

Module 8

Human resource management

1. Key Steps in Human Resource Management

Following are the key steps in making the event successful from a people perspective:

- identifying the tasks necessary to deliver the event
- determining the number of 'jobs' and/or sub- committees such tasks will require
- determining the skills needed from people in the various 'jobs'/sub-committees
- identifying the number of people needed to deliver the event
- identifying where to source the people needed to deliver the event
- undertaking measures to create awareness of, and interest in volunteer participation in your event
- applying a selection process to people that applies to volunteer to ensure the right people in the right jobs/sub-committees
- providing adequate training so that volunteers can perform the tasks required
- seeking to create a sense of event 'ownership' by the volunteers
- ensuring volunteers are acknowledged and rewarded for their efforts
- preparing a checklist to ensure volunteers are effectively integrated into the overall management of the event.

2. Identifying people needs

An event manager or event committee must ensure they have the right people with the right mix of skills at the right time, place and cost to meet the objectives of the event. The best way of doing this is to establish exactly what tasks need to be performed to deliver the event and grouping these tasks.

3. Sourcing people

Events that you are likely to be involved with, while drawing heavily on volunteers, might also

need to make use of the services of contractors (eg specialist firms such as pyrotechnic, waste management and security companies), temporary paid staff and staff supplied by major stakeholders such as councils. While the telephone book can be a useful starting point, asking other event managers for recommendations, or attending events at which these organisations are providing their services to observe them first hand, are probably the best means of identifying and evaluating potential service suppliers.

There are various ways to attract sufficient volunteers with appropriate skills. These include: approaching key event stakeholders (eg local councils and community groups) associated with the event, Colleges and Universities, religious groups, service organisations, senior citizens centres, the local Chamber of Commerce, community centres.

The *Human resource plan* contains for each human resource category, information such as:

- The number of staff required.
- Costing information and assumptions.
- When the staff are needed and for how long.
- Any special skills required over and above those that people in the category would normally be expected to have, as well as the required level of proficiency and the relative importance of these skills.

Training requirements needed specifically for the project, for example in a new technology.

- Office and materiel requirements
- Plans for team-building activities.(Motivation management)

The following column shows a sample portion of the *Human resource plan for a project*.

- Human resource category
- Number of staff
- Cost assumptions
- When needed
- Till what date the staff is needed
- Special skills, if any
- Special needs, if any
- Training needs, if any

- Office and material equipment

Include the sponsor, contractors, and customer staff, in team-building activities when appropriate. Consider cost and the sensitivity of information shared as such activities when deciding who can be included. Consolidate *Human resource plans* from each project organisational unit to create the top-level *Human resource plan* for the entire project. Identify potential staffing conflicts or difficulties.

4. Defining Project team structure

The purpose of this process is to define an effective team structure for a project organisational unit. The team structure defines the roles, responsibilities and relationships of the people managing and working within a project organisational unit. An appropriate team structure will help to optimize the efforts of the team and the success of the project. An inappropriate one can undercut the efforts of a hard working group of people and impede their success.

This process is performed during *Plan phase*.

5. Acquiring staff

This function includes processes to:

- Identify potential sources (external/department in the organisation) of project staff.
- Define skill and activity descriptions that can be used by recruiters and resource managers to obtain staff from appropriate sourcing organisations.

6. Selecting staff for the project

Finding the:

- right people, with appropriate skills,
- available when needed,
- for the right duration,
- within planned costs

can be a daunting and time-consuming challenge.

6.1 Organising stewards

There has to be an established chain of command. Consider appointing a chief steward to be responsible for the effective management of all stewarding contractors at the event. (This could be a role of the safety coordinator.) The arrangements will depend on the nature and size of the event and venue but may include:

6.2 A chief steward;

A number of senior supervisors, responsible for specific tasks, who report directly to the chief steward; and a number of supervisors who report direct to a senior supervisor and who are normally in charge of six to ten stewards.

Ensure that stewards receive a written statement of their duties, a checklist (if this is appropriate), and a plan showing key features. Brief stewards before the event, particularly about communicating with supervisors and others in the event of a major incident.

6.3 Conduct of stewards

All stewards need to be fit to carry out their allocated duties, aged 18 years and over, and while on duty they should concentrate only on their duties and not on the performance. Ensure that stewards understand that they should:

- not leave their place without permission;
- not consume or be under the influence of alcohol or other drugs; and
- remain calm and be courteous towards all members of the audience.

All stewards should wear distinctive clothing, such as tabards and be individually identifiable by means of a number which is clearly visible.

6.4 Competency of stewards

Duties and competencies of stewards include:

- understanding their general responsibilities towards the health and safety of all categories of audience (including those with special needs and children), other stewards, event workers and themselves;
- carrying out pre-event safety checks;
- being familiar with the layout of the site and able to assist the audience by giving information about the available facilities including first aid, toilet, water, welfare and facilities for people with special needs, etc;
- staffing entrances, exits and other strategic points; eg exit doors or gates which are not continuously secured in the open position while the event is in progress;
- controlling or directing the audience who are entering or leaving the event, to help achieve an even flow of people into and from the various parts of the site;
- recognising crowd conditions to ensure the safe dispersal of audience and the prevention of overcrowding;
- assisting in the safe operation of the event by keeping gangways and exits clear at all times and preventing standing on seats and furniture;
- investigating any disturbances or incidents;
- ensuring that combustible refuse does not accumulate;
- responding to emergencies (such as the early stages of a fire), raising the alarm and taking the necessary immediate action;
- being familiar with the arrangements for evacuating the audience, including coded messages and undertaking specific duties in an emergency;
- communicating with the incident control centre in the event of an emergency

6.5 Stewards' training

Ensure that all stewards are trained so that they can carry out their duties effectively. The level of training will depend on the type of functions to be performed. Keep a record of the training and instruction provided, including the:

- date of the instruction or exercise;
- duration;
- name of the person giving the instruction;

- name of the person(s) receiving the instruction; and nature of the instruction or training.

All stewards need to be trained in fire safety matters; emergency evacuation and dealing with incidents such as bomb threats. For those working in the pit area, make sure they are trained so that they are able to lift distressed people out of the audience safely and without risk to themselves.

6.6 Stewards' welfare

Ensure that stewards are not stationed for long periods near to loudspeakers and make sure they are provided with ear protection in accordance with the Noise at Work Regulations 1989. Stewards will need adequate rest breaks so ensure that arrangements are in place for them to have rest periods at reasonable intervals.

Measuring the performance of staff

This includes processes to:

- Set objectives for the team.
- Assess the performance of the team members.
- Enhance the individual and team performance.

The individuals in the project team and the project team as a whole have objectives that are broader and long term than the day to day execution of the assigned tasks. It is the responsibility of project management to ensure that a balance is achieved between the often conflicting interests of the task, the individual, and the team. The project manager and the functional managers must cooperate if an acceptable balance is to be achieved. Set performance expectations and measurements. The purpose of this process is to develop a set of objectives for the project team and then to assist the team members and their functional managers in setting individual objectives.

Objectives may cover items such as:

- Client satisfaction
- Quality
- Achievement of milestones

- Productivity and efficiency
- Teamwork

7. Assessing performance

Analyse the team member's Individual status reports to formulate a picture of his/her overall performance on the project. Look at reported actual against estimates. Review causes and identify trends, where deviations were reported. Was the person consistently on time or late? Were the individual's completion estimates reasonably accurate? What were the reasons? Consider the team member's contribution to the team. Did the effort expended result in value to the project? Did he/she contribute at team meetings? Did he/she help others? Did he/she come up with good ideas? Did he/she report potential problems in a timely manner? Did he/she support team decisions? Did he/she work with limited supervision? If appropriate, consider the team member's relationship with the sponsor. Did he/she gain the respect of the sponsor? Was he/she responsive to the sponsor's needs? Did he/she establish good rapport with the sponsor? Provide suggestions for improvement in performance. Identify development suggestions. Review the assessment with the individual's functional manager.

8. Developing team charter

This process describes steps that the project manager can execute to create a Team charter, the purpose of which is to establish a common set of ground rules for the operation of the project team.

8.1 Sense of purpose

Team members have a common purpose and set ambitious goals and milestones to accomplish their purpose.

8.2 Trust and mutual respect

Team members, trust, respect and care about each other. They have effective relationships with each other.

8.3 Effective working procedures

High quality work is completed on time using procedures that support risk taking, innovation and challenging the old way.

8.4 Building on differences

Synergy comes from the different skills, experience and strengths of the team members. Different points of view are the source for creating balanced solutions and for learning from each other.

8.5 Flexibility and adaptability

The team seeks and perceives changes as a desirable opportunity to rethink, learn and improve the team efficiency

9. Defining a shared “team” mission or goal

Define a results-driven team structure. Elements of a results-driven team structure include:

- Clearly defined roles, responsibilities and accountabilities
- Effective communication system that allows the free flow of information
- Means of self-monitoring for individual performance

10 Developing team management

This process may be used at several levels in the project organisation. Each person managing a project organisational unit has responsibility for a project team and therefore, must develop team management. Team management concepts and skills are commonly addressed in the body of literature written about general management of the operations of an ongoing enterprise.

10.1 Maintaining effective team management

Develop the team communication channels. Outline the channels for communication including with upper management, within the team, the project, and with other stakeholders. Determine what type of information

needs to be passed on. Decide what types of messages to send and who should send them.

10.2 Establishing leadership of the team

An important aspect of managing the team is demonstrating leadership of the team. Demonstrate ability in problem-solving. Guide team members that are from different functional areas. Coordinate the team to show leadership capabilities. Make decisions. Make key decisions in a timely manner for such areas as resources, costs, and schedule tradeoffs, changes in scope, direction or characteristics of the project. Build a supportive atmosphere for the team. Provide a climate where team members can work together. Seek to avoid unrest and negative forms of conflict. Decide on the best approach to motivate individual team members.

10.3 Resolving conflicts

It is normal that conflicts arise inside the team. Take care to resolve them before they impact the team's performance. Listen to the parties individually. Solicit input from other team members who are not directly involved in the conflict. Resolve the conflict. Try to achieve a jointly developed solution (win/win) or a compromise rather than a win/lose situation.

10.4 Releasing of Staff at the end

This includes processes to debrief and release the staff from the project. The prime purpose of the processes is to ensure that: The members of the project team can move to their next assignments in an orderly way. When an individual leaves in mid-project, there is little or no impact on the project costs or time scales.

10.5 Planning staff release

The purpose of this process is to plan the release of members of the project team who are coming towards the end of their assignments. It is usual for staff to leave the project throughout its course and not just at the end.

It may be desirable to negotiate a change in the planned finish date. At a meeting with each individual:

- Discuss any work that is outstanding.
- If required, agree how and to whom any uncompleted work and other responsibilities are to be handed over.
- If appropriate, discuss any opportunities for reassignment within the project that might be open to the individual.
- Allow the team member the opportunity to provide personal opinions about what was done well and what could have been improved.

The project manager has a final meeting with the team member to ensure that the work is complete, any hand over has been carried out and the office and materiel allocated to the individual has been returned.

10.6 Planning the final meeting with the departing team member

10.6.1 Holding the meeting

Check that:

- All the work packages are complete.
- If necessary, all responsibilities have been handed over as planned.
- Collect any project documentation and working papers that are in the possession of the departing team member. Pay particular attention to those documents that are subject to the project's confidentiality rules.

10.6.2 Rewarding people

The following are suggested ways of acknowledging voluntary contributions:

- letters/certificates of thanks
- end of event parties/celebrations
- thank you gifts (eg t-shirts, caps)
- free tickets
- opportunities to meet with celebrities, sporting stars and other VIPs

Event Management

- advertisements in newspapers etc thanking staff and volunteers for their contribution to the success of your event
- placement into more responsible/challenging positions at future events
- training in new skills