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Letting go

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Events and HR

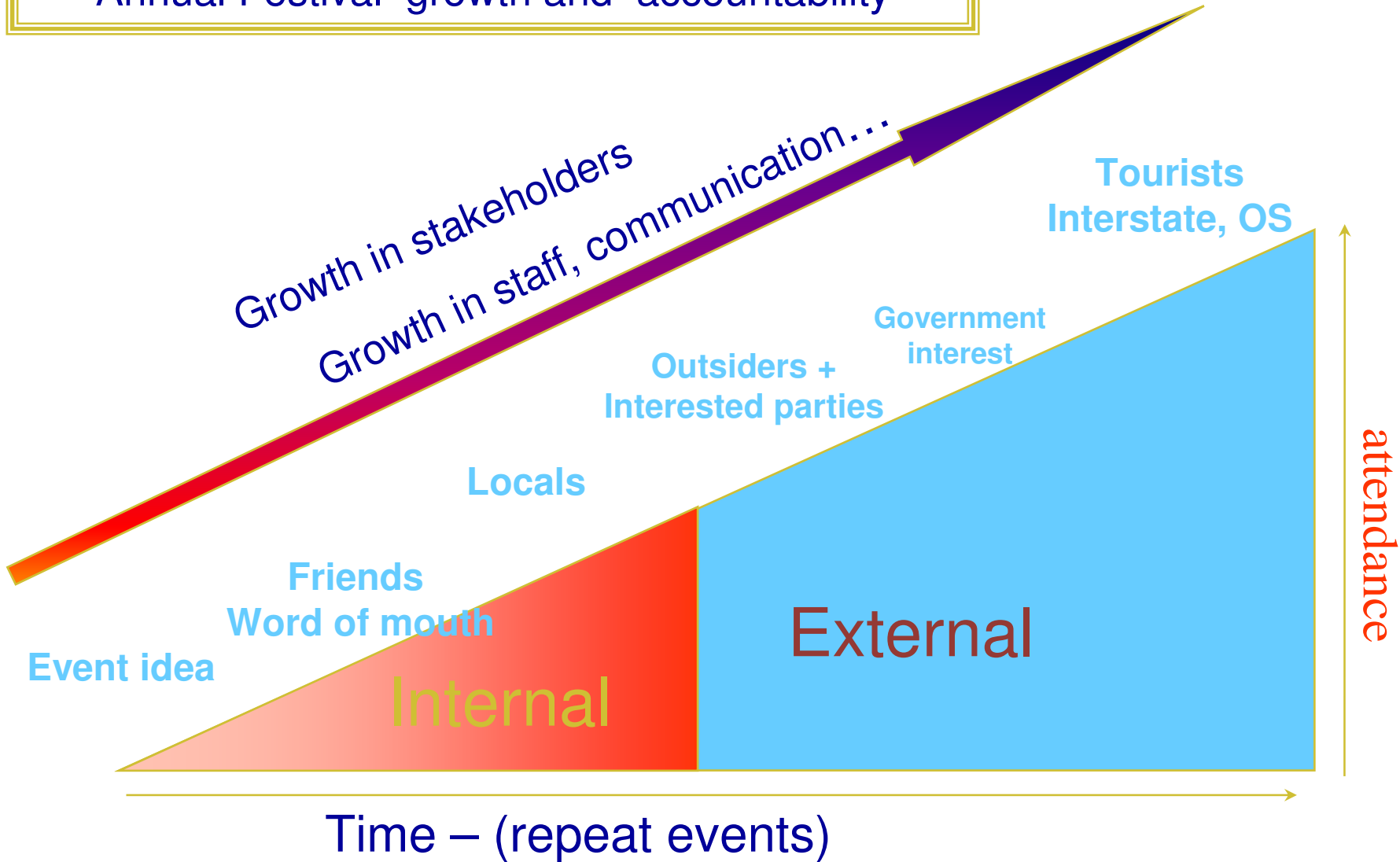
- The average public festival can have a team of three people for six months, expand in a few weeks to a team of 200 and then back to three – the project environment
- This happens each year and may grow each year.
- Each event creates a temporary company structure with departments that suddenly grow and disappear after the event
- How do they keep the workers coming back? (Tips from event directors)
- The problems are often systemic - from my experience



"Letting Go"

- *The problem of the growth of a successful festival and the inability of the management to delegate. It is because so much of an event is dependant on the operations and the original team find it hard to 'let go' of this responsibility.*
- *Management is achieving the objectives by the efforts of others – not doing it all yourself*

Annual Festival growth and accountability



Increasing professionalism demanded of management



Maturity model of event management

- **Informal level** - where the event is organised on an ad hoc basis , little is written down
- **Formal level** - the event has structured management with delegation
- **Accountable level** - this includes the competencies of the formal level and the event and the management can account for their management and decisions
- **Adaptable level** - this includes the accountable competencies and means the event management, although a formal system, can respond positively to change and improve for each event



AVALON 2009

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AND AEROSPACE & DEFENCE EXPOSITION

10-15 MARCH 2009

AIRSHOW EXPOSITION EXHIBITORS TRADE VISITORS PUBLIC VISITORS CAREERS & SKILLS MEDIA FLYING IN CONFERENCES T





Airshows Downunder (Australia)

- volunteers depleting the asset
- The largest air show in the southern hemisphere
- Mostly run by volunteers - generally ex air force and veterans
- Problem of passing on knowledge from the volunteers to the younger ones
- Using the maturity model to identify that risk management was not applied to the management



2 & 3 October 2009

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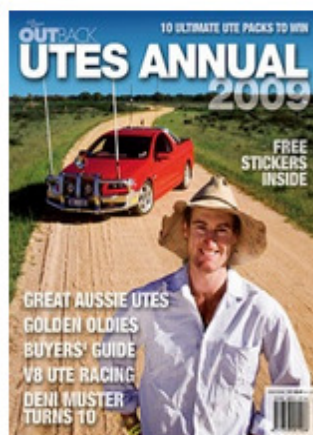
Only

321 days 20 hours 1 minute

to go until the 2009 Deni Ute Muster begins

2009 R.M. Williams Outback Utes Annual

Hi All,



Today the *2009 R.M. Williams Outback Utes Annual* is on sale so make sure you all buy one as there is a massive feature throughout the mag on the Deni Ute Muster.

Featuring loads of great pics and stories of Deni Muster goers, their utes and highlights of the 10th Birthday celebrations at Deni.

For further information log on to their website here.

LATEST NEWS

- Deni Market Day Thursday
- Official Opening Ceremony & Gateway Unveiling
- Best Bundy Campsite Competition
- World First! Stuart Appleby unveiling M5 Ute at the Deni Ute Muster
- V8 Utes Australia
- The Lincolns

Clothing

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TV Series looking for Country Brides



Deni Ute Muster (Australia) - problems of growth

- Over 1000 volunteers
- 200 'unpaid'
- 800 from the local associations and a donation is given to these associations. Often this is the only money they make all year.
- According to the festival director the key to volunteer return "it is fun"
- Port Fairy Folk Festival and the town to put up the tents in exchange for the fire engine.
- Lesson : use the network - associations to delegate

Fort Scratchley- tips

- James MacKay from Events Newcastle
- 60 volunteers
- He feels it is the “Unit of Fame”
- The uniform that they proudly wear to work. It makes them feel smart and special
- For the Civic events it is their name in the printed program
- For school spectacular with teachers as volunteers it is the “certificate’ at the post event celebration function – tea and biscuits
- Lesson : it is the seemingly small operational issues that produce return volunteers



رالي حائل 2008
تحدي النفود الكبير



تجربة جهاز تنمية السياحة في رالي حائل الدولي





Hail Rally (Saudi Arabia)

- 95 volunteers
- Up to 2 months part time
- Tips
 - Exciting
 - Attractive place
 - Some are released from their daily job
 - Sometimes pay bonuses - but unknown at start
 - Surplus in sponsors tickets given out
 - Usual souvenirs
- Lesson : Always keep it exciting and rewarding



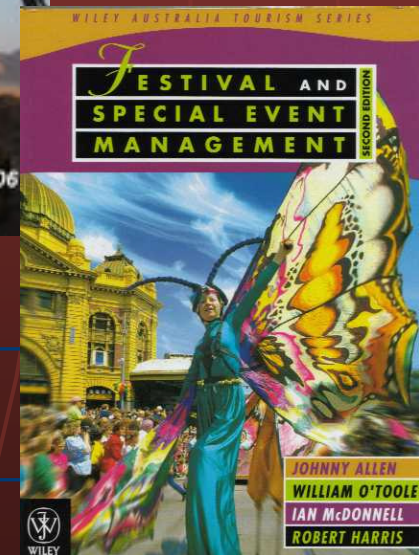
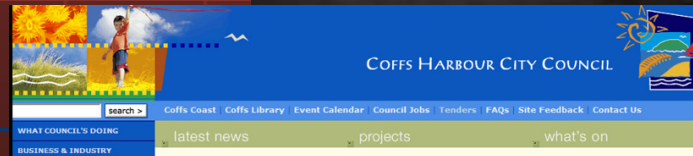
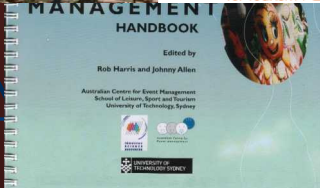
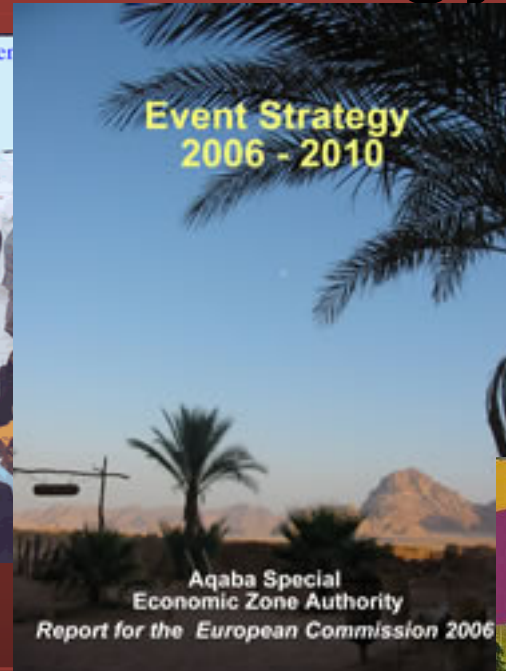
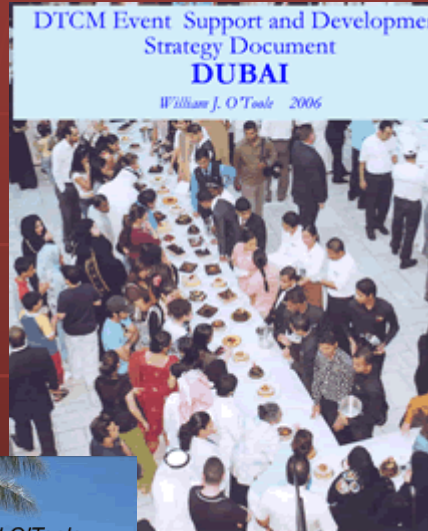
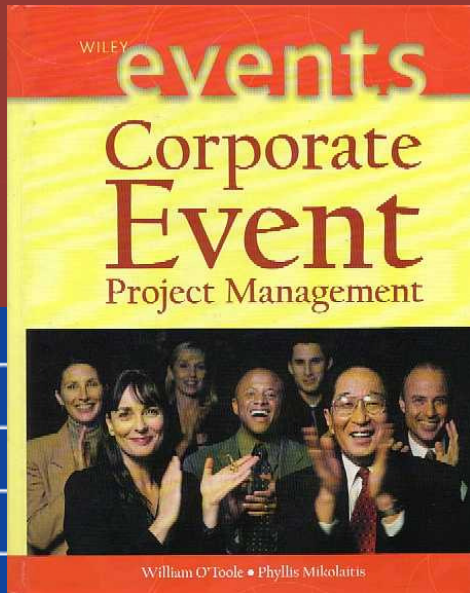


The solution to many of these HR problems is found in the management system

- The ability to delegate must be in the management system (I don't mean the software system)
- There are plenty of lessons from project management in this.
- The management is based on the concept of 'deliverables'
- The ultimate solution is found in the events strategy of a region or city



The Events Strategy



Conclusion

- HR problems on the ground are solved by a variety of methods (the tips)
- However the management environment must be set up as well
- This is to take into account :
 - The sudden growth of staff
 - The temporary company
 - The ability to delegate via deliverables to allow the yearly development of the event
- Ultimately it rests on a management system that fits within a wider strategy ; just like any industry sector