

## Part One

# Human resource strategic planning: establishing the context

Part One of this book establishes a context for human resource management (HRM) in the events business. The different types of events include business events (conferences and exhibitions), sports, arts, entertainment and community events, street parades and festivals. These events may be commercial or not for profit. They may be fundraising events or simply big parties. Most events are project based, occurring once only or annually.

The functions of human resource management – recruitment, selection, induction, training, and performance management – are important parts of every event organizer's job. In the case of large events, including mega events such as the Winter Olympics or World Cup Soccer, the size of the event clearly warrants a specialist human resources team. For smaller events, these functions are undertaken by the organizer, organizing committee or area managers. In this environment, there is typically a diverse range of employment arrangements and very frequently there are volunteers involved.

The overall focus of Part One is on the development of a strategic plan for human resource management of one or more events.

Chapter 1 discusses the unique features of the event environment that differentiate it from other traditional business environments in which human resource management is practised. Chapter 2 considers planning from a macro perspective, looking at the whole workforce, which may include paid staff, volunteers and contractors who provide event services such as catering. The growth of the event team over time and the phases of organizational development are covered in Chapter 3, followed by a discussion in Chapter 4 of the issues associated with volunteer management. Chapter 5 deals with the employment of event service providers of security, cleaning, waste management and technical support (lighting and sound). Having developed an awareness of the overall responsibility that the event organizer has for the health and safety of everyone working on site, employment legislation will be discussed in more detail in Chapter 6. Finally, Chapter 7 looks at the process of job analysis, leading to the development of job descriptions, which form the basis for many other human resource functions (such as training). These are covered in Part Two when the text moves on to operational planning.

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