Chapter 7
Job analysis

Learning objectives

After reading this chapter you will be able to:

- ■ **Explain the process of job analysis**
- ■ **Evaluate the most appropriate ways in which to approach job analysis**
- ■ **Develop job descriptions and person specifications**
- ■ **Differentiate between different conditions of employment**
- ■ **Explain why job descriptions are key elements of human resource planning.**

Introduction

Job analysis is the process of collecting information in order to develop a comprehensive awareness about specific jobs, including job descriptions and person specifications. As this and the next chapter will show, job descriptions form the basis for recruitment and selection, as well as training and performance management. While some small event organizations are cavalier about their lack of human resource planning and have no written job descriptions, those event organizations that operate in professional and complex environments find that job descriptions are an invaluable part of planning. A job description can form the basis for recruitment of the most appropriate staff, provide guidelines to the individual accepting the position, form the basis for training plans and provide a foundation for performance management. For most individuals and organizations, job descriptions are invaluable – in the event business, job descriptions (like checklists) are part of the micro level planning that contributes to flawless performance.

What is job analysis?

Job analysis is the process of discovering the nature of jobs (Brannick and Levine, 2002) and for this to occur a systematic process is necessary. The outcomes of job analysis are primarily the job description and person specification for each role, including volunteers.

A *job description* is an outline of reporting relationships, tasks to be performed, job outcomes expected and working conditions. A *person specification* (also referred to as 'job requirements') provides details of the ideal candidate, including knowledge, skills and other attributes required to perform the above tasks.

In conjunction with project planning, the following questions might be asked as the job analysis process evolves:

• What is the primary purpose of the job?
• Is this job going to be performed by a paid staff member, a volunteer or a contractor?
• What are the tasks that need to be performed?
• What are the skills, knowledge and other attributes required?
• Are there any legislative considerations, such as requisite licences?
• When and where are the tasks performed?
• What are the reporting relationships?
• Which environmental factors need to be considered?
• Are specific job outcomes expected?
• Is the job likely to change during the course of the project?

As Figure 7.1 illustrates, the human resources strategic plan leads to the development of work breakdown structures, chunking the major project into smaller subprojects. These are then illustrated on charts and timelines. A labour force analysis is necessary to identify any gaps in supply or training and this in turn leads to identification of roles assigned to paid staff, volunteers and contractors. At this stage organizational charts can be developed.

The human resources operational plan has the objective of ensuring that all tasks are assigned and performed at the highest possible level. This involves recruitment, selection, training, workforce logistics management, performance management and recognition. All of these stages are supported by the foundation pillars of the human resources risk analysis; the human resources budget; policies and procedures; and detailed, systematic job analysis at every stage of the project.

Simple approaches to job analysis

There are whole textbooks on this topic and it is difficult to do it justice in a short space. The following approaches are simple ways in which job analysis can be done, resulting in person specifications and job descriptions. In the process, some thought must be given to job design, which takes into account the features of a job that make it rewarding, interesting and satisfying to the incumbent. For example, job rotation is one way in which volunteers' roles can be made more interesting, particularly if some are placed near the field of play and others not. However, job design is not a major consideration for any except paid roles in the event business. Even there, the short-term and varied nature of the work tends to ensure that jobs provide sufficient challenge. In most cases, the nature of the project (exhibition, festival, street parade, conference) tends to determine the tasks required, with little room to apply the job design principles evident in jobs for large, stable organizations in which motivation and career planning considerations are quite different.

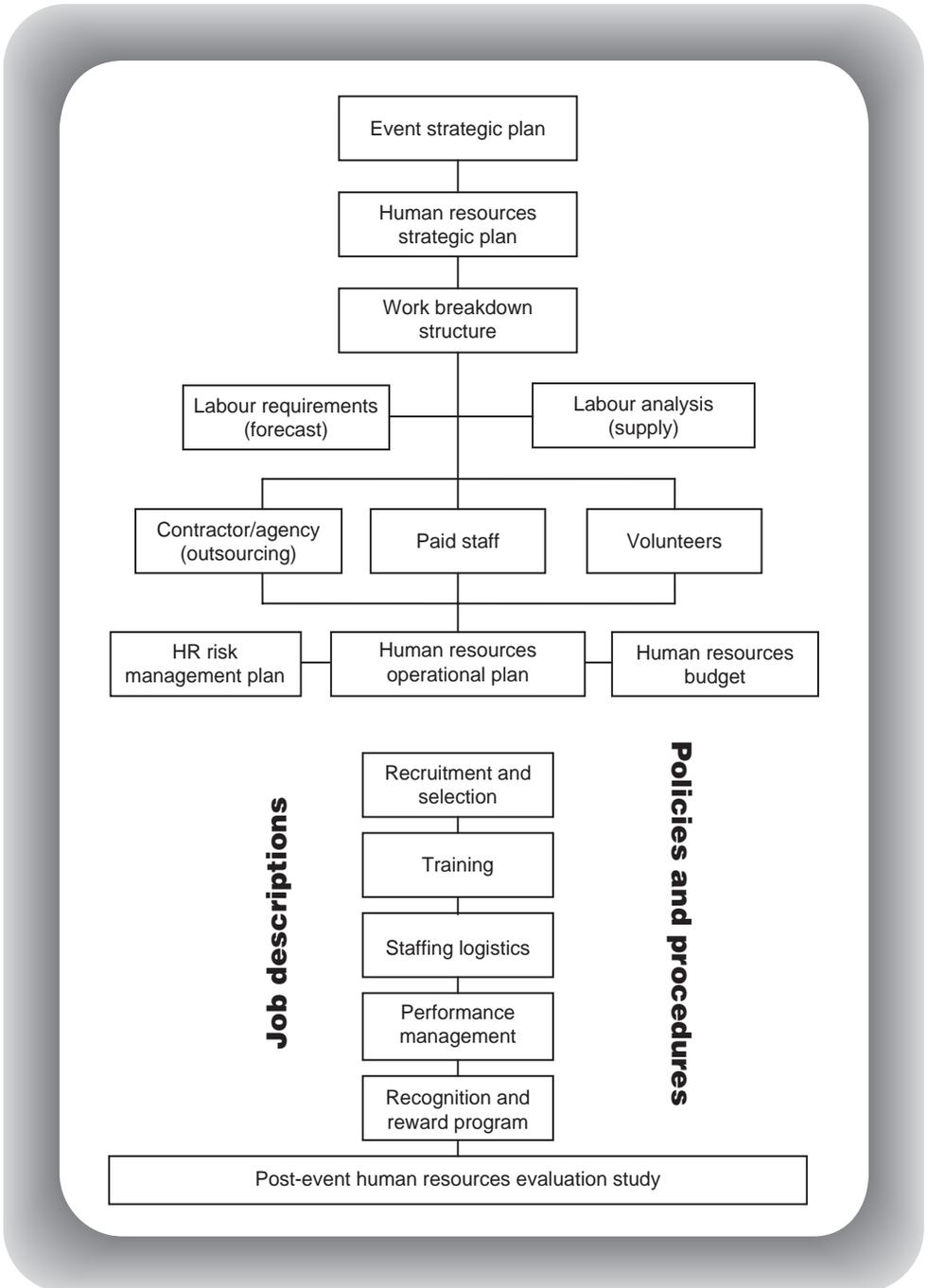Methods of job analysis are outlined below in brief.

Figure 7.1   Strategic plan for human resource management

Project management processes

Chapter 3 looked at project management principles in some detail. This is one of the most common ways in which event organizations analyse the human resource requirements necessary to execute the overall plan. By breaking down the work into smaller

and smaller subprojects it can ultimately be decided which tasks need to be performed in order to achieve the project outcomes. This is colloquially known as 'drilling down'.

Focus groups

Most event organizations are comprised of a group of experienced individuals at management level. Using their experience, a series of focus groups can be conducted which may abbreviate the detailed project planning identified above. This group can contribute something vital – they can identify the things that have worked and haven't worked in the past. Also, the members of the group have experience with employing their own staff, contractual arrangements with suppliers and volunteer management. Tapping into this experience, which may be local or international, is an essential part of job analysis.

Interviews

Individuals may have a wealth of ideas to contribute. As with the above approach, it is best to structure the sessions, using questions such as those described in the previous section to ensure that the discussion doesn't go off track.

Questionnaires

A simple format for job analysis is useful once the high-level planning has been completed. An example of a template for creating job descriptions in functional areas is shown in Figure 7.2.

Research

Industry research is another component of job analysis. Similar occupations and events may have similar roles. Legislative requirements, such as certification to serve alcohol, may be part of the person specification. Knowledge of food safety systems and procedures would be essential for catering supervisors.

Critical incidents

There is nothing more powerful than a critical incident analysis to point to planning deficiencies. Using this approach, the following questions would need to be asked:

- What went wrong/right?
- What were the contributing factors?
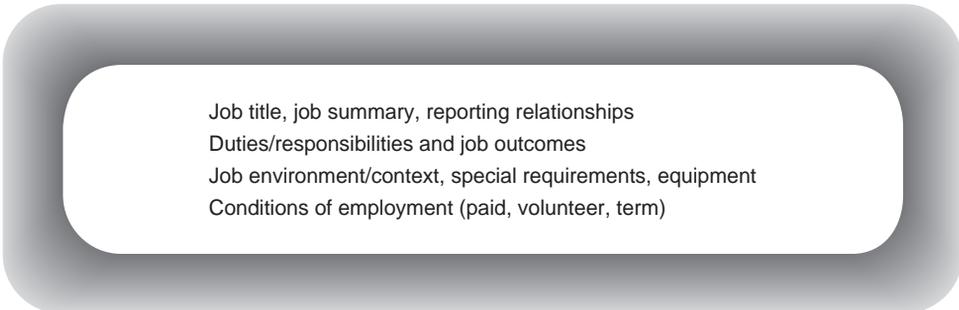
Job title, job summary, reporting relationships
Duties/responsibilities and job outcomes
Job environment/context, special requirements, equipment
Conditions of employment (paid, volunteer, term)

Figure 7.2   Template for developing job descriptions

- How did people performance contribute to the incident (in a positive or negative way)?
- How was this reflected in human resource management plans, policies and procedures (or not, as the case may be)?

For example, it may be found that an access control monitor has allowed people into an area who should not be there, leading to a security scare and bomb search. This could point to insufficient training for the access monitor and in turn should lead to a review of training materials and possibly the development of an assessment task to check volunteers' comprehension of the various codes on accreditation passes. More serious incidents such as injuries and accidents could result in more emphasis on control measures and thus more volunteers assigned to safety monitoring roles.

As Sanchez and Levine (2000) point out, job analysis is far from an exact science, regardless of the approach taken. Researchers of job analysis often evaluate the accuracy of the outcomes by analysing rater agreement. However, Sanchez and Levine propose that consequential validity is another way in which the outcomes of job analysis can be reviewed. Figure 7.1 shows the final stage of human resource management for an event as the evaluation report and it is here, post-event, that consequential validity of many elements of the human resources plan can be evaluated. By analysing critical incidents (and many of the not so critical ones) any deficiencies in job analysis, job design, recruitment and training can be highlighted.

Success factors are another consideration. The question asked could be 'How does this critical incident illustrate the success of our human resource programme?' If we take an incident, such as a volunteer going beyond the call of duty to assist a spectator who is feeling ill, or the part played by a security officer in providing information to visitors (one of whom turns out to be a visiting journalist), it is necessary to look back at their selection, training and motivation programmes to see how these members of the workforce were empowered to provide exceptional service.

Sanchez and Levine make the point that very detailed job analysis sometimes fails to lead to relevant selection procedures. Thus, while the process should be systematic, in the event environment heuristics (a little informed guesswork) has a role to play in the dynamic process of project planning. Indeed, the project management environment is often characterized by rapid change, competing demands and incomplete information (McCray *et al.*, 2002). However, when using heuristics it is important to acknowledge potential biases and apply appropriate measures to offset them.

Establishing conditions of employment

Part of job analysis involves establishing conditions of employment. In the event environment there are many different arrangements, with few staff working traditional jobs as full-time permanent employees. These conditions may include any or all of the following.

Paid employee

A person is an employee if a number of criteria are met. Essentially an employee agrees to 'serve': he or she agrees to follow directions. Control is therefore one of the primary criteria of the employment relationship. Another is the organization test whereby the employee works on the premises and uses all the tools and equipment of the employer. The employee is thus assimilated into the organization (Maund, 2001). Finally, 'consideration' is the payment of the employee for the hours worked so that money changes hands.

Full-time employee

Full-time staff work a full week, normally an eight-hour day over five days. However, legislation of a particular country or region, and industrial agreements, have an impact on this arrangement. Where such agreements exist, employees must be paid overtime if they exceed these hours. In practice, many event employees are very flexible and are responsive to the pressure and demands of the 'hot action', working long hours during set-up and running of an event.

Part-time employee

Part-time is where a person works a percentage of a full-time position, with associated benefits such as pay and leave on a pro-rata basis. Thus someone who works half the week is paid 50 per cent of the full-time wage for the same position and is entitled to half the annual leave and sick leave.

Permanent employee

A permanent employee has an open-ended relationship with the employer.

Temporary

Temporary positions are common in the event industry. For example, a paid volunteer co-ordinator might be employed for three months.

Casual

A casual employee works on an hourly basis. The pay rate reflects this, carrying loadings to compensate for the lack of sick leave or other leave. The hourly rate is thus higher than that for a permanent or temporary employee.

There are also other ways in which people might be employed to work on site:

Agency staff

Agency staff are somewhat complex as their employer is technically the agency that has hired them and is paying them. However, they do work in much the same way as employees, taking direction and participating fully in the organization. Despite this, they remain the employees of the agency.

Volunteers

Volunteers are not employees. They are not paid and are not able to access the benefits of employees. They are not covered by workers compensation. Where the position

is unpaid this should be clearly stated on the job description and in all correspondence with the volunteer.

Contractors

An independent contractor does not fall within the definition of an employment relationship since he or she has control of an independent business and decides where, when and by whom the work should be done. The business is separate, and runs the risk of profit or loss. Tools and equipment belong to the contractor company. People employed by the independent contractor are answerable to their employer even if working on the event site.

While collectively everyone on site is described as being part of the 'event workforce', only a portion of these people are paid staff. Clarity about the basis for employment is essential for legal reasons. Anyone working as an employee of the event organization should be issued with an offer letter, which is essentially an employment contract.

Applying job analysis to human resource programmes

Many organizations see job descriptions as a formality, a paperwork requirement of the human resource department. Once completed, they are then disregarded. In the event business, job descriptions are vitally important and can contribute in many ways to the project's design and implementation. Managing the entire scope of people performance is the aim of the human resources operational plan, an example of which is illustrated in Figure 7.3. As Plekhanova (1998, p. 116) points out, 'most traditional approaches to process modelling do not provide an analysis of critical human resources and their impact(s) on project performance and output quality ... because they are concerned with resource availability and utilization, and do not provide study, analysis and management of resource *capabilities* and *compatibilities*'. While this author is discussing this topic in the context of software design, what he says could not be more pertinent to event management where '*people and their capabilities have a major impact on project performance and its quality*' (Plekhanova, 1998, p. 116).

The job description

A job description is a summary of the most important features of a job, including the general nature of the work performed (i.e. duties and responsibilities) and level of the work performed (i.e. skill, effort, responsibility and working conditions) (see Case study 7.1 on p. 115). A job description should describe and focus on the job itself and not on any specific individual who might fill the job.

There are four parts to a job description:

1 Identifies where the job fits within the organization and includes reporting relationships.
2 Describes the work performed, generally in the form of a list of duties or tasks. In many cases these duties can be clustered into groups of related items.

Job descriptions
The main feature is a list of duties and outcomes

⇩

Person specifications
Allow for the identification of the knowledge, skills and other
attributes of the ideal employee or volunteer

⇩

Training programmes
Gaps between the skills and knowledge of the appointee and the
requirements of the job role form part of a training plan

⇩

Performance appraisals
Performance can be measured against the duties and outcomes
listed in the job description

⇩

Disciplinary processes
Deficiencies in performance can be clearly identified in relation to clearly
set out duties and responsibilities

⇩

Post-event evaluation
Planning can be evaluated by asking selected individuals to identify
shortcomings in the original design of their position, roles and responsibilities

Figure 7.3   Developing a human resources operational plan

3 Describes the environment in which the person will work and any special require-
ments or limitations, including licensing and other mandatory requirements.
Machines, tools and equipment are also described here. And this part may describe
the context, such as outdoor work or shift work.
4 Describes the conditions of employment, including pay rate and period of
employment.

These are illustrated in the job description for an events co-ordinator in Figure 7.4.

The person specification

The person/job specification describes the ideal person for the job in terms of com-
petencies relevant to the job description. In the sample job description in Figure 7.4
it is clear that the person is required to have experience in a similar event context, to
have developed budgets and to have used project planning software such as
Microsoft Project. All of these are directly relevant to the job role.

Charges of discrimination are unlikely to occur if the person specification includes
requirements that are not relevant to the job role as outlined in the job description. If
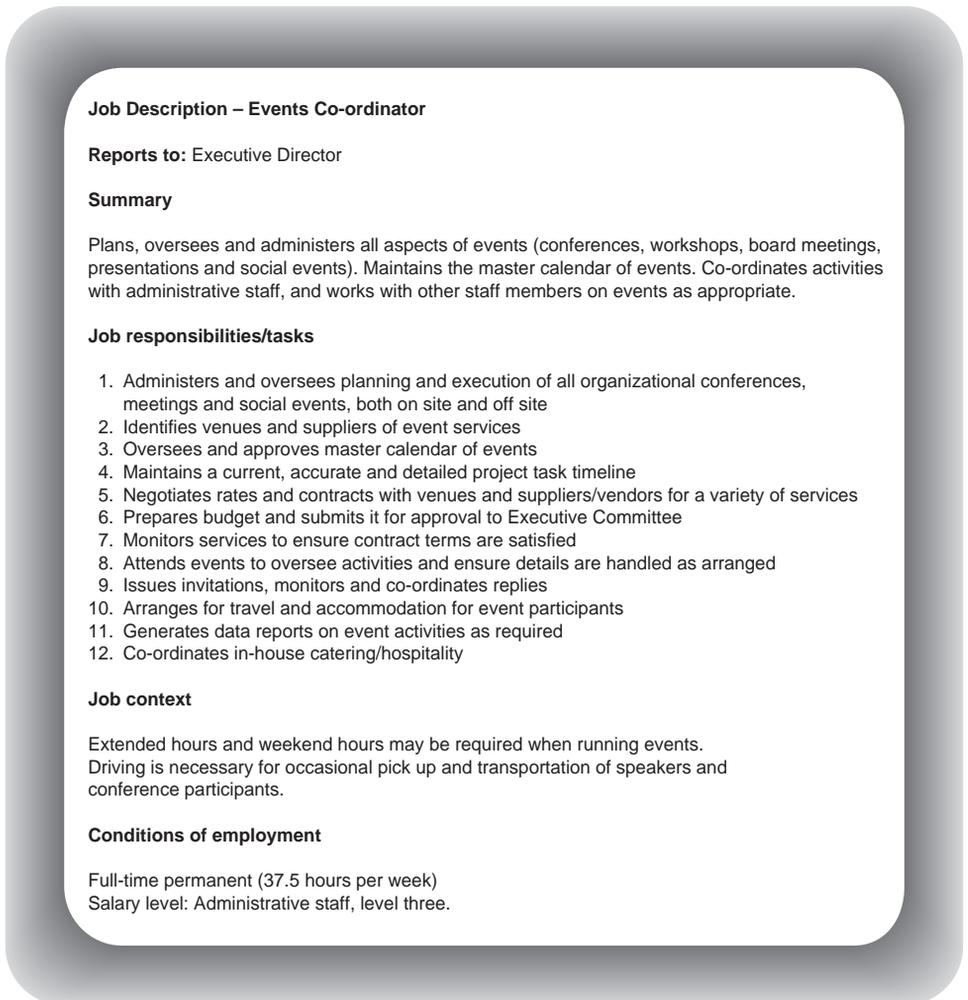
Job Description – Events Co-ordinator

Reports to: Executive Director

Summary

Plans, oversees and administers all aspects of events (conferences, workshops, board meetings, presentations and social events). Maintains the master calendar of events. Co-ordinates activities with administrative staff, and works with other staff members on events as appropriate.

Job responsibilities/tasks

1. Administers and oversees planning and execution of all organizational conferences, meetings and social events, both on site and off site
2. Identifies venues and suppliers of event services
3. Oversees and approves master calendar of events
4. Maintains a current, accurate and detailed project task timeline
5. Negotiates rates and contracts with venues and suppliers/vendors for a variety of services
6. Prepares budget and submits it for approval to Executive Committee
7. Monitors services to ensure contract terms are satisfied
8. Attends events to oversee activities and ensure details are handled as arranged
9. Issues invitations, monitors and co-ordinates replies
10. Arranges for travel and accommodation for event participants
11. Generates data reports on event activities as required
12. Co-ordinates in-house catering/hospitality

Job context

Extended hours and weekend hours may be required when running events.
Driving is necessary for occasional pick up and transportation of speakers and conference participants.

Conditions of employment

Full-time permanent (37.5 hours per week)
Salary level: Administrative staff, level three.

Figure 7.4   Job description – Events Co-ordinator

it can be seen that equal employment opportunity (EEO) principles have been applied, the recruitment and selection processes will survive scrutiny.

Most people writing person specifications have little difficulty with the sections on knowledge and skills (competencies) required. The difficulty is usually with the section called 'other attributes'. It is in this section that an inexperienced person is likely to list things like 'outgoing personality', 'organized and confident' or 'non-smoker'. First, these attributes are hard to judge objectively and, second, they are often hard to justify in relation to the specific job requirements. Certainly the criterion, nonsmoker, cannot be supported. While there may be office or venue areas in which there is no smoking, there is no reason that a person should be asked whether they smoke in other places or on other occasions. This section is the one where the law is most likely to be broken. Some unusual requirements seen by the author include: 'must be petit to fit into our uniform'; 'under 35'; 'good for public relations'; 'attractive'; 'muscular'; and 'fit looking'. Even a criterion 'interested in sport' may not be relevant to a volunteer working at a sporting event if they are working back of house

Person specification – Events Co-ordinator

Knowledge and experience

- Experience with event/meeting planning and co-ordination required at the same level
- Knowledge of event suppliers/vendors in the tourism and hospitality industry in the region, including venues, hotels, and food and beverage facilities
- Ability to organize travel, accommodation and hospitality for groups of 50 or more
- Experience negotiating contracts, primarily with hotels and event venues
- Experience in preparing budgets and allocating resources
- Proven ability to manage community volunteers, including recruitment and training
- Basic knowledge of audiovisual systems

Skills

- Computer programmes: all Microsoft office products, including Excel and Project
- Knowledge of special event planning software such as EventPro an advantage
- Driver's licence

Other attributes

- Able to handle multiple tasks simultaneously
- Attention to detail
- Ability to work under pressure and meet timelines
- Team player, ability to work with different people, flexible
- Able to work with minimal direction or supervision, highly motivated

Figure 7.5   Person/job specification – Events Co-ordinator

and nowhere near the field of play. Likewise, requirement of a driver's licence should not be included unless driving is an essential part of the job.

Examples of more appropriate 'other attributes' are shown in the sample person specification in Figure 7.5.

One final comment on the selection criteria included in the person specification: if it can be clearly shown that the event is themed and that the food and beverage staff are part of the theme, then selection of staff to fit the theme can be justified. For example, if the event included a Chinese banquet, décor and entertainment, it would be legal to select staff of Chinese appearance, with ability to speak this language, as would be done if hiring actors for a performance.

Using job descriptions as training and monitoring aids

Job descriptions can be used as the basis for employee and volunteer training. In fact, the volunteer job description can double as a checklist and control measure (see Figure 7.6), providing the volunteer with clear expectations of what the job entails and the supervisor with an outline for on-the-job training and measurement. Each task specified can be explained by the trainer and practised by the volunteer to ensure that the person knows what to do and feels confident.

Tasks	Times to be carried out	Record of daily inspection
Check access to electrical control box, in particular any blockages or obstructions	Hourly	
Check clearways/pathways, with particular attention to stairways to ensure that they aren't blocked	Twice per day	
Monitor cleanliness of staff areas, including canteen and change rooms	Twice per day	
Monitor use of recycling bins and report to kitchen supervisor if waste streams are contaminated	Hourly	
Monitor incident reporting system:	Three per day	
• Check that sufficient incident forms are provided for staff at staff entrance and staff canteen area		
• Clear incident report form submission box and take forms to control centre		
• Check signage for reporting major incidents or emergency evacuation		

Figure 7.6   Job description used as training aid and control measure

Task: Maintains current, accurate and detailed project task timelines; reviews the timelines regularly with staff to determine completed tasks, pending tasks and task changes
Rating:
Comment:

Task: Negotiates rates and contracts with venues and suppliers/vendors for a variety of services
Rating:
Comment:

Figure 7.7   Appraisal of performance against job description

Using job descriptions as performance management tools

Some organizations use performance appraisal forms that are more general than specific. For example, the criteria by which the person is appraised may include 'quality of work' or 'ability to work in a team'. Consider instead how useful it would be to judge the individual's performance against the duties listed in the job description. For example, using the event co-ordinator's job description illustrated in Figure 7.4, the evaluation would look something like that illustrated in Figure 7.7.

A volunteer minder protects stilt walkers from sabotage

Case study 7.1

Writing job descriptions

Job title: Staging Assistant Bump-in and Bump-out

Job Summary
The volunteer will work with a team to put up tents, install seating, build stages and display kiosks. At the end of the festival the volunteer will work with a team to dismantle and remove all built items.

Reports to
Production Manager

Tasks
- Lifting and carrying equipment
- Moving heavy items
- Setting up tents and kiosks
- Building the stage
- Minor handyman tasks
- Putting up signage
- Other manual labour tasks

Shifts
Very early start on bump-in day of 4 am, working until 2 pm
Festival days 8 am to 4 pm
Bump-out 10 am to 4 pm

Conditions
Volunteer unpaid
Uniform and meals provided

Person specification/requirements
- Previous experience with this level of manual handling
- Handyman skills, mainly carpentry
- Basic occupational health and safety training

Experience in a festival environment would be an advantage.

Reflective practice 7.1
Develop similar job descriptions for two of the volunteer roles for the 2006 FIFA World Cup™ (see box) by expanding the list of duties and being specific about the job requirements and conditions of employment.

Volunteer roles for 2006 FIFA World Cup™

Accreditation
The accreditation department is responsible for providing personalized ID for all officials, teams, media representatives, service providers and local co-workers. This ID gives the bearer access to areas both at the stadium and off site.

Official accreditation is vital for optimal management of the sizeable organizational teams and staff required for the 2006 FIFA World Cup™. The ID will also provide proof of eligibility to enter official facilities.

Volunteers for this department will greet persons who have applied for ID at the accreditation centre, and will be responsible for the production and issuing of the identity document. Volunteers will also assist in distributing daily passes and in the 'problem solving' section in the event of issues arising regarding persons seeking accreditation. With very few exceptions, volunteers in accreditation work in specific, fixed locations near the stadium.

Information technology and telecommunication
Thousands of journalists will be filing reports around the world every day on TV and by email, telephone and fax from the 2006 FIFA World Cup™. To manage the enormous flow of data, we require a reliable and extensive IT and telecommunication network. In 2006 every press and media area requires around 500 PC workstations.

We need volunteers with relevant specialist skills to support the PC, network and telecommunication problem-solving effort. You will work in a wide variety of locations.

Fan service
During the 2006 FIFA World Cup™, Fan Embassies will be set up in the city centre of all FIFA World Cup Host Cities. These will be points of contacts that will provide fans with information on the city and the World Cup.

Fans come to the Fan Embassies to contact other fans but will also receive help if, for instance, they have lost their passport, couldn't book a return flight, etc. The volunteers that work here will be in constant touch with people from all over the world and will thus meet a lot of different cultures during this time.

Logistics
This department will plan, execute and control the logistical processes required to manage the transportation, delivery, storage and distribution operations. The logistics challenges include organizing, co-ordinating and controlling the setting up and dismantling of a number of temporary structures, and the punctual use of transportation and delivery routes to and from the stadiums.

Volunteers will be involved in all logistics processes, helping with loading and unloading and maintaining depots with essential temporary storage facilities, for example.

Volunteers will be deployed at one location throughout the tournaments and must be prepared to work flexible hours.

Marketing
Our task is to implement and protect the exclusive advertising rights of a total of fifteen Official Partners and six Official Suppliers. The areas around the stadiums must be maintained as competition-free zones, in which only these FIFA partners are permitted to advertise.

One of the major tasks assigned to marketing volunteers is to monitor the Official Partners' and Official Suppliers' advertising and ensuring no other advertising material is displayed in controlled areas.

Public relations media and communication
More than 12 000 journalists from around the world are expected to report from the 2006 FIFA World Cup™. A local Stadium Media Centre (SMC) will be established at each of the twelve stadiums. The International Media Centre (IMC) – the nerve centre and command post for TV stations around the world – will be located at the Munich Trade Fair.

Our goal is to provide excellent working conditions and a friendly atmosphere for the media.

Volunteers will be the first point of call for questions from media representatives. They will convey the latest information, give directions to the various media areas (main stand, press box, media conference, photographers' area, TV studios), give technical advice (for example on using ISDN and Internet connections) and help translate player reactions into all relevant languages.

The media centres will operate from a few days before the tournament and every day during the event, so volunteers in this area will be at work for several weeks.

Project management

Sports projects with the scope of the 2006 FIFA World Cup™, involving a lengthy planning phase, urgently require disciplined overall project leadership and a functioning communications structure. For the first time in the history of similar events, this will be managed via a Web-based umbrella controlling system (MS Project) encompassing every individual project, linked to regular status reporting. Targeted risk management will proceed along similar lines.

Volunteers will provide administrative support to the strategic and conceptual work undertaken by project managers at FIFA headquarters in Berlin throughout the tournament, and will contribute relevant previous experience to the overall project.

Guest service/security

The security department is responsible for implementing consistent security measures at all 2006 FIFA World Cup Host Cities. Our motto is: 'The necessary level of security with as few restrictions as possible.' Amongst other things, this involves a broad range of embassies and activities for fans to promote a peaceful and visitor-friendly atmosphere. Volunteers for this department will support security and law enforcement personnel, making themselves available as informal points of contact for all spectators. Volunteers will largely be deployed in stadiums and city centre areas.

Ticketing

The ticketing department co-ordinates all relevant processes related to match tickets, including seating plans, ordering and issuing tickets and stadium admission procedures for both events. By June 2006, all entry points at all FIFA World Cup stadiums will be equipped with electronic admission control systems.

Volunteers for this department will need to be familiar with ticket distribution and control procedures and how to operate the ticketing system.

A ticketing centre will be established at every location, coming into operation a few weeks before the tournament.

Transportation and traffic control

The transportation section is responsible for a smooth-running travel service for the teams and their support staff, the referees, the media, and a host of official FIFA guests, starting two weeks before the tournament and continuing until a few days after the Final.

We are responsible for all transfers within the twelve Host Cities, using a fleet of 800 Hyundai vehicles and more than 100 buses. Our responsibilities also include booking and organizing air and train travel within Germany, so we will maintain a presence at all FIFA hotels, railway stations and airports in every Host City. With so many passengers to be transported between so many locations, we will require an extensive and well co-ordinated organizational structure, both at the visible level and behind the scenes.

Volunteers will be assigned to a wide range of interesting tasks throughout this transportation network. As shuttle service drivers for our official guests from around the world, they will make an important contribution to the smooth running of the tournament. Wide-ranging support roles await volunteers working in our local travel co-ordination centres. Those with relevant experience will help maintain our vehicle fleet, or act as assistants to our professional transport managers. A handful of selected volunteers will provide a link between the professionals and the volunteer team as a whole.

Competition

The competition department is responsible for all activities directly relating to the smooth operation of the match schedule. Duties will include accompanying teams from their arrival

until they depart, co-ordinating team training bases, maintaining regulations on match days, preparing and equipping training facilities and pitches, ensuring adequate medical support for teams, officials and spectators, doping control, and management of the refereeing team.

We are looking for volunteers with the skills to accompany teams from their hotels to the stadiums, and to support the managers responsible for referees and medical units in a broad range of activities.

Accommodation and tourism

The central task of the accommodation and tourism department is to prepare and maintain the ground for a visible, meaningful and realistic interpretation of the slogan 'A time to make friends™'. The OC 2006 FIFA World Cup has appointed '2006 FIFA World Cup™ Accommodation Services' to manage all matters relating to accommodation at the 2006 FIFA World Cup™. 'Accommodation Services' is responsible for ensuring a plentiful supply of appropriate, carefully targeted accommodation at fair prices for all visitor categories.

Volunteers will work as personal points of contact stationed in FIFA and OC 2006 FIFA World Cup hotels, and squad and team delegation headquarters, responsible for all organizational matters which may arise between the arrival and departure of the respective groups. Successfully breathing life into the slogan 'A time to make friends™' will require excellent interpersonal skills and expertise in hospitality.

Volunteer management

All activities relating to work carried out by volunteers during the 2006 FIFA World Cup™ will be co-ordinated and executed within the volunteer programme. Implementing the volunteer training sessions ahead of the tournaments, providing uniforms and leisure facilities for volunteers at Volunteer Centres during the tournament must themselves be planned and co-ordinated.

The primary task of volunteers for this department is to cater for the total of approximately 1000 volunteers at each location and support the volunteer manager in a smooth and efficient operation of the Volunteer Centre.

Volunteers for this section will be deployed at the stadiums or in the Volunteer Centres, which will open every day during the tournament.

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Chapter summary and key points

This chapter has looked at the process of job analysis, the outcomes of which are the job descriptions and person specifications for paid and volunteer roles for an event. This process needs to be systematic but flexible since an event project generally evolves over time, with new priorities and even perhaps a new artistic direction. While the human resource department or event manager needs to oversee the process of job analysis, it is usually the direct manager (functional or zone manager) who develops the detail for each of the job descriptions. The Sydney 2000 Olympic Games plan resulted in 3500 job descriptions; however, smaller events would produce just a few. Job descriptions contribute in many ways to the next operational phases of recruitment, selection, training and performance management, which are covered in the following chapters.

Revision questions

1 What is job analysis?
2 What is a job description?
3 Explain the four parts of a job description using an example.
4 What is a person/job specification?
5 Discuss the statement 'job analysis is a waste of time if event plans are constantly changing'.
6 Explain why it is important to differentiate between paid, volunteer and contractor working conditions.

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