
Chapter 11

Workforce policies and procedures

Learning objectives

After reading through this chapter you will be able to:

- List a number of areas of human resource management in which policies are required
- Provide examples of procedures that support these policies
- Discuss ethical and unethical human resource practices
- Describe logistical challenges for workforce planning.

Introduction

The logistics associated with having the right people doing the right thing at the right time are challenging as events generally run for a very short time. Staff and volunteers need their rosters, they need uniforms, they need food, and they need somewhere to sit during their breaks. Among the most common complaints from volunteers are those concerning the most elementary of needs, for example, being left on a gate collecting tickets for too long without being 'relieved' or given a drink.

Getting people into place and assigning work is the first hurdle. The next is to make sure that they are appropriately cared for in terms of their physical and emotional needs, such as having a supervisor stop by from time to time to talk to those working in isolated positions. The third hurdle is to make sure that the conduct of staff and volunteers is beyond reproach. This requires careful supervision, and in rare cases it may require asking the person to leave.

Developing policies and procedures to deal with such eventualities will mean that every event you participate in is more likely to run smoothly.

Policy planning

A *policy* is an *intended course of action* for an organization. A *procedure* is more specific, detailing the *steps* involved in seeing through the intent of the policy. For example,

there may be a policy that every contractor should attend a safety induction session prior to working on site. To implement this policy, a record of attendance at these briefings would be necessary and a procedure would also be needed for contractors assigned at the very last minute. An example might be to have them go to staff check-in and be issued with a short booklet or watch a three-minute video presentation, much as they do in many fast food outlets with high staff turnovers.

UK Sports (2005) have an outstanding guide to ethics in their planning guidelines for major sporting events in which there are a number of points to be taken into consideration in the development of policy guidelines for human resource management, as follows.

Data protection and privacy

Good standards should be in place for protection of personal data, which should be used only for a specific purpose and be accurate and secure. Many websites have statements to this effect. The following extract from the Melbourne 2006 Workforce Privacy Policy illustrates how this should be done:

Disclosure of personal information

Melbourne 2006 Commonwealth Games Corporation does not use or disclose personal information about an individual for a purpose other than that for which it was collected, unless such use or disclosure would be reasonably expected or consent from you has been obtained. Please note that if at any time Melbourne 2006 Commonwealth Games Corporation is required by law to release information about you or your organisation, Melbourne 2006 Commonwealth Games Corporation must fully co-operate.

Information provided by you is used primarily for the purpose of recruitment. The information is disclosed only to our staff who are on the selection panel and any recruitment agency used in the recruitment process. Melbourne 2006 Commonwealth Games Corporation may keep an electronic copy of your application to be considered for future employment. This information is confidential.

Human rights

Respect for others is demonstrated in a number of ways, an example being a breach of confidentiality regarding a high-profile sports person or celebrity. Most codes of conduct include a requirement that staff and volunteers do not behave in inappropriate ways such as taking photographs, asking for autographs or generally being a nuisance. Members of the event audience also expect exemplary conduct. Problems can occur when conversations between staff members are overheard (sometimes with bad language) or a volunteer may make a joke embarrassing someone in front of a crowd. In the most serious cases, athletes and celebrities may be the target for stealing souvenirs and this is particularly serious if the item is needed for the performance.

Equity

In the staffing area the focus for this is the planning and organization of the event, resulting in the equitable treatment of everyone on site. Suitable arrangements may need to be made including, for example, access to the venue by wheelchairs and arrangements for people with hearing or sight impairment.

Child protection

Staff training, working practices and codes of conduct need to be put in place to minimize situations where abuse of children may occur. In some countries, such as the United Kingdom and Australia, screening processes are in place to assess an applicant's suitability for working with children. In particular, procedures are needed for employees or volunteers dealing with missing children and general guidance is needed on appropriate behaviour of adults around children.

Drugs and alcohol

For safety reasons, nobody on site should be working under the influence of drugs or alcohol (see Case study 11.1). For some music events, this is somewhat problematic, Woodstock being a good example.

Case study 11.1

Ottawa Folk Festival Volunteer Code of Ethics

- *Always present the festival to the public in a positive way, both in your behaviour and in the way you speak. Nothing shall be said or done to intentionally embarrass the festival.*
- **NO ALCOHOL, NO DRUGS, no audio or video recorders and no pets.**
- *If you will be consuming alcohol after your shift, do not wear your festival shirt.*
- *Refer ALL questions involving policy or sensitive issues to the Festival Director or the Festival Co-ordinator.*
- *Refer members of the media to the Media Relations Check-in, located inside the Ron Kolbus Lakeside Centre.*
- *ALL volunteers shall treat staff, performers and other volunteers with respect.*
- *Volunteers shall make every effort to complete all duties assigned. Failure to contribute a minimum effort will result in dismissal from the festival.*
- *Your Festival Access Pass and crew T-shirt are NOT transferable. They remain the property of the CKCU Ottawa Folk Festival throughout the event.*
- *The space in front of Main Stage is for paying audience only.*

(Reproduced with permission of Ottawa Folk Festival; for further information see www.ottawafolk.org/forms/2005_forms/2005_Volunteer_Form.pdf)

Reflective practice 11.1

- 1 What is the purpose of developing a code of practice for volunteers?
- 2 Give an example of unsatisfactory behaviour covered by one of these policies that would be reason for dismissal.

Dealing with the public

Members of the workforce team should understand that they are not spokespeople for the event organization. However, as representatives of the organization, their dealings with the public should be positive and pro-active. Many event organizers go to great pains to ensure that their staff do not admit liability in case of an accident or incident.

Grievance procedures

A grievance policy and related procedures should be developed and explained to all members of the workforce. This topic will be covered in more detail at the end of the chapter.

Sexual harassment and equal opportunity

Harassment should not be tolerated and should be reported in accordance with carefully constructed guidelines. The policy should define harassment, state that it is not tolerated, define the role of managers in preventing and dealing with harassment and set out specific procedures.

Occupational health and safety

Everyone should be aware of their responsibility to report health and safety hazards. Furthermore, they should also report behaviour of others that is risky or dangerous.

Personal advantage

Members of the event workforce should not use their position for personal advantage, including receiving gifts and personal use of equipment.

Confidentiality

All event-related information is confidential. Staff should refer the media to the media centre or event control room. Many large events profiling celebrities require staff to sign confidentiality statements.

Lost and found

Any lost and found items should be reported and submitted for storage.

Use of the Internet

Some organizations develop a policy to explicitly monitor private use of the Internet.

All employees and volunteers should be given a copy of the policy and procedure guidelines and should sign that they understand that violations may lead to dismissal.

While many organizations express their policies in a fairly negative ‘will not’ way, the well-known Burning Man Festival (2005) expresses their ten guiding principles in a more positive, pro-active way:

- 1 Radical inclusion (‘welcome and respect the stranger’)
- 2 Gifting (‘unconditional’)
- 3 Decommodification
- 4 Radical self-reliance
- 5 Radical self-expression
- 6 Communal effort

- 7 Civic responsibility
- 8 Leaving no trace
- 9 Participation ('transformative change')
- 10 Immediacy.

At this values-based event, the workforce are expected to uphold and demonstrate these principles.

Staffing logistics and procedures

Each of the following logistics issues needs to be considered. These are common consequences of not planning these in detail:

- Not having enough staff rostered
- Not having enough small volunteer t-shirts
- Running out of hot meals
- Losing track of where people are (may be watching rather than working!)
- Finding staff in the wrong areas
- Losing valuable equipment to theft
- Receiving reports of staff/volunteers misbehaving (in the bar perhaps).

Rosters

Fortunately, not many events have the numbers of staff illustrated in Table 11.1. However, this table illustrates the level of attention needed for roster planning. The benefits of a contingency group of multiskilled roving workers are also evident from this illustration. For larger events, timetabling online has been a progressive step, enabling staff to access and change their roster themselves, sometimes so that they can work with friends, which is a major benefit.

When planning the staffing schedule, decisions are not just about which days people should work. Micro-level planning is needed to identify the peaks and ebbs of staffing. For example, a large number of staff might be needed in the hour before a performance and again during an interval. This is quite predictable. If, however, the timetable is being done for a multi-venue, multi-session series of events, crowd flow planning forms a key part of planning. Many anxious punters arrive very early, even for ticketed events, and the level of readiness is important. The alternative is that some staff and volunteers are still checking in while the venue fills and this is where things can start to slide. Those key hours before the gates open are critical.

Uniforms

Uniforms are a major expense for a winter event, so care must be taken in the design and sizing. The design of uniforms or t-shirts is often determined with the audience in mind. However, it is also necessary to consider staff's response to uniforms, the size and colour of t-shirts being the most elementary consideration. Many events supply too few very small t-shirts. If a men's small is the smallest size, it will be more like a dress than a t-shirt on a tiny woman. Differentiation of status between paid,

Table 11.1 Peak shift numbers by venue and day, 2002 Manchester Commonwealth Games

Venue	15-Jul-02	16-Jul-02	17-Jul-02	18-Jul-02	19-Jul-02	20-Jul-02	21-Jul-02	22-Jul-02	23-Jul-02	24-Jul-02	25-Jul-02	26-Jul-02	27-Jul-02	28-Jul-02	29-Jul-02	30-Jul-02	31-Jul-02	1-Aug-02	2-Aug-02	3-Aug-02	4-Aug-02	Peak
Sportcity	109	104	97	129	169	95	101	114	477	95	504	611	650	553	540	657	488	306	603	539	862	862
Commonwealth Games Village	34	31	32	34	33	31	31	35	33	32	58	173	200	192	183	202	220	218	205	217	219	220
Bessmer Street (MAUC)	30	27	28	30	29	27	27	33	32	30	57	172	198	191	182	199	219	28	30	31	25	219
Rivington Mountain Biking Crowd Management	-	-	-	-	-	-	-	-	-	48	-	-	125	-	-	-	-	-	-	51	-	125
Salford Quays	-	-	-	-	-	-	-	-	-	-	-	-	2	2	-	21	-	14	14	13	88	88
MEN-Arena	-	-	-	-	-	-	-	-	-	-	-	62	84	70	75	69	74	87	66	60	-	87
International Broadcast Centre	69	43	43	63	52	55	61	51	53	45	50	44	48	60	44	43	60	45	47	53	46	69
National Cycling Centre	9	9	9	9	9	9	9	9	9	9	11	9	9	11	11	31	45	36	43	10	10	45
Bolton Arena	14	11	10	12	10	10	10	9	9	8	11	37	32	35	24	25	26	36	37	27	26	37
G-Mex	12	7	14	15	15	18	24	17	15	22	22	34	34	34	35	32	36	35	33	33	33	36
Flying Squad (attrition – covering all venues)	-	-	-	-	-	-	-	-	-	-	23	17	21	20	22	22	20					23
Heaton Park	-	-	-	-	-	-	-	-	-	-	-	15	14	20	21	22	20	19	16	18	22	22

(Continued)

Table 11.1 (Continued)

Venue	15-Jul-02	16-Jul-02	17-Jul-02	18-Jul-02	19-Jul-02	20-Jul-02	21-Jul-02	22-Jul-02	23-Jul-02	24-Jul-02	25-Jul-02	26-Jul-02	27-Jul-02	28-Jul-02	29-Jul-02	30-Jul-02	31-Jul-02	1-Aug-02	2-Aug-02	3-Aug-02	4-Aug-02	Peak	
Hough End Fleet Car Park	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	16	
Aquatics Centre	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	
Belle Vue	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
Heron House	8	8	7	7	7	6	7	7	7	9	8	10	6	7	8	10	9	9	8	10	9	10	
International Convention Centre	-	-	-	-	-	1	1	1	1	1	1	1	1	1	1	8	8	9	10	5	1	10	
Forum Centre, Wythenshawe	-	-	-	-	-	-	-	-	-	-	1	1	1	1	1	1	1	9	7	7	9	9	
Fleet Commissioning Depot Redvers Street	7	7	7	7	7	7	7	7	7	7	-	-	-	-	-	-	-	-	-	-	-	7	
Technical Officials' Village	2	2	2	2	2	2	2	4	5	4	5	5	4	5	5	5	5	5	5	5	5	5	
Bus Operations Depot Sheffield Street	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Commonwealth House	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Fleet Operations Depot Bessemer St	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
Main Press Centre	1	1	1	1	1	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2
Mobile Drivers				2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Broadcast & Rate Card Car Parks		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

(Manchester City Council (2003), Manchester Commonwealth Games Post Games Report; for further information see www.gameslegacy.com)

volunteer and contractor staff may be highlighted in the design of uniforms and this can cause some dissatisfaction if not handled well. At many events these three groups are not easily distinguished as they form one workforce in one uniform. This is an important decision, with implications for motivation.

Accreditation

Workforce members need to be identifiable by security, by one another and by the event audience. A name badge is the simplest method, although for sophisticated events an accreditation badge would be produced, with precinct and access codes, a photograph and provision for electronic access to specific areas.

Sign-on and sign-off

A sign-on and sign-off system is important, both for staff and volunteers. For legal and ethical reasons, the event organizers should be able to account for everyone on duty.

Meal vouchers

The earlier example of staff numbers at different venues in Table 11.1 raises the issue of meal planning. Members of the workforce all need to be fed at least one hot meal per day. Forecasting is thus vitally important to avoid waste or, worse still, run out of food. There are two things that make catering planning a nightmare. First, many of the staff, such as security, have wide-ranging access and might eat at a different venue on each shift depending on where they are at the time. Generally, the news of which menu is best travels on two-way radio pretty quickly. Second, contract staff need to be catered for, requiring some sort of voucher system to allow the event organizer to redeem the cost of contractor meals post-event.

As Figure 11.1 illustrates, detailed planning is needed to estimate and account for the number of meals served at each meal period. Using the system illustrated, each contractor group (e.g. police, transport, security, cleaning) would need to be issued with a different coloured voucher.

Camping

At many music festivals, facilities for camping are provided for people working on site. In some cases they bring their families, friends and pets too. The need for a policy, procedures and control measures for this aspect of the event is immediately evident. At the Falcon Ridge Folk Festival, Hillsdale, New York, volunteers can expect three meals a day as well as camping facilities. The expense of running a three-meals-a-day canteen for staff (and possibly family and friends) is enough to give the event organizer the jitters – catering for the event audience would be a difficult enough task.

Lockers

If lockers are not provided for staff, they need to be aware of this and the fact that they are responsible for their own valuables.

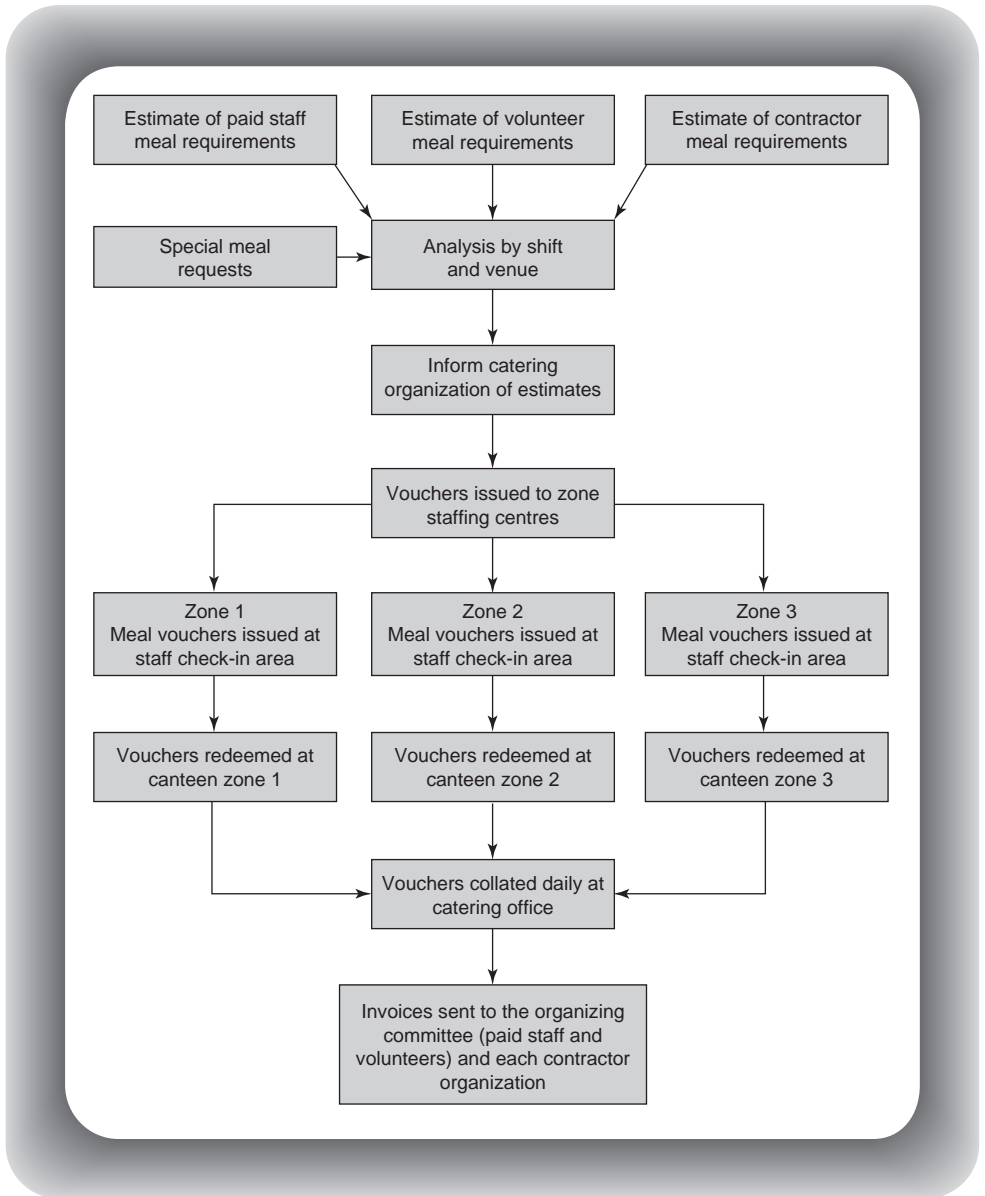


Figure 11.1 Estimating meal requirements and accounting for meals served

Communications equipment (two-way radios)

Management and supervisory staff require communication equipment, usually in the form of two-way radios. These may be issued on arrival at the staff desk or from the adjacent communications command centre.

Briefing and debriefing

It is traditional for staff arriving at an event to be given a briefing, regardless of whether they have already attended a training session. The briefing allows management to



Food safety training and systems are essential for commercial kitchens



Customer demands go from zero to 100 per cent within minutes

communicate important recent changes in operational planning. Likewise, the debriefing enables staff to air their thoughts about operational problems that may be able to be ironed out overnight. For the smaller event, the pre-event briefing could be all the training that is required.

Authority

When arriving for work people need to be told what to do and a checklist is exceptionally useful for this purpose. A common reason for frustration on the part of volunteers is that they are underemployed and therefore don't feel that their support is valuable. Furthermore, all staff, supervisors and volunteers should understand the limits of their authority.

Incident report forms

Employees and volunteers should report all criminal or suspicious behaviour, so on arrival they should be shown where the incident report forms can be found and where to put them when completed. At this time they can also be reminded about potentially more serious emergencies and how to respond to them. Strategically placed posters in staff areas are useful for informing personnel of these important aspects of events.

Dealing with no-shows

It is inevitable that some people will not turn up, and estimates need to be made for how many extra people will be needed to take their place.

Surveillance

Some events have cameras placed in many of the working areas. In Australia, for example, it is necessary to advise staff of their existence as covert surveillance of work areas is not permitted.

Access

Employees and volunteers should not enter areas where they do not have authorized access. A policy is often required on after-hours access to events which, for some, is an anticipated benefit of working at them. At other events, people are asked to leave the precinct on completion of their shift. The author remembers a volunteer, accompanied by two small children, fraternizing with sponsors at the bar. When she became very intoxicated, she and the children were sent home by taxi by a sponsorship manager. Unfortunately this was not reported until the next day.

Performance management

While most long-life organizations have formal performance appraisal systems, this is seldom the case in the project environment of the event business where performance management takes a different format. This is not to say, however, that the absence of a formal programme of annual interviews and appraisal precludes performance management. A simplified system of using the job description as the basis of an interview form was recommended in Chapter 7. Elements of performance management thus appear in the processes of job analysis, selection, induction and training.

Any organization, whether it has a formal or informal system, needs to do the following:

- Set standards of performance
- Set deadlines and outcomes
- Monitor and facilitate performance
- Provide feedback
- Develop and implement remedial action plans if necessary.

Kramer *et al.* (2002) suggest that there are five criteria for evaluation of performance management systems: strategic congruence, validity, reliability, acceptability, and specificity. The first of these, strategic congruence, 'refers to the extent to which

performance appraisals encourage job performance that supports the organisation's strategy, goals and culture' (p. 307). Thus, in the event organization, any performance management system, whether project based or formal performance appraisal in the traditional sense, needs to serve the needs of the event. These authors recommend linking strategic objectives to a set of financial and operational measures. This would sit very comfortably with most event organizations.

Grievance procedures and dismissal

The first question it is necessary to ask is whether a grievance procedure is necessary. For small temporary teams operating for short periods of time such a procedure may be unnecessary as most problems will be readily solved. However, for large-scale events, this type of procedure is an invaluable way to deal with grievances, including those put forward by volunteers. The aims of an effective grievance procedure are immediate and confidential attention to conflict issues, consistency and a fair outcome. A grievance procedure should have the following features:

- It should be agreed between all stakeholders.
- It should be explained in plain English to everyone involved.
- The steps to be taken in making a complaint should be clear.
- People should be dealt with consistently and objectively.
- Confidentiality of all concerned should be maintained.
- There should be a means of escalating the issue through several levels of the organization.
- The process should be fully documented.

Essentially, this procedure ensures that people are dealt with fairly and objectively, particularly when there is a performance deficiency. Furthermore, allegations of unfairness can be investigated. There are two significant benefits of such a system: first, conflicts can be resolved and work resumed in a harmonious environment; and second, litigation can be avoided for most cases of alleged discrimination and unfair dismissal once the matter has been given this level of attention.

Dismissal procedures should include counselling and a series of warning letters. At each stage the full facts must be evident, the performance gap clearly identified and the individual given the opportunity to remedy the situation.

Disciplinary procedures

These are the issues that need to be considered in disciplinary procedures:

Specific issue

- What specifically was the offence, the action or inaction, or misconduct?
- Was this clearly a breach of the written code of conduct?
- Was this a minor or major disciplinary issue?
- How does this disciplinary issue relate to the person's job performance?

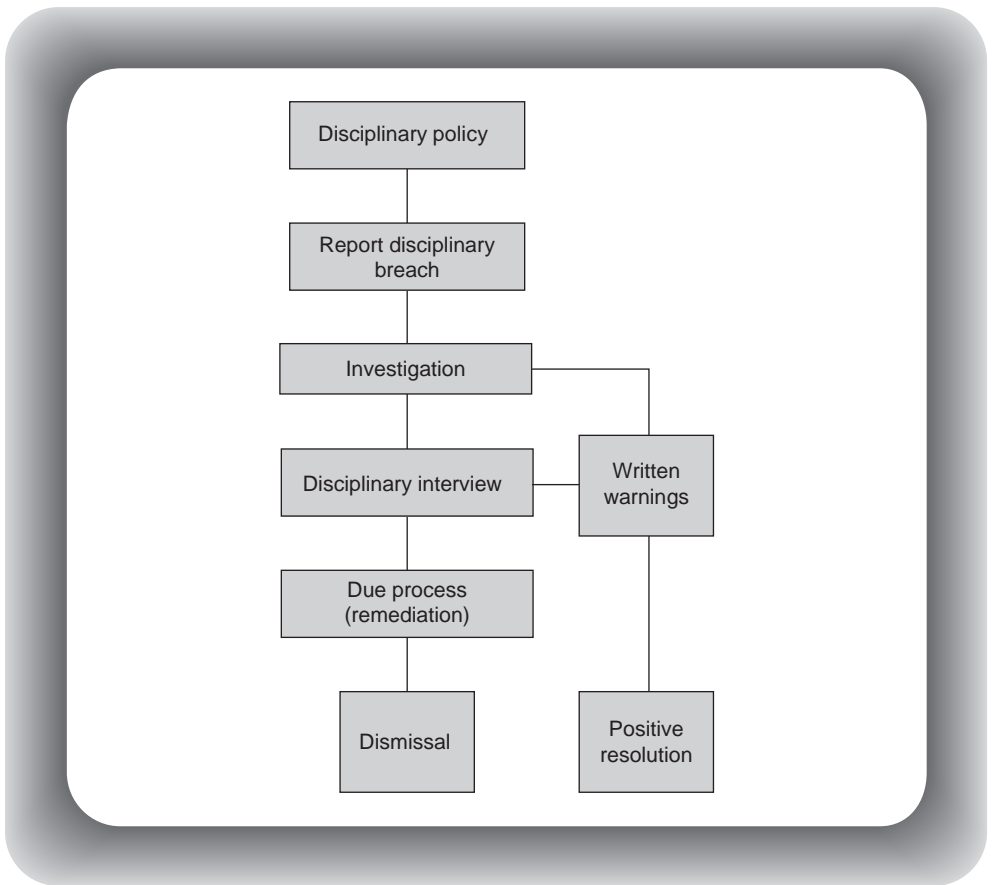


Figure 11.2 Disciplinary process

Awareness and evidence

- Did the person know that they were doing something wrong?
- Was the person warned?
- What are the facts and sources of information?
- Are there witnesses or evidence?

Circumstances

- Were there extenuating circumstances?
- Have these been taken into account?
- Have other people been committing the same offence?

Safety and crisis management

- Does the breach impact on workplace safety?
- What are the risks associated with the misconduct?
- Is this a potential media issue?

In a case of gross misconduct, the employee is asked to leave immediately without following the full process of warnings. This is known as summary dismissal and can apply also to volunteers.

Grounds for summary dismissal include:

- Gross dishonesty
- Willful damage to property
- Endangering the safety of self and others
- Assault and fighting
- Gross insubordination or insolence
- Intoxication on duty.

Procedural fairness in respect of a disciplinary hearing proposed by Labour Protect (2005) in South Africa includes:

- Adequate notice
- The hearing must precede the decision
- The hearing must be timely
- The employee must be informed of the charge/charges
- The employee should be present at the hearing
- The employee must be permitted representation (fellow employee or union member)
- The employee must be allowed to call witnesses
- The presiding officer should keep minutes
- The presiding officer should be impartial.

Case study 11.2

Conditions for volunteers for Melbourne 2006 Commonwealth Games

The following conditions were placed on becoming a volunteer for the Melbourne 2006 Commonwealth Games:

Step 7 – Agree Terms and Conditions

As a pre-condition of you becoming a Volunteer with the Melbourne 2006 Commonwealth Games Corporation ABN 22 088 659 705 ('Melbourne 2006') for the XVIII Commonwealth Games ('the Games'), you agree:

- 1 To give your voluntary services to Melbourne 2006 for the Games without pay, to the best of your abilities and to comply with all directions given to you by Melbourne 2006
- 2 That you complete the Volunteer Application Form to the best of your ability and information divulged is entirely true and correct
- 3 To undertake assessments to ascertain your suitability for a Volunteer role with Melbourne 2006 and to accept the outcome of a fair and merit based assessment

- 4 To attend required training sessions, work the minimum number of shifts notified by Melbourne 2006 and wear Melbourne 2006's official uniform and accreditation
- 5 That M2006 reserves the right not to offer you a Volunteer role
- 6 To keep confidential all information and/or materials concerning Melbourne 2006, the Australian Commonwealth Games Association, the Commonwealth Games Federation ('the CGF'), any national or international sporting organisation and any Commonwealth Games teams (collectively, the 'Commonwealth Games Bodies') which you know or should reasonably know is confidential
- 7 To notify Melbourne 2006 of any ideas or materials which you may create relating to your provision of voluntary services and, by signing this Application Form, transfer to Melbourne 2006 all rights and interests in these creations (such as copyright) and waive all moral rights in such creations
- 8 To safeguard your personal property (for example bags and money) located at our premises or Games venues and to understand that Melbourne 2006 will under no circumstances be responsible for any lost, stolen or damaged personal property
- 9 That you will not do anything to compromise your safety or the safety of others and you understand that there may be risks associated with providing particular Volunteer services
- 10 Not to make comments to any media organisation, disparaging or otherwise, which relate in any way to the business of Melbourne 2006, the Commonwealth Games Bodies, this agreement, or the Games without Melbourne 2006's express written consent
- 11 To the conduct of identity verification checks, background security checks, traffic checks and other security checks on you (which may include inspecting your personal property) prior to your entry to and departure from our premises or any Games sites or venues
- 12 That in conducting background checks, you will be required to consent to a national police record check which will identify whether you have:
 - a. any convictions, findings of guilt and/or pending charges against you (non-traffic), in any Australian State or Territory
 - b. any adult convictions (including being found guilty of an offence but discharged without conviction) which are less than ten years old (five years for juvenile offences)
 - c. any adult convictions over ten years old (five years for juvenile offences) where the sentence imposed was imprisonment for a period greater than thirty months, and
 - d. any traffic violations, criminal or traffic charges still pending before an Australian court
- 13 To participate at your own risk. You undertake to take all reasonable measures to protect yourself from the risks of participating in the Volunteer Programme and you release Melbourne 2006, the State of Victoria and all Commonwealth Games Bodies (and their respective executive members, directors, officers, employees, volunteers, contractors and agents) from any liability of any loss, damage, personal injury, death, economic loss or consequential loss whether in tort, in contract, under statute or otherwise, for any default, failure or negligence (to the extent permitted by law) in relation to your Volunteer role with the Games
- 14 That you are responsible for all property you bring to the Games and that Melbourne 2006, the State of Victoria and all Commonwealth Games Bodies accept no responsibility for any loss or damage to this property
- 15 That your name, image and likeness ('the Images') may be photographed, filmed, broadcast or otherwise recorded during competition or any other events incidental to your Volunteer role in the Games

- 16 To give your unconditional and irrevocable consent to Melbourne 2006, the State of Victoria, the Commonwealth Games Bodies and anyone authorised by them to record the Images during the Games and to copy, publish, broadcast, distribute and communicate the Images to the public by any other means, in any format and on any media without payment to you. You also consent to the use of the Images for all other current or future purposes authorised by Melbourne 2006, the State of Victoria, or the Commonwealth Games Bodies including marketing and promotional activities in connection with the Games. The Images shall be Melbourne 2006's sole and exclusive property for the duration of the Games, and after that, the sole and exclusive property of the CGF. You also release and discharge Melbourne 2006 from all claims whatsoever in connection with the use of the Images and your rights in them
- 17 That you do not have, and cannot imply that you have, any marketing or promotional rights of association in relation to the Games, Commonwealth Games Bodies, Volunteer Programme or any other event associated with the Games. For the avoidance of doubt, you must not promote or sell any product or service while undertaking your role as a Volunteer
- 18 To irrevocably waive any and all moral rights in connection with the Images referred to in 15
- 19 To Melbourne 2006's administration of first aid and/or medical treatment if you are injured or ill while giving voluntary services
- 20 To perform all duties and requirements in accordance with every policy, procedure and lawful direction provided by Melbourne 2006, as varied from time to time
- 21 To accept the shifts offered to you in accordance with your specified availability and request changes only where changes are absolutely necessary
- 22 To reside within a reasonable distance from your rostered venue, representing a travel time of no greater than one hour
- 23 Not to engage in any form of harassment, bullying or discrimination
- 24 That Melbourne 2006 may terminate your appointment as a Volunteer if you do not comply with these provisions or engage in misconduct which, in Melbourne 2006's opinion, adversely affects the interests of any Commonwealth Games Body.

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Reflective practice 11.2

- 1 Why is it necessary for an event of this size to develop such a comprehensive code?
- 2 This list of rules is quite extensive. Assume that you are running a much smaller event and consolidate them to develop your own guidelines in plain English.

Revision questions

- 1 What is the difference between a policy and a procedure?
- 2 List and describe some of the logistics challenges of the workforce co-ordinator.
- 3 Write a short code of conduct for volunteers at a small community festival.
- 4 How would you go about communicating the above code to staff and volunteers?

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