

STAFFING FOR SUCCESSFUL EVENTS: HAVING THE RIGHT SKILLS IN THE RIGHT PLACE AT THE RIGHT TIME, Leonie Lockstone-Binney, Clare Hanlon and Leo Jago

Introduction

There is now wide recognition that successful events can have very positive economic, social and cultural benefits for host regions. As staff play such an important role in the operationalization of events, for an event to be successful, it is essential that there be sufficient numbers of the right staff at the right place and right time in order to deliver a high quality event experience. The fact that events are short term in duration and are staged infrequently adds a level of complexity to the recruitment and training of staff that is not prevalent in most other sectors. Staffing for events is a complex management operation in that it often involves both paid and volunteer staff who provide a range of complementary services. Adding to this complexity is the fact that paid staff can be fulltime, part time or casual and services can also be provided by a wide range of external contractors.

This chapter examines how human resource management strategies are employed in the events field, and assesses the staffing needs of events through the framework of Hanlon's (2003) 'pulsating' event cycle. Prior to elaborating upon this framework, an overview of the limited extant literature on human resource management for events is provided.

Human resource management for events

Human resource management (HRM) strategies in generic business organizations are usually founded upon stable platforms. In these organizations, staff numbers tend to operate within a fairly tight band, roles are generally well defined as are power and communication channels. The fact that most conventional organizations are stable in terms of their general operations means that there is the opportunity to gradually modify and improve systems over time with each change being made based on an

assessment of what has gone before. Core HRM strategies comprise recruitment, performance review, training and reward systems (Burke, 2018; Wilkinson et al., 2010).

Research has shown that organizational context is a vital component affecting HRM strategies and different strategies work best in different environments. The adoption of HRM strategies and the level of formality within the human resource system are influenced by a complex array of cultural, economic, demographic and organizational factors (Hughes, 2018), in addition to the organizational size, social conditions and the personalities of staff concerned (Tyson, 2006).

Limited research attention however has been directed to examining the contextual factors that may affect the design and delivery of HRM strategies for events and event staff. While staffing is generally acknowledged to be a critical success factor for events (Manners, Saayman & Kruger, 2015), it is surprising that little research and practitioner attention has been afforded to studying the management of event organizations (Deery & Jago, 2005; Emery, 2010) and their adoption of HRM practices specifically (Abson, 2017; Baum et al., 2009). This is unfortunate given that work in the events sector is prone to job insecurity, long hours and burnout (Goldblatt 2005; McLeod et al. in press).

Lines of enquiry in the extant literature include a focus on event management skills, education and careers (Barron & Ali-Knight, 2017; Junek et al., 2009; Robertson et al., 2012) and a burgeoning of research attention on the motivations and experience of event volunteers, to the point that the literature has sufficiently grown in recent decades to enable systematic reviews (Kim & Cuskelly, 2017) and compendiums on the topic (Smith et al., 2014). By comparison, paid work in all its forms, has received less attention in the events literature.

One framework that has garnered support (Hanlon & Jago 2004, 2009; Hanlon & Stewart, 2006) for describing how human resources operate in the events environment

is Hanlon's (2003) 'pulsating' event cycle. Applying this framework, the current paper will discuss how and when to adopt HRM strategies in event organizations. In particular, this discussion will focus on two archetypal forms of event organization, the 'single pulse' and 'repeat pulse' organization, described in the proceeding section.

The following sections overview the organizational context in which events operate. The special cyclic nature of events will underpin the discussion of the staffing needs of events for both single and repeat pulse events.

The pulsating event cycle

Toffler (1990) introduced the concept of pulsating organizations that expand and contract over their life cycle. Given the cyclic nature of events, Toffler's concept of 'pulsation' is most apt in describing the manner in which an event operates. Pulsating organizations can be divided into two types. The first is a repeat pulse organization that 'expands and contracts in a regular rhythm', which occurs around a periodic cycle, such as the annual Chelsea Gardening Show or the Edinburgh Military Tattoo. Second, is an event that grows, declines and then is dismantled; it is a one-off event that is not repeated in the same location. These organizations are known as 'single pulse', and examples include benefit concerts such as Live Aid (1985) and the Hope for Haiti (2010). This category also includes events such as the Olympic Games that are not repeated as far as a single destination is concerned as they are internationally roaming in nature. Whilst these two categories of pulsating event organizations have much in common, each category demonstrates a range of distinct characteristics. The manner in which staffing for events has to be organized and managed is a dimension of event management that must be closely aligned to the pulsating nature of events as will be shown in this chapter.

Hanlon (2003) further developed the pulsating concept and related it to major sporting event organizations (MSEOs), which operate around an event cycle. Generally, they

operate with a small core of staff and have to expand quickly and substantially in the lead-up to an event. Hanlon (2003) found that regular pulsating events, such as the Australian Open Tennis Championship (now referred to as the Australian Open), operate in four stages, namely, pre-event, during the event, post event and throughout the remainder of the year. The staffing requirements can vary substantially for each of these stages. In the case of the Australian Open, the core staff of Tennis Australia, who run the event, amongst other activities supporting Australian tennis, was 389 as at 30th June 2018, with the workforce expanding to 1303 full-time and part-time staff members and a further 811 volunteers for the two week event held in January 2018 (Tennis Australia 2018). This massive increase in staff numbers required during different stages of the event cycle highlights the unique nature of events and the fact that HRM practices that are so successful in conventional organizations may not be as readily transferable to event organizations.

From an HRM perspective, combining the pulsating nature of an event with the event cycle produces staff challenges. The pulsating workforce dynamic can present a daunting landscape for human resource managers. One example is from Hanlon and Stewart's (2006, p. 83) research in which human resource managers from major sport events referred to the management of their event staff as an 'explosion'. When staffing numbers dramatically increased in the lead up to an event, managers felt that they literally 'lose control'. One manager stated that he managed 30 staff for three months and then within only a few days, staff numbers 'explode' to 3000 on-site staff, which did not include the players and media who also had to be considered in the mix. This study highlighted the fact that a pulsating event cycle produces unique staffing requirements that result in the need to modify conventional HRM strategies in order to suit an event setting.

More recent research on pulsating organizations by Carlsson-Wall et al. (2017), interestingly drawing on the accounting literature on management control systems

(MCS), found that in respect of six case study sport event organizations, given these organizations were faced with rapid organizational change, there was a need to balance structure with flexibility should unanticipated issues arise. In the organizations studied, this was achieved by detailed action planning pre-event involving event sponsors, suppliers and volunteers, which during the event was found to give volunteers in particular, the scope to effectively work with others. Less positively, McLeod et al. (in press) noted that the influx of workers associated with pulsating sporting events often consist of categories of atypical workers whose work may be governed by lesser legal protections. Examining the profile of these workers in relation to a full season of football games at a US university, their findings suggested that at least 71% of workers on any given game day were 'event only' workers (who work only for the period of the event) comprising independent contractors, workers for independent contractors and volunteers. McLeod et al. (in press) further suggest that pulsating organizations may allow managers to use poorly protected workers to keep costs down and transfer risk, surmising that "to be clear: sport events do not always exploit workers, but event workers are prone to exploitation because they have fewer rights and fewer protections" (p. 10).

Based on the nature of the pulsating event organization and the management challenges associated with single and repeat pulse events, the question then arises as to what staffing strategies are required to maximize overall performance during the pulsating event cycle?

Staffing needs during the pulsating event cycle

Staffing needs in event organizations are different to those in generic business organizations. A number of researchers have identified the need to formalize HRM strategies for both paid and volunteer event staff as they generally have quite different roles, motives and levels of commitment. Parent (2008), for example, identified that specific HRM strategies were required for paid and volunteer staff in relation to

management, leadership, motivations and teamwork. Aisbett and Hoye's (2015) study of volunteers associated with a cycling event found differential effects for formal and informal HR supports. The former type of support (e.g., rewards, uniforms, effective communication) had a greater influence on volunteer commitment, whereas the latter, representative of the strength of relationship between a sport event volunteer and their immediate supervisor, had a greater influence on volunteer satisfaction. In addition, common HRM strategies that frequently arose in Hanlon and Jago's (2009) research related to selection and induction of staff, managing teams and retention of staff.

In addition to the need to identify HRM strategies tailored for event management organizations, there is a need to identify the timing as to when these HRM strategies apply within an event cycle as well as to consider the differences between single and repeat pulse organizations. This section endeavors to address these requirements by identifying the relevant HRM strategies that should be incorporated into the four stages of an event cycle referred to earlier, namely, pre-event, during an event, post event and throughout the remainder of the year. The discussion also looks at how strategies may differ between single and repeat pulse event organizations.

Pre event

The lead up to an event is an intensive stage when timelines are tight, budgets are fixed and staffing becomes an important priority. Hanlon and Stewart (2006) recommended five HRM strategies to incorporate in a customized event HRM framework. These strategies should be established during the pre-event stage. First, is to establish an organization structure that has the flexibility to be expanded and contracted. Second, is to incorporate core competencies for all positions and introduce a stringent selection process. Third, is to formulate an induction process for new, permanent and returning staff in each staff category. Staff manuals and active group sessions are important components of these induction processes. Fourth, is to create processes for establishing

clearly defined and goal directed teams. The final strategy is to develop retention strategies for each staff category at different stages of the event cycle.

Poor timing and implementation of an HRM strategy could indicate to staff that management is not treating the staffing component seriously, which could have negative consequences for the event's performance. For example, Parent and Seguin's (2007) research identified that the timing of when to appoint members to the event organizing committee can be a cause for concern. Their research found that when a committee member was appointed too late in the process, it reflected badly on the attitude that management was perceived to have towards the role that member played in developing the event.

Each 'category' of staff needs to be managed differently. For example, volunteer staff need to be managed distinctly from paid staff because they are more likely to leave an organization abruptly if they become dissatisfied (Taylor & McGraw, 2006). Volunteers are often motivated to volunteer for an event because of their passion for the theme of the event (Lockstone-Binney et al., 2016), unlike paid staff who more often are motivated by the compensation they receive and are thus often less able to leave at short notice. As a result, managers need to be mindful of this motivation issue when determining tasks, recruiting, training and supervising volunteers (Smith et al., 2014).

The time spent to design, develop and evaluate the effectiveness of HRM strategies during the lead up to an event would generally be different in a single pulse event organization than in a repeat pulse event organization. For example, for a one-off event that has paid and volunteer staff, the pre-event stage will often not allow for the introduction of a more formalized HRM framework let alone one that is tailored for each staff category. Since the event will not be repeated, the formalization process is often seen to be a waste of valuable resources for no long-term benefit. The exception to this norm is for larger roaming major or mega events, which despite being once-in-a-lifetime

hosting opportunities for destinations, due to their size, scope and complexity (often including multiple venues), warrant the investment in formalized HR practices. For many of these international roaming events, such as the Olympic Games, manuals containing guidelines for a wide range of practices, such as HR, are passed from one host destination to the next as part of a knowledge transfer process. For a repeat pulse organization, however, there is generally seen to be merit in introducing a more formal HRM process as it is recognized that the benefits will be recouped over time.

In addition, management in a single pulse organization must contend with an environment that presents no organizational history or established relationships to assist the development of its workforce (Hanlon & Jago, 2009). Managers in single pulse environments are unable to draw upon the corporate knowledge of an organization in the development and management of the staff, despite the complex profiles of their workforces (Hanlon, 2003). As indicated above, many of the large international roaming events attempt to overcome the problem of a lack of corporate knowledge at the host destination by maintaining and updating manuals that are passed from one host destination to the next. Managers of other single pulse events can, however, take advantage of staff who have worked in other single pulse organizational environments, in order to draw upon their previous event experience. The fact that there are many single pulse events in some destinations allows them to develop an internal labor market of event expertise that can be drawn upon by different events (Jago & Mair, 2009). In the volunteering space, a good example of this was the Manchester Event Volunteers program, a legacy initiative of the 2002 Commonwealth Games that operated for many years (now defunct) as a brokerage service connecting experienced event volunteers with a range of events in need of their services (Nichols and Ralston 2012). Initiatives such as these allow single pulse events to derive some of the benefits experienced by repeat pulse events without them having to make the same level of investment.

During an event

The time taken to select and induct staff and form teams during the pre-event stage, makes it vital to ensure that measures are in place to retain these staff for the duration of their event contract or volunteering commitment. This particularly applies to events that are conducted for a period lasting more than just a few days. As noted in Hanlon's (2003) research, half way through such events there seems to be 'flatness' in the attitudes of personnel. To assist with staff 'flatness' for events that are conducted over a longer duration, maintaining levels of motivation is frequently referred to by researchers (Giannoulakis, Wang & Gray, 2008; Parent, 2008), as being a salient consideration to monitor. Motivational strategies, in the form of rewarding, recognizing and empowering individuals (Burke, 2018), was found by Hanlon (2003) to be important to incorporate during an event where the environment is rapidly changing. This needs to be coupled with appropriate retention strategies during this stage of the event cycle to overcome the problem of key staff leaving during this most critical period.

The pressure associated with managing staff during an event, particularly one that is conducted over more than a few days, creates demand for effective team management and teamwork practices. For example, in their research on the Sydney Organizing Committee for the Olympic Games, Halbwirth and Toohey (2001) identified the effective utilization of a formal information system to assist in the creation of a shared learning culture amongst its varied staff categories. The virtual shared workspace and information sharing portal, helped develop a sense of community amongst staff, whereby staff were encouraged to share information rather than store knowledge. This strategy improved relationships amongst staff overall.

Irrespective of whether it is a single or repeat pulse event, research highlights that staff need effective team management, teamwork and motivation practices. However, the need to incorporate team management and retention strategies during this stage of an event may be more intense in single compared to repeat pulse event organizations. This

is largely due to the fact that staff, paid in particular, tend to be on the lookout for positions elsewhere knowing that their involvement with the single pulse event will be coming to an end. Staff in repeat pulse event organizations often have ongoing opportunities due to the recurring nature of the event.

Post event

This stage is often known as the 'trough' stage (Hanlon, 2003), where the excitement of the event has passed and the majority of paid and volunteer staff have departed. In the legacy era of mega events, Holmes et al.'s (2015) sustainable event legacy timeline also acknowledges a post-event hiatus occurs during a 'transition' phase from event delivery to legacy delivery. Team and retention strategies for staff that remain in the event organization after the event are vital (Hanlon & Jago, 2004) in order to overcome deflated attitudes created following post-event highs.

After an event, obvious differences between single and repeat pulse event organizations appear. Instead of retaining staff for the longer term, managers in single pulse event organizations need to motivate particular staff to remain for the purpose of 'closing down' an event. Holding these staff is often not easy as the excitement of the event has dissipated and staff need to find other employment opportunities. Therefore, different team and retention strategies are required for the limited time that remains before the organization ceases to exist. Providing payment incentives is one way of holding staff during this final stage. In a repeat pulse event organization, conducting a thank you function and performance appraisals in the months following the event would be more appropriate.

Throughout the remainder of the year

This stage applies only to repeat pulse organizations. Hanlon's (2003) research identified that when the hype of an event had dissipated in repeat pulse organizations, the

attitude, particularly amongst full time staff, moves towards 'it's going to be the same event next year'.

In order to prevent this malaise in attitudes forming for full time staff, repeat pulse event organizations, such as the Australian Open, have specific retention strategies in place such as staff appraisals and career management programs, as well as encouraging staff to attend related national and international events (Hanlon & Jago, 2004). One of the greatest HRM challenges for repeat pulse event organizations is to retain seasonal staff from one event to the next. During this stage, managers need to motivate paid staff beyond the specifics and timing of their employment contract by maintaining contact with them in order to try and motivate them to return for the next iteration of the event (Hanlon & Jago, 2004). Volunteers must also be actively engaged (via newsletters, birthday cards, etc.,) so that they 'bounce-back' (Bryen & Madden, 2006) and return to volunteer next year.

The timing of staff needs

This chapter has identified the importance of incorporating the needs of event staff within each of the four stages of the event cycle to assist the performance and retention of paid and volunteer staff. This chapter has also identified that although similar, the staffing needs and strategies for single and repeat pulse event organizations vary during some stages. To illustrate what has been discussed, Table 1 is presented. It highlights that the first three stages of an event cycle are applicable to single pulse event organizations whilst all four stages of an event cycle apply to a repeat pulse event organization. The table also illustrates the different categories of staff, whereby each HRM strategy needs to cater for their different needs. For example, in the pre-event stage when establishing an effective team, consideration needs to be given to whether strategies targeted to full-time staff are different than those for volunteers, thereby enabling staff to gain a sense of identity and operate at optimal levels.

TABLE 1 NEAR HERE

Case studies

The discussion in this chapter has proposed a number of approaches to HRM for events that could be used to enhance their overall performance. The next section contains two case studies relating firstly to a single pulse event and secondly to a repeat pulse event. Materials for these case studies were drawn from secondary sources, including official reports, news media and academic articles. The first event is the 2018 Gold Coast Commonwealth Games, a single pulse event that was held over 11 days whilst the second is the Glastonbury Festival, a repeat pulse event that is conducted annually for one week in June. These case studies are included to highlight the HRM strategies that have been adopted in specific cases, in order to compare expected approaches with the actual approaches adopted. In doing so, gaps can be identified across the event stages. This simple exercise shows the importance of incorporating HRM strategies appropriate for the various stages of an event to ensure the timing of strategy implementation is coherent across the event cycle.

2018 Gold Coast Commonwealth Games

The 2018 Commonwealth Games was held on the Gold Coast from 4th-15th April. It is estimated to have attracted 331,000 spectators to the ticketed sporting events, and a further 159,000 to non-ticketed events, in addition to involving 6,600 athletes and team officials, 4,500 media representatives and 1,200 technical officials (Office of the Commonwealth Games, 2018). As background to those unfamiliar with the Commonwealth Games, its origins begin in Hamilton, Canada where in 1930 eleven countries of the former British empire sent 400 athletes to take part in six sports and 59 events (Lockstone & Baum, 2008). Excluding times of war (1942 and 1946), the Games have run on a continuous four-year cycle since inception. The Commonwealth Games draws particular strength from the geographical dispersion of its 71 participating nations, something of considerable importance in tourism terms.

The Commonwealth Games Federation (CGF), as event owner charged with awarding bidding cities the rights to host the Commonwealth Games, mandates a knowledge transfer program for host cities. This means that despite the 2018 event being a single pulse event for the Gold Coast, the host city would have benefited from handover information received from the 2014 Games in Glasgow. Interestingly, research by Schenk et al. (2015) found that whilst the Glasgow Games knowledge transfer program was in place, some key event stakeholders were not aware of its existence and as such knowledge capture and transfer may not have been optimal.

Pre event

In November 2011, the Australian Commonwealth Games Association, the City of Gold Coast and the Queensland Government were awarded the rights to host the 2018 Commonwealth Games. The Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) was established by an act of Parliament on 1 January 2012. The organisation commenced with a small cohort of 26 full time equivalent paid staff members (as at 30 June 2013) working across the three divisions of Venues and Operations, Finance and Business Services and Marketing and Communication (GOLDOC, 2013). That structure evolved and staff numbers steadily increased over the three planning phases of the Games: Foundation Planning (November 2011 to December 2012); Strategic Planning (January 2013 to December 2014) and Operational Planning (January 2015 to September 2016). In the foundation planning phase, GOLDOC undertook the following key HR activities, including implementing an annual performance review and planning process, workforce planning and developing a reward strategy in recognition that “this is especially critical in an environment where budgets are constrained, jobs are short term and recruitment and retention of key staff is crucial” (GOLDOC, 2013, p. 18). Over the 2013/2014 financial year, GOLDOC initiated into its structure 41 functional areas representing various infrastructure (e.g., venues) and services as a core communication

medium, allowing each functional area to share plans with other areas and its own staff, which was particularly important as teams grew in size (GOLDOC, 2014).

One year out from the Games in April 2018, GOLDOC's structure had evolved into eight divisions and its paid workforce had swelled significantly to 674 full time equivalent roles and 677 employees (GOLDOC, 2017). This followed active recruitment efforts for short-term Games time roles by an in-house recruitment team to source paid staff through official event partners including online recruitment platform Seek and Griffith University. Additionally, staff were seconded from corporate and government organisations. The vast majority of recruits (75%) were sourced from within the host state of Queensland (GOLDOC, 2017).

In addition, on 6th February 2017, the Games time volunteer program the 'Games Shapers' was officially launched. During the six weeks application period, more than 47,000 online volunteer applications were received for 15,000 roles (GOLDOC, 2017). Volunteer selection was a subsequent priority for GOLDOC in 2017 with the issue of offers commencing in July and interviews ongoing to September of that year. As is the case with many larger scale events, the Games Shapers program followed a formalized and structured approach to volunteer management, which reflects the dominant event volunteer management approach, the program management model. According to this model, volunteers are recruited and assigned to roles, which meet the needs of the program, rather than attempting to meet the needs of the volunteers (Meijs and Hoogstad 2001). As such, Games Shaper volunteers had no leeway to request changes to their assigned roles or venues with the expectation being that they would be available for the entire Games period during which they would on average undertake eight shifts of approximately eight hours each, in addition to completing up to 4 days of mandatory online and face-to-face training (GOLDOC, 2018). This training delivered in partnership with vocational education provider TAFE Queensland involved an orientation session, role specific training, venue specific training and an additional

program for volunteer team leaders. There was some criticism of the training guide used for being 'political correctness gone mad' in asking volunteers to use gender neutral terms when dealing with visitors (Mellor, 2018), similar to criticisms Lockstone and Baum (2009) noted of the volunteer code of conduct for the 2006 Commonwealth Games in Melbourne. As has become common practice for mega and major single pulse events, the design and delivery of the Games Shapers program was guided by a volunteer advisory panel that met regularly in the lead up to the Games to provide insight and expertise regarding the volunteer program.

During the event

The 2018 Commonwealth Games as a multi-day, multi-venue single pulse event was supported by a workforce of 35,000 people, including 14,700 volunteers. The volunteers contributed over 888,000 hours during the Games, working across 24 venues and in over 200 roles (Office of the Commonwealth Games, 2019). Online communication was the main source of communication used by GOLDOC to volunteer staff via the Games Shapers volunteer portal. Whilst some 330 volunteers assisted with the preparation period leading into the Games from January 2018, contributing as part of the GC2018 Forerunners program over 35 000 hours of support (Office of the Commonwealth Games, 2019), the overwhelming majority supported the event during Games time. As part of the official Games evaluation, 87% of volunteers surveyed rated their overall volunteering experience as good and/or excellent (Office of the Commonwealth Games, 2018). In addition to the large cohort of volunteers, 86 staff were seconded from the public sector to work on the Games and 61 Griffith University interns gained full-time employment with GOLDOC in addition to 300 more working in other Games-related roles (Office of the Commonwealth Games, 2019).

Post event

Post-event, in respect of engaging the Games Shapers volunteers, Volunteering Queensland, the peak body for promoting volunteering in Queensland, was funded as a legacy initiative of the Games to utilise GC2018's volunteer applicant pool to promote ongoing volunteering opportunities. The official post-Games report notes that Games Shapers have assisted at various major events including the Gold Coast Supercar 600 event held in October 2018, the Gold Coast Marathon and the Pan Pacific Masters Games held on the Gold Coast in November 2018 (Office of the Commonwealth Games, 2019). Additionally, as a legacy initiative, Games Shapers were offered the opportunity by training provider TAFE Queensland to receive recognition for prior learning for their Games time training towards various vocational education courses.

For paid staff involved with the Games, acknowledging that the vast majority of them would finish up at GOLDOC immediately post-event, an outplacement program was offered to staff in early 2018 "to support them in finding their next job, either locally or internationally, and assist in retention until the end of the Games" (Office of the Commonwealth Games, 2019, p. 219). Some staff were retained to ensure management of knowledge transfer activities including a debrief in the next Games host city of Birmingham conducted in June 2018.

Glastonbury Festival

Glastonbury Festival is the United Kingdom's largest music festival and except for every fifth year, is an annual five-day event conducted in June near Pilton, Somerset, England. The festival originated in 1970 by organizer Michael Eavis and continues to be run by a private organization, Glastonbury Festival Events Ltd.

Over 200,000 people attend the festival annually. Local suppliers and service providers are appointed wherever possible. To support these numbers temporary and portable facilities are provided including 514 food staff, 900 shops, and 5,000 toilets. Over 360 hectares is used for the festival and over 21 different landowners contribute land to the

festival in addition to the main site of Worthy Farm (Burdett, 2017). The event annually contributes over 100 million pounds to the United Kingdom economy (Duignan, 2017).

Pre event

Approximately 100 people are permanently employed in three departments to run the ~~Fesitval~~Festival. These comprise: finance, licensing, customer services and general administration; infrastructure, procurement and coordination; and site sanitation, environmental and ground works. The departments employ temporary staff and begin recruiting early January for positions commencing in March.

The majority of staff involved in the Festival are volunteers and are outsourced by numerous organizations, in particular charity organizations. Oxfam is a key charity involved with the Festival since 1993 and it coordinates over 2,400 volunteers on-site including stewards, campaigners and shop volunteers (Oxfam n.d.a). Akin to the Commonwealth Games case, the program management model (Meijs & Hoogstad, 2001) is adopted to recruit and manage volunteers. Registration for recruitment begins in early February. Prior to arriving onsite, stewards participate in an online or face-to-face training course. To register to become an Oxfam campaigner, applicants are required to send a short video and descriptor on why they would make a great campaigner. Key information is sent pre event followed by a series of pre-season emails, and an induction is conducted when arriving onsite with other campaigners to prepare for the festival. To apply to become a Shop volunteer in an Oxfam pop-up shop, a requirement is to be a current or have at least three months experience working in one of Oxfam's high-street shops, and a selection process is also conducted (Oxfam n.d.a).

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To streamline training for stewards who volunteer on behalf of numerous organizations, stewards are required to complete a Glastonbury Festival Basic Steward Training Course. Leading up to the festival, this is conducted by festival organizers, Glastonbury

Festival Events Ltd. The course is conducted online or face-to-face on topics including safety, responsibility, expectations, and event requirements (Casey n.d.).

During the event

Based on their voluntary roles with Oxfam, the stewards conduct three shifts over the festival comprising eight hours for each day and night shift. The campaigners conduct four daytime six-hour shifts, and the shop volunteers conduct three to five shifts (Oxfam n.d.b).

Post event

Post event evaluations indicate a high satisfaction rate for volunteers. To reinforce this on average 70% of stewards return annually (Casey n.d.).

Throughout the remainder of the year

Glastonbury Festival Events Ltd conducts annual planning and reviews to ensure the event meets its objectives and addresses key issues and plans required by the [Mendip District Council Licensing Service premises licence and other relevant legislation](#). [The purpose is to ensure a safe event is provided by event organisers whilst minimising any adverse local community impacts](#). In doing so it strongly collaborates with respective Councils and government agencies including in the conduct of annual event debriefs. To ensure the concerns of local community groups are addressed wherever possible, Glastonbury Festival Events Ltd closely liaises with these groups and respective Councils throughout the year. The range of voluntary organisations sourced to assist with the conduct of the festival including stewarding, results in the need for a 'One Team' approach. Collaborative measures are weaved into the overall plan enabling staff and organisations to work together (Coombs 2019).

In contrast to the Commonwealth Games, the nature of the Glastonbury Festival was different; the majority of staff are volunteers appointed by numerous organisations and

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streamlined strategies are incorporated across organisations to ensure consistent training and management of staff. Whilst the Glastonbury Festival is an annual event conducted by the same organisation, unlike the Commonwealth Games conducted by a different organisation every four years, the passion of staff is similarly evident. At the festival, music is the passion that drives staff, whereas at the Games, sport is the passion.

Conclusion and future directions

This chapter has highlighted the fact that staffing for events is both different and more complex than staffing for conventional organizations. The complexity is due to the pulsating nature of the event cycle and the intense massive pressure that event organizers face to ensure in having a 'successful event on the night'. For most events, there is little scope to have a 'soft launch' to test people and systems. As events are so heavily reliant on staff for their success (Manners et al., 2015), it is critical to ensure the right skills are in the right place at the right time.

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It should be noted that organizations that exist for the purpose of a single pulse event, often do not have time to formulate staffing needs around the three stages of an event. On the other hand, organizations that conduct repeat pulse events (four stages of an event) have time and learnt expertise to reflect upon and continually improve practices associated with HRM to assist with staff satisfaction. This was the case with the Glastonbury Festival where a range of strategies were incorporated throughout the four stages of the event cycle and these strategies have been developed and refined over many years. In the case of the 2018 Commonwealth Games, this issue was curtailed to some extent by the knowledge transfer process in place with key insights gleaned from the hosting experience of the organizers of 2014 Games in Glasgow, although there were some suggestions that this process was not optimal (Schenk et al., 2015).

Whilst research has helped identify the range of HRM strategies required for event staff, literature is sparse as to the most effective time to implement these strategies to maximize the benefits for staff and the event itself. The case studies used in this chapter have highlighted that the staffing needs for both types of events can be formulated within the three or four stages of an event cycle, depending on whether it is a single or repeat pulse event. For the most part, both case study events adopted similar HRM strategies across the event cycle to those identified in Table 1. For example, online recruitment and induction manuals were incorporated during the ~~pre-event~~pre-event stage.

More research is required to provide informed insights of staffing needs during the pulsating event cycle, in order to maximize the overall performance of staff. In destinations where there is an event calendar offering events throughout the year, there is the opportunity to explore and exploit the benefits that can be derived from developing an internal labour market (ILM) for events within the destination (Jago & Mair, 2009). Whilst a single pulse event may not be able to employ fulltime staff on an ongoing basis, allowing their skills to be developed over time, facilitating an ILM where staff rotate between events across the year means that the skills needed for the sector to prosper can develop over time. At a global level, there is evidence of such an ILM operating amongst expatriate staff involved in running roaming mega-events (Kaplanidou et al., 2016).

~~EAs events in varied~~of all forms and sizes have become ~~such~~ an important element of the tourism product of destinations, ~~they provide~~ing leisure and tourism activities for local residents and tourists alike. ~~It~~ is crucial ~~events that they~~ are delivered to a high standard. ~~With consumers are~~ becoming increasingly discerning (Hughes, 2018) ~~and~~ an event that does not exceed expectations will quickly fail. Staff, both paid and unpaid, are crucial to the delivery of the event experience and their ability to perform at the expected levels is essential. Selecting, training and retaining staff with the requisite skills

underpins the success of events and given that the characteristics of events pose special challenges not faced by more conventional organizations, it is important that more research is conducted to determine best practices in tailoring HRM strategies to event staff.

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Table 1 The event cycle pulsating event organizations

Pulsating event organizations	Event cycle	Staff category	Strategies to tailor according to each staff category
Single and repeat pulse	Pre event	Full time Part time Casual Seasonal Contractors Volunteers Interns	- Establish organizational structure that can flexibly expand - Incorporate core competencies and implement stringent selection processes - Formulate an induction process for new and/or permanent and returning staff and implement ongoing communication and online manuals - Create and implement a

			<p>process for establishing goal directed teams, which gain a sense of identity</p> <ul style="list-style-type: none"> - Develop reward and retention strategies
Single and repeat pulse	During the event		<ul style="list-style-type: none"> - Ensure teams work effectively - Implement reward and retention strategies
Single and repeat pulse	Post event		<ul style="list-style-type: none"> - Implement reward and retention strategies - Implement any legacy initiatives (particularly in the case of volunteers)
Repeat pulse	Throughout the remainder of the year		<ul style="list-style-type: none"> - Implement retention strategies - Maintain ongoing communications