with the means to perform at the highest level, the human resource team must be involved in the strategic development of the event concept and in all aspects of operational planning. It is only with this involvement that the customer service levels expected will be delivered and will sit consistently with the event purpose.

# Integrating planning across functions

With this in mind, integrating planning across functions is vitally important. This is difficult because these functional areas (FAs) work at different rates in preparation for the event and generally want to conduct recruitment, training and so on just in time to meet their needs. This may be ahead of many others. For example, one area which generally commences operations quite early is technology. This functional area meets all information technology requirements in the lead-up to the event, including building the event intranet and website. During the operational period their role may change to scoring and results reporting amongst other things. From this example alone, it can be seen how a job analysis for this functional area would reveal different phases of staffing and different staffing and training needs. The same process would be replicated across all functional areas such as transport or sponsorship.

Before going any further, it is essential to understand the concept of *functional area*, which is widely used in event management. Functional areas are the divisions within the event organization that carry responsibility for delivering the key infrastructure. In a traditional business these would be departments. This is illustrated in Figure 2.1, which shows that all areas work towards meeting the same deadline for delivery of their services. Along the way there are many ‘which comes first?’ questions of the chicken and egg variety.

Event organizations are extremely organic, shifting and changing as the implications of one decision impact on others. For example, a change in sponsor might impact on uniform design, production and delivery. As a result, accreditation might be asked to delay their schedule to match uniform issue. As Figure 2.1 indicates, some teams finalise their planning before others.



**Figure 2.1** Functional areas, each working at a different pace towards a common deadline

While the Olympic Games has fifty-four functional areas, the key considerations for smaller events would be:

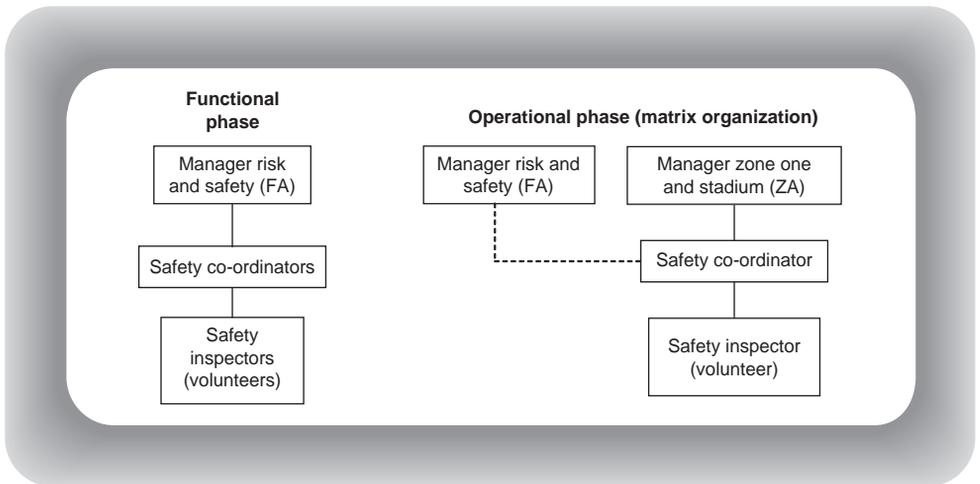
- Finance
- Legal
- Programme management
- Risk
- Workforce planning
- Procurement and logistics
- Technology
- Transport
- Security
- Accreditation
- Ceremonies
- Catering
- Cleaning and waste management
- Environment
- Ticketing
- Marketing
- Media
- Sponsorship
- Merchandising
- Sport/entertainment/production
- Medical
- Customer service.

While the functional areas for a mega sporting event, for example, play a primary role during the early planning phase, there comes a time when the venues are nearing completion and the venue team, generally including representatives of these functional areas, needs to be established. So, for example, catering would need to provide services to both the stadium and the tennis centre. At this point the organization structure of the event changes from a functional focus to a geographical or venue focus.

For most events, this change manifests as a shift to management of venues, zones, clusters or precincts, each of which operates almost autonomously. While the tradition of the Olympic Games is to call these *venue areas* (VAs) or *precincts*, this text will use the term *zone areas* (ZAs). Not every event is so large that the incumbent venue management team is eclipsed by a team appointed by the organizing committee. In most cases, the event organization works with the incumbent venue management team who might be full-time staff of a sporting complex.

Even much smaller events, such as a fun run, would operate on the basis of teams responsible for the start, the route and the finish, with a manager responsible for each. The geographical area is also most commonly known as a zone, so that in this case one would have a Manager – Start; Manager – Route; and Manager – Finish and Ceremonies.

This is a significant strategic shift to a 'matrix organization', which will be discussed in detail in the next chapter. Matrix structures are useful as they 'draw the members of their project teams from discipline groups ... These individuals are assigned to a project team and they will be responsible to the team leader for delivering the required results, but they will continue to be accountable generally to the head of their discipline for their overall performance and contribution' (Armstrong, 2001, p. 190). Figure 2.2 illustrates how a project manager responsible for risk and



**Figure 2.2** Evolution from functional area structure (left) to a matrix organization structure (right)

safety (a function) might be responsible for his or her team right up until shortly before the event, at which time staff will be allocated to zones (or geographical areas), reporting directly to the local manager and only indirectly to the Manager Risk and Safety for advice on specific issues. Thus the Safety Co-ordinator would no longer report directly to the Manager Risk and Safety but to the Manager of Zone One.

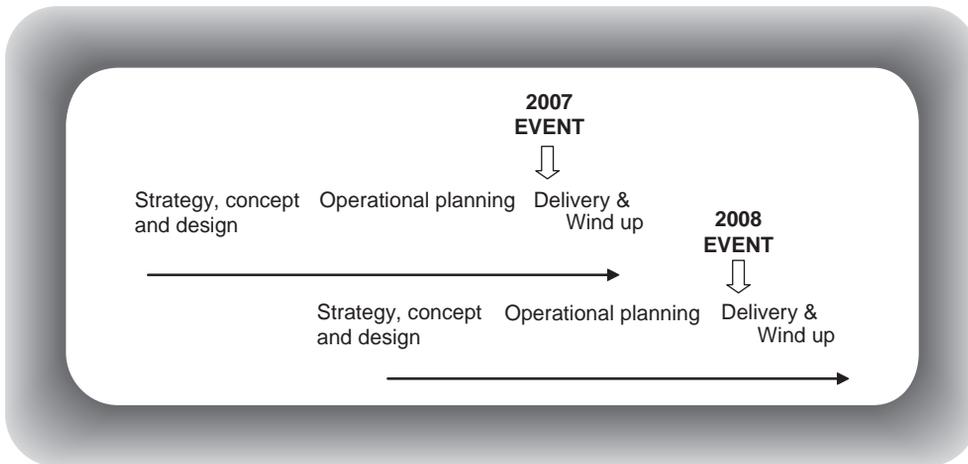
## Evolution of the event organization

All events undergo evolutionary development, either as major single projects or as a series of smaller events, each with project characteristics. The Manchester Commonwealth Games project underwent several phases including:

- Strategic planning (four years)
- Operational planning (one year)
- Operational stage (six months)
- Delivery (three months)
- Wind up (four months).

At each stage of a project's development there is a different focus to planning and the structure of the organization can change. This is the case for events of all sizes and types. If the event is an annual event with a two-year planning cycle, then the event team will be doing several things concurrently for the two events, one in the strategic design phase and the other in the operational stage. This is illustrated in Figure 2.3 where, for example, the 2008 event may be in the early design phase even before the 2007 event is wound up. For an annual music event, for example, acts may need to be signed up more than a year out from the next event.

Toffler (1990) uses the term 'pulsating organization' to describe organizations that expand and contract. Hanlon and Cuskelly (2002), in their study of two major sporting events, make recommendations for management induction, which will be discussed in



**Figure 2.3** Timelines for an annual event at different stages

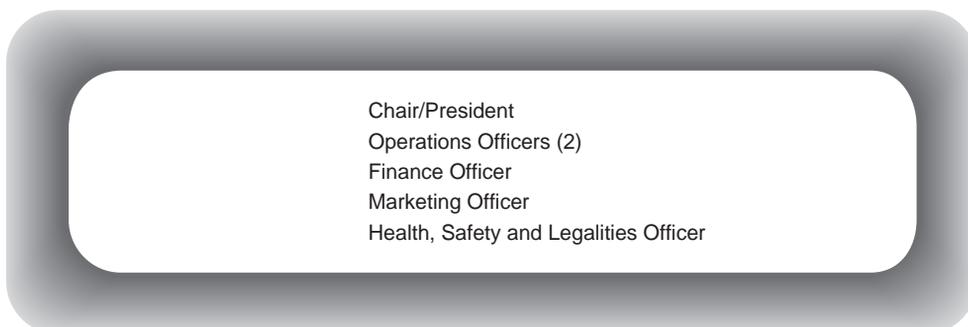
more detail in Chapter 9. The point is well made that organizations such as these have a special character compared with generic organizations which are much more stable.

## The organizing committee

Shone and Parry (2004) suggest the organizational structure in Figure 2.4 for an event committee. Notable is the absence of anyone dedicated to the human resources role. This is quite common in smaller events. In most cases, this function becomes part of the job of the operations manager, venue manager, artistic director and the like. Each hires a team and manages their performance.

Shone and Parry suggest that, in addition to the above, a range of stakeholders might be invited to committee meetings, for example, representatives from the venue, licence holders, sponsors, police, first aid providers, fire service and the local council.

For larger events, however, a human resource specialist is highly recommended. This role might extend to workforce planning, contractor management, volunteer management, recruitment and training, occupational health and safety, uniforms, meals and the human resources policy.



**Figure 2.4** Organization structure for an event committee

(Shone, A. and Parry, B. (2004). *Successful Event Management*, 2nd edn, p. 66. Reproduced with permission of Learning.)

# Key tasks of human resource management

The following key roles for the human resources team or delegates are summarized below.

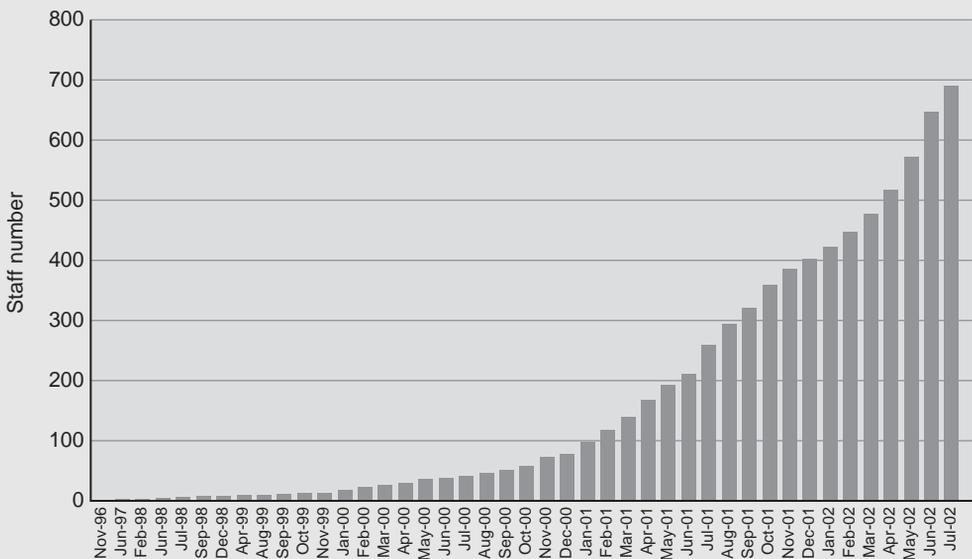
## Workforce planning

Recruitment of paid staff has to be timed optimally. The workforce builds very rapidly close to event delivery. As Figure 2.5 shows, the majority of staff for the Manchester 2002 Commonwealth Games were appointed in the final stages (Manchester City Council, 2003). Where an event is running over budget the temptation is to delay some staff appointments for weeks or months. However, as can be imagined, this has serious implications for the event's effective organization. While it is inconceivable that building the physical infrastructure of the event would be stopped, it seems that human resources can be a soft target for cost savings.

## Case study 2.1

### Growth in workforce – Manchester 2002 Commonwealth Games

The following graph illustrates the cumulative employment of staff for the Manchester 2002 Commonwealth Games. This provides a graphic illustration of the exponential growth of the workforce for large events.



**Figure 2.5** Cumulative employment of staff for the Manchester 2002 Olympic Games (Manchester City Council (2003), Manchester Commonwealth Games Post Games Report; for further information see: [www.gameslegacy.com](http://www.gameslegacy.com))

### **Reflective practice 2.1**

- 1 Every new employee needs induction training. What are the implications for human resources of this sharp workforce growth?
- 2 Compare the levels of team development and camaraderie with work colleagues at the two ends of the spectrum.

## **Organizational design**

As mentioned previously, the organization's design is impacted by the project timeline, with significant key points at which the organizational structure may change dramatically to a matrix organizational structure. The involvement of a range of stakeholders and contractors is also significant and these need to be included when designing the structure and reporting relationships.

## **Contractor selection and management**

Contractors make up almost half of the event workforce required for many events. This being the case, these contractors need to be selected with human resource considerations in mind, such as labour force, expertise, training, recognition and attrition. Contractors may include companies providing services such as equipment hire, lighting, sound, staging, catering, and security.

## **Volunteer planning**

Volunteers play a vital role in many events, ranging from sporting events to street parades. Their involvement needs to be planned and budgeted for. Motivation of volunteers is critical to the success of the event as paid and unpaid staff contribute in many ways to the ambience created. Industrial issues can emerge if it is perceived that volunteers are taking the place of skilled, paid and experienced staff.

## **Recruitment and selection**

Many events conduct recruitment and selection online, and some are heavily oversubscribed by volunteers. By asking applicants to make decisions on preferences for functional area, venue and shifts at this early stage, the organization of allocations can proceed more rapidly. Effective communication with staff and volunteers sets the tone for relationships with internal and external customers.

## **Training**

Everyone working on the event site, whether front or back of house (behind the scenes), needs to be trained. This includes the entire workforce, for example, sponsor employees and emergency services. Visitors are likely to ask questions of everyone in uniform and each person plays a customer relations role. Training can play a role in promoting an event and can become an event in its own right. As a motivating force it is unparalleled.

## **Occupational health and safety**

Concerns about safety dominate most current events, and an analysis of induction sessions shows that the majority of time is spent on this topic (Van der Wagen, unpublished thesis). Safety is a compulsory training component for everyone on site and needs to be documented. All employees need to be told about potential safety risks, how to report incidents and how to respond in an emergency.

## **Uniforms, accreditation, meals and transportation**

All staff require uniforms and accreditation passes as well as meals and transportation. These are sometimes the responsibility of other functional areas, but may be part of the human resources role.

## **Human resources policy**

Policies and procedures need to be written for all aspects of staff management, including a code of conduct and a disciplinary policy. Procedures for such aspects as incident reporting, shift allocation, redeployment, updating information, breaks and absence reporting need to be extremely detailed.

## **Job analysis**

Job analysis, otherwise known as work breakdown structure, needs to be done for every element of the event down to its smallest detail. For larger events this is usually done by the human resources team, most often in collaboration with each functional area or venue. From a strategic viewpoint, the point at which the venue 'owns' the staff and all their related human resource issues is a consideration. While human resources, as a functional area, generally retains a consulting capacity, this is a staff, as opposed to a line, function.

## **Leadership and motivation**

Staff shortages, attrition and lack of motivation are the stuff of nightmares for the event organizer. Focusing on organizational behaviour is essential, as is analysis of leadership and motivation in the context of the specific event, with programmes designed to reward and retain paid staff and volunteers.

## **Risk analysis**

Risk analysis and contingency planning is commonplace in event management to anticipate issues of concern. For the 2002 Commonwealth Games, for example, staff shortages took third place in the list of top ten concerns (Manchester City Council, 2003).

Table 2.1 illustrates a human resources risk analysis for an event. This table shows identified risks, which are then judged according to likelihood and consequence, thus determining the level of risk. Consideration is then given to potential preventive measures and contingencies that could be put in place should the risk become a reality. From this table it is evident that staff shortages in one form or another are a serious concern and that plans would need to be developed for a redeployment team to fill any serious gaps. However, the highest risk in this analysis is mismanagement at senior level.

Let's take a look at Table 2.1 in more detail:

- 1 *Mismanagement*. This is listed as possible with major consequences, but can be prevented by effective planning and documenting meetings. Contingency planning for situations where planning is derailed may include negotiation, formal arbitration or appointment of a crisis management team.

## Case study 2.2

### Sizeable market in special events insurance

The following quote discusses the importance of insurance for special events. Note particularly that this coverage extends to mismanagement.

*In a country that is extremely litigious and understandably obsessed with terrorism, special events insurance has become tremendously important for co-ordinators of events of all sizes. Virtually any event can result in suits from jittery spectators, vendors and performers. All-inclusive event coverage is now a necessity – and that necessity reaches way down to local events and right down into independent agents' hometowns.*

*Gone are the romantic days of Babe Ruth proudly indicating to the fans in the bleachers the ultimate destination of his intended home run. Now, millionaire athletes play for billionaire owners, and spectators who take offense at happenings on the field or in the stands may very well decide to roll the dice and try to share in the bounty.*

*Special events policies provide liability coverage and legal defense for claims of negligence based on mismanagement or acts of God such as weather or earthquakes. This can include improper security, failure to maintain safe equipment or, in some cases, weather that causes the cancellation of an event. However, legal liability is not just limited to organizations as large as the National Football League or Major League Baseball. Claims and lawsuits have been brought against wedding organizers, universities, private hosts, and those managing community events, making the market considerable. Large brokers deal with national sporting leagues, but it's the smaller agent who deals with local events such as rodeos or street fairs.*

(Reprinted from the April 2004 issue of *Rough Notes* magazine with the permission of Rough Notes Company.)

### Reflective practice 2.2

- 1 What are the types of risks discussed in this article?
  - 2 What is an insurance broker?
  - 3 What are some of the potential consequences of mismanagement at one of the smaller community events mentioned?
- 2 *Staff shortages*. This is listed as possible with moderate consequences. For some events the consequences could be more serious than indicated in Table 2.1, raising the risk to extreme. Preventing staff shortages can be tackled by careful workforce planning and implementing innovative recruitment strategies. Contingency plans include the use of employment agencies and incentives for new applicants.
  - 3 *Loss of key personnel*. Depending on the seniority of the person concerned and their role, this possibility must be taken very seriously. Many events have one person

**Table 2.1** Human resources risk analysis

<i>Identified risk</i>	<i>Likelihood</i>	<i>Consequence</i>	<i>Level of risk</i>	<i>Prevention</i>	<i>Contingency</i>
Mismanagement or misdirection by committee or executive staff	Possible	Major	Extreme	<ul style="list-style-type: none"> <li>• Clarity in event purpose and aims</li> <li>• Documented meetings and actions</li> <li>• Maintenance of media support</li> </ul>	<ul style="list-style-type: none"> <li>• Negotiation</li> <li>• Formal arbitration</li> <li>• Restructure</li> <li>• Crisis management team</li> <li>• Press release</li> </ul>
Unable to recruit critical staff with specific technical experience	Possible	Moderate	High	<ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• International recruitment</li> <li>• Database of applicants</li> </ul>	<ul style="list-style-type: none"> <li>• Use agencies, network of contacts, head hunt</li> <li>• Meet relocation expenses</li> <li>• Provide incentives</li> </ul>
Key staff member resigns or becomes ill shortly before the event	Almost certain	Major	Extreme	<ul style="list-style-type: none"> <li>• Document policy and procedure</li> <li>• Maintain records</li> <li>• Work in teams</li> <li>• Appoint assistants</li> <li>• Provide incentives for staying until closedown</li> </ul>	<ul style="list-style-type: none"> <li>• Restructure</li> <li>• Recover lost ground</li> <li>• Reshape plans</li> <li>• Reassign responsibility</li> </ul>
Volunteer and staff attrition during the event	Almost certain	Moderate	Extreme	<ul style="list-style-type: none"> <li>• Provide a reason to be there</li> <li>• Reward attendance</li> <li>• Acknowledge support</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure rosters allow for attrition (inevitable)</li> <li>• Have a redeployment team</li> </ul>

Contractor defaults on service immediately prior to or during the event	Possible	Major	Extreme	<ul style="list-style-type: none"> <li>• Appoint contractors based on selection criteria, including past performance</li> <li>• Contracts to have penalty clauses</li> <li>• Work breakdown extremely detailed</li> <li>• Monitor activities</li> </ul>	<ul style="list-style-type: none"> <li>• Invoke penalties</li> <li>• Hire another contractor</li> <li>• Undertake work using own staff</li> </ul>
Misconduct by staff member causes bad press	Rare	Major	High	<ul style="list-style-type: none"> <li>• Code of conduct</li> <li>• Disciplinary policy</li> <li>• Counselling and dismissal processes</li> </ul>	<ul style="list-style-type: none"> <li>• Dismissal</li> <li>• Press release</li> </ul>
Fatal safety incident resulting from inadequate staff selection and training	Unlikely	Catastrophic	Extreme	<ul style="list-style-type: none"> <li>• Job analysis</li> <li>• Safety risk analysis</li> <li>• Selection based on experience and in some cases specific licences</li> <li>• Training in safety procedures</li> <li>• Documented procedures and signed checklists</li> <li>• Supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Incident reporting system</li> <li>• First aid services</li> <li>• Communication system</li> <li>• Crisis management team</li> <li>• Press release</li> </ul>
Non-compliance with industrial legislation	Unlikely	Minor	Low	<ul style="list-style-type: none"> <li>• Assign responsibility for HR compliance</li> <li>• Monitor compliance, including contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Resolve with authorities</li> </ul>

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- who carries an enormous amount of information 'in their head'. The loss of this person (through illness or accident) can be mitigated by the organization by documenting plans, policies and procedures, and by working collaboratively. In the eventuality of this occurring, it would be necessary to restructure and reshape plans.
- 4 *Workforce attrition.* Attrition, or staff turnover, is almost a certainty. For this reason plans need to be made to take this into account. This risk can be reduced by providing incentives and implementing strategies for motivating staff. Many events plan for attrition by having a team specifically organized to fill such gaps, known as the redeployment team. These people can be assigned to new roles at a moment's notice.
  - 5 *Contractor defaults.* Unfortunately, the event organizer is blamed for problems created by contractors or vendors. For example, if food runs out, the organizer is regarded as 'at fault'. Careful selection and appointment of contractors is an important preventative measure. Extremely detailed contracts with itemized specifications are essential. Penalties can also be included in the contract.
  - 6 *Staff misconduct.* With a large workforce it is almost guaranteed that someone will behave badly, for example, by harassing athletes. Policies for misconduct and training in appropriate conduct are essential. While dismissal is unpleasant, there are occasions when it is quite appropriate to ask a person to leave the site, particularly if they are putting their own safety and the safety of others at risk.
  - 7 *Safety incident.* This is an extreme risk, with potential fatal consequences. While the likelihood is low, planning must be undertaken to prevent safety incidents and to develop systems and procedures for dealing with near-misses and serious incidents, including effective communication systems and detailed emergency planning.

The Edinburgh International Festival was established in 1947. It is one of the most important cultural celebrations in the world. From the beginning the festival has presented programmes of classical music, opera, theatre and dance of the highest possible standard, involving the best artists in the world. From Case study 2.3 it is evident that the director of the festival should have vision and outstanding leadership in the field.

## Case study 2.3

### Visionary leadership for Edinburgh International Festival

#### Festival seeks new visionary and inspirational leader

*The Council (board) of the Edinburgh International Festival today released details of the search for a successor to Brian McMaster, who will step down as Director of the Festival after his final Festival in 2006, following fifteen highly successful years.*

*The Festival Council is seeking a visionary and inspirational leader with a successful track record in managing major arts organizations and large-scale artistic events. The new Festival Director will be responsible for programming the 2007 Festival and beyond. Lesley Hinds, Chair of the Festival Council, and Lord Provost of the City of Edinburgh said today: 'The Director is the creative force at the centre of the Festival, shaping and driving a multi-dimensional programme each year that is innovative, challenging and world-class. We are looking for someone who has an in-depth knowledge of the arts that crosses boundaries and cultures and who has an international reputation for artistic vision and flair.'*

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### Reflective practice 2.3

- 1 What are some of the factors that have contributed to the success of the Edinburgh International Festival? Information can be obtained from their website ([www.eif.co.uk/](http://www.eif.co.uk/)).
- 2 Discuss the importance of international (versus local) experience in the arts for someone appointed to this position.
- 3 If you were responsible for recruiting the Festival Director, how would you go about finding someone of this calibre?

## Chapter summary and key points

This chapter has examined human resource management for events at a strategic level and has made a case for developing the role so that it is included at executive level in the event organization. For a successful event there are three major components: the programme of performance, the physical infrastructure and its operation, and the service provided to visitors in a vast number of ways. Professional human resource experts have a vital role to play in organizational development in the dynamic environment of event design, planning and delivery. In this chapter a number of key roles for human resources have been outlined and these will be elaborated on in later chapters.

Risk management principles can be applied to the strategic management of human resources. In fact, this is one of the most important early tasks. A risk assessment asks 'What could happen?' and looks at ways in which potential problems could be avoided or resolved. Problems might be negative (e.g. workplace accidents) or positive (e.g. too many volunteers). Each risk needs to be carefully evaluated in light of the external and internal event environment and plans put in place to deal with these staff-related contingencies.

## Revision questions

- 1 Explain five ways in which a strategic approach can be taken to HR planning?
- 2 Integration of HR across a range of subprojects is necessary. Explain how this comes about.
- 3 Using an example, explain how the event purpose or mission drives planning for human resources implementation.
- 4 List and elaborate on ten key human resource management roles (functions) in the event organization.

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