

---

# Glossary

accreditation	process of granting approval for entry into a particular event area or zone, usually with badge or swipe card
action plan	a plan that shows what needs to be done and when it needs to be done; projects comprise multiple action plans
activity	a specific project task
audience	people attending an event, also described as spectators or visitors
bidding	competitive process of submitting proposals
breakdown	process of dismantling event infrastructure; also called bump-out
budget	estimate of revenue and expenditure
bump-in	assembling event infrastructure on site, e.g. building exhibition stands or stages; also called load-in or set-up
bump-out	process of dismantling event infrastructure; also called load-out or breakdown
business events	meetings, incentives, conferences, exhibitions
contingency plan	alternative course of action if things don't go according to plan
contractor	an organization that works independently to provide goods and services
control	ensuring that performance meets plans by monitoring and checking
cost centre	business unit, department or functional area to which costs can be attributed
critical path	timeline for project completion based on dependent tasks
crowd management	techniques used to manage crowd flow through an event site
customer	person who purchases goods and services; in the event environment, the audience or spectators
debrief	a short meeting after a shift or an event to discuss the success or problems experienced

deliverables	results required; often physical objects, but also reports, plans and written documents
duty of care	legal responsibility for the safety of every person on site, including visiting workers and the general public
equal employment opportunity (EEO)	providing the same opportunities for all, based on merit
event product	range of goods and services captured as the purchased event product; may include performance, catering, ambience, entertainment, first aid and other services
extrinsic reward	reward from external sources, e.g. praise from supervisors, certificates
functional area	departments of a business that represent individual disciplines, e.g. marketing, purchasing, human resources
Gantt chart	a timeline chart linking tasks with deadlines; a horizontal time scale
gap analysis	an analysis of current skills against requirements; identifies skills and knowledge gaps as a result of a training needs analysis
human resource management	effective use of human resources (people) to achieve organizational outcomes
human resource operational plan	plan to ensure that the right people are in the right place at the right time doing the right thing
human resource strategic plan	long-range plan to identify labour needs and implement workforce strategic plans and policies
induction	introduction to an organization, may be formal or informal
intrinsic reward	a reward that comes from an internal realization that personal goals have been achieved
job analysis	systematic process of describing jobs within an organization
job description	a document that describes the position and the tasks and responsibilities associated with it
job-specific training	work-related training for specific job-related skills
job specification	a document that describes job requirements in terms of the ideal candidate, including his/her knowledge, skill and other attributes; also called person specification

---

## 248 Human Resource Management for Events

leadership	directing and inspiring commitment to the organization's goals
logistics	the procurement, distribution, maintenance and replacement of materials and staff
matrix organization	organizational structure that uses both functional and project teams – leads to dual reporting relationships and cross-functional teams
merchandising	items for retail sale consistent with the event theme
MICE	meetings, incentives, conferences and exhibitions (now known as business events)
motivation	an individual's interest and effort in achieving a goal
occupational health and safety (OHS)	systems for worksite health and safety for all workers on site
orientation	session at which the individual is introduced to the organization and its various facets (same as induction)
paid staff	employees working in a paid capacity, full-time, part-time or seasonal
performance appraisal	process used to give individuals performance feedback
person specification	see job specification
policy	intended course of action; guiding principle
precinct	zone or area of an event venue, e.g. catering precinct
procedure	specific series of tasks or actions for goal achievement, generally linked to policy
procurement	assembling resources, mainly purchasing goods and services, needed for a project
project management	planning, organizing directing and controlling a system with specific deadlines and resources
recognition	acknowledging work performance in a formal way
recruitment	process of attracting applicants to an organization
risk management	process of identifying, evaluating and dealing with risks in relation to probability and consequence
scope of work	identified parameters of a work project or action plan
selection	process of selecting the best candidates for the position (with EEO in mind)

site	place, usually an outdoor venue
situational management	matching management style to work context variables
staffing	process of recruiting, selecting, inducting and training new personnel
stakeholder	organization associated with an event with significant interest in related goal achievement, e.g. police, sponsor
supplier	an organization that works independently to provide goods and services
training	providing the workforce with the skills and knowledge they need for successful performance
vendor	an organization that works independently to provide goods and services
venue	place at which an event is held, such as convention centre, athletics track
venue area	part of the site which is designated for a special purpose, such as venue catering area
venue training	training relating to the venue or zone, such as the chain of command and evacuation planning
venuization	term used during mega events where the venue is 'taken over' by the organizing committee and the overlay for the sports, for example, is installed
volunteer	unpaid worker
work breakdown structure (WBS)	describes all work that needs to be done to achieve project outcomes; used as the basis for costing, scheduling, organizational design and work allocation
workforce	everyone working, including paid staff, contractors and volunteers
zone	specific area of an event venue or site