



MAJOR EVENT WORKFORCE MANAGEMENT

WHITE PAPER 2019

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Co Founder, Rosterfy



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This document has been produced by Rosterfy in conjunction with 10 of the world's leading workforce professionals, providing insight into best practice with regard to workforce management for major events.

From building your workforce demand to creating post event workforce legacies for your event and everything in between, this document has been designed as a step by step best practice guide for end to end workforce management. These topics include:

1. Building your internal workforce team and a winning culture

Nicole Dunn, Team Service Operations Manager, Rugby World Cup 2019

2. Dealing with short timelines and the importance on focusing on what's crucial

Nanine Artup, Director, Workforce - Invictus Games 2018

3. Building your workforce demand

Richard Arthur, Security Demand Specialist - 2018 Gold Coast Commonwealth Games

4. Where to start? Initial registration steps and where to find your workforce

Matt Cullen, Volunteer Program Manager - ICC T20 World Cup 2020

5. Workforce Scheduling - Overseeing workforce suppliers and keeping it simple

Tom Mottram, Senior Manager Operations & Customer Experience - Australian Grand Prix Corporation

6. Uniform, Accreditation and Training - Incorporating into your workforce journey

Lauren Pierce, Director of HR and Workforce - Special Olympics World Games Abu Dhabi 2019

7. Engaging your workforce and event time management

Elle Kehoe, Vice-President, Volunteer Program - Miami Super Bowl Host Committee 2020

8. Workforce incentive programs

Matt Lynch, Managing Director and Founder - Moonshot

9. Building a fan engagement program

Taryn Evans, Workforce Planning Manager, Melbourne Olympic Park Trust

10. Post event appreciation and creating an event workforce Legacy

Andrew Newman, Director of Volunteer Programs - Houston Super Bowl Host Committee

2017



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KEY

Each of our workforce experts have also provided a summary of their top tips on the below



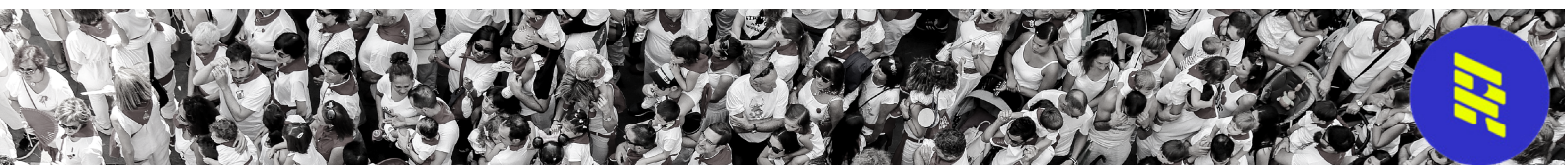
Sourcing a large workforce



Keeping your workforce engaged throughout the journey



Building out and managing your internal workforce management team



INTRODUCTION

SHANNAN GOVE, CO-FOUNDER, ROSTERFY

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After nine years working alongside the world's largest events, our team at Rosterfy have experienced the highs and the lows that mass workforce management brings for our clients.

Let's face it, it is often down to a few to manage the thousands, whom without, these major events would never happen. Workforce managers are passionate, empathetic, extremely hard working and often under resourced, which is why it has been frustrating to see so many of them burdened by manual and outdated workforce management processes. As a result, the workforce engaged are provided with an experience that sees them simply fulfilling a role rather than an experience that accommodates their individual motivations for signing up in the first place. The result: lower engagement, retention and shift attendance rates, which jeopardises the overall success of workforce management programs.

Having witnessed the struggles that 'all in one systems', spreadsheets and outdated technology creates for workforce managers, we decided to build Rosterfy as a mass workforce management platform. Our core goal: to be the global leaders in mass workforce management technology - and nothing else.

From day one we have built Rosterfy alongside the world's leading workforce managers (including many of our contributors to this white paper) to ensure that we are providing the most comprehensive and user friendly solution in the market. Our success is measured by increasing volunteer and paid workforce engagement and retention while saving clients significant administration costs and time from previously very manual and outdated processes.

Our entire team at Rosterfy believe that 'a rising tide lifts all boats', and that is why we have brought together 10 of the world's leading experts to set the standard for mass workforce management in major events, sporting federations and host cities.

This document is the first of its kind and will hopefully help to open dialogue and continue to bring our industry forward for both managers and workforce alike.



ABOUT ROSTERFY

Rosterfy is the global leading mass workforce management platform, designed to connect communities to events and causes they are passionate about. Our end to end solution has unrivalled functionality across both paid and volunteer workforce management with specialised functionality for major events, sporting federations and host cities.

As you will read throughout the white paper, making smart strategic decisions while partnering with the right technology provider is the key to success. We pride ourselves on having the most comprehensive solution in the market that covers every item discussed below in one central platform.

At the core of our industry leading technology, is a passionate team of workforce and technology specialists that have worked on the world's largest events from the Super Bowl, Commonwealth Games and World Expo to name a few. We have a proven ability to provide consultancy services on the implementation of world class workforce management programs through Rosterfy, as well as contributing ideas and identifying risks or issues, utilising a collective 60 years experience in events and event workforce.

OUR CLIENTS



01 BUILDING YOUR INTERNAL WORKFORCE TEAM AND A WINNING CULTURE

NICOLE DUNN, TEAM SERVICE OPERATIONS MANAGER,
RUGBY WORLD CUP 2019

Nicole Dunn specialises in event operations and project management in a major event environment. She has a thorough understanding of planning, management and operations across multiple functional areas and venues. Nicole has been involved in the successful delivery of volunteer and workforce programmes in multiple major events around the world.



Lay the foundation

Before making any decisions on recruitment, look ahead at the 'big picture' – what do you want the event to look like on Day 1, and how will volunteers contribute to that? Then work backwards to plan how you are going to achieve that, what resources you need and when you will need them. Lay the foundation before making any recruitment decisions.

Also understand the wider environment the event will be delivered in – are there partner organisations for secondments, stakeholders that could be involved with staffing the programme, aligned intern programmes or universities?

Don't underestimate the resource needed

Often in major events, the resource needed to deliver a high-level volunteer programme is underestimated. Successful volunteer programmes have a variety of facets, including mass recruitment, communications, training, scheduling, uniforms and catering, venue operations and customer service. Volunteer programmes are resource intensive and ensuring you have enough workforce team members to successfully deliver each phase of the programme will greatly contribute to volunteers remaining engaged, energised and committed.

Make it enjoyable

Volunteer programmes focus a lot on creating an engaging and fun volunteer experience, but the same emphasis should be put on creating this environment for the workforce team as well. A team culture which is open and engaging for all members, keeps everyone involved and challenged on a daily basis is what is most enjoyable for those who thrive in an event environment.



Recruit the right balance, at the right time

Within the workforce team, recruiting the right balance of skills and experience is vital – those with expertise in systems and databases are as essential as those with excellent customer service skills. Recruiting these people at the right time in the project (based on your initial programme plan) will also ensure the most economic use of your budget. For example, your staff with systems and database experience should be recruited early, well before your volunteer launch, to ensure the online volunteer system is developed and tested. While your staff with customer service experience can be recruited closer to volunteer launch, as this is when you actively start communicating with the public.

Events within the event

Milestones such as recruitment roadshows, interview days and volunteer training are events in themselves. Often they require similar levels of operational and logistical planning for the workforce team as the major event itself. Workforce teams deliver multiple events for the volunteer programme well before Day 1 of the actual event. Ensure you plan your recruitment of staff around these milestones, not simply the event start date. Every event has a countdown clock for 'day 1'... It's worth reminding other functional areas that the workforce team has multiple events to deliver before this date, to ensure you get the support you need.



Utilise as many existing organisations as possible from the beginning including community groups, universities, sports clubs, corporates. Don't try and create networks from scratch when they already exist.

Make sure to get in front of these people 'in person' – a quick presentation from an energised person who can actively communicate your key messages can be much more effective than an email to the same group.



Effective and concise communication. Keep volunteers informed and updated regularly but make sure to keep your operational messages, event and special volunteer announcements separate.

Always include the 'volunteer journey' in each communication, so volunteers know what stage they are at in the process, what comes next, and when each stage will happen.



Recruit people with diverse sets of skills to deliver a successful volunteer programme. Your volunteers will be from all communities, ages, experiences and backgrounds – a workforce team that reflects the diversity of the community is effective, positive and relatable.

Distribute responsibility and accountability, ensure team members are challenged by their work and create an enjoyable environment that you want to come to each day.



02 DEALING WITH SHORT TIMELINES AND THE IMPORTANCE ON FOCUSING ON WHAT'S CRUCIAL

NANINE ARTUP, DIRECTOR, WORKFORCE - INVICTUS GAMES 2018

Nanine Artup is a strategic, purpose driven workforce leader, who thrives on creating clear and concise processes to assist organisations build a positive collaborative culture and efficient workplace. She has delivered workforce programs for major sports events around the world, scaling up or down and reinventing processes to suit the event and the culture. She is passionate about building empowered teams who enjoy collaborating to achieve their outcomes.



Events have a finite timeframe, and for the workforce team, the deadline and operation is before the event begins. This important detail is often overlooked when an organising committee is being established, leaving the Workforce team straining to catch up and execute their program before the event takes place.

Ideally, the Workforce Director would have 2-3 years to establish the team and implement the strategy, however, this isn't always feasible so thinking outside the box and reinventing the deliverables is required. Here's a guide to what to think about when you are up against the clock and running out of time.

Establish Workforce Guidelines

Workforce forecast the demand for paid staff, volunteers and contractors for the event period. Ensuring the organising committee understands the role of the workforce team in defining services levels and controlling budgets is important. Therefore, before starting to forecast demand, the workforce team need to establish guidelines and processes to create a clear and consistent planning method for people resources for the event. Immediately communicate these across the business, setting the workforce standards. This will save time and eliminate room for methods used at other events to develop and create inconsistency. These guidelines will help define services levels and control budgets. Establishing your own planning method is important to reaching your goal.



Workforce IT System

Establishing a workforce IT system to track and plan data to eliminate time spent on building excel sheets and juggling these across the team is essential. Ideally this system will be an end to end system from planning, volunteer recruitment to scheduling, rostering, uniform delivery and communication. An Accreditation system is often what you receive but not what you require, as it does not allow you to track and analysis in enough detail for the workforce planning process across multiple roles and venues.

Volunteer Program Criteria

Establish the criteria based on the specifics of the event, the local market you are in and how many volunteers you need. If you need a small number of volunteers and you feel you will be overwhelmed by volunteer applications, create a very strict minimum criteria that will ensure people self-select out of the process as they cannot meet the criteria. Reverse that process for large volume. If the market is not one who are use to volunteering, you will need to lower your criteria and focus on your sourcing plan. Don't feel you have to follow the same process from every other event. Think creatively but don't discriminate.

Volunteer Interviews




This is a time consuming and expensive process when establishing a recruitment and volunteer centre. Interviews are not always required, so rethink them, especially if you are time poor. Think about the purpose of the interviews, what will you achieve from them, have you captured enough information in the application to tentatively place volunteers? If your application form is detailed enough (ensure that it is) you should have the detail you need to place people in roles, hence, at interview you are essentially checking if people are genuine about their commitment, reason for signing up and that they are friendly people who will make the customer experience exceptional. Think about asking people to submit a video file, complete a survey or simply offer them with the caveat of they must attend training. If they don't attend, remove them from the role. It is nice to interview people but when you are time poor this is challenging.

Training

Developing, organising and delivering training is time consuming, however, it is critical to ensure the workforce is engaged, prepared and confident to represent your organisation, assist your stakeholders and welcome your customers. While critical, it doesn't all have to be created from scratch. There is a lot of existing content, so utilise partners, volunteer organisations, past event materials and deliver some content online using a learning and development platform that tracks completion. You will need at least one in person training session. Make it compulsory, it's the final screen before the event and the chance to engage and inspire the workforce. Combine it with uniform and accreditation collection if you can.



To conclude, not all events are made equal. Be brave and think about your specific event, your timeline and what you can successfully achieve in that time. Weigh up the risk of omitting some processes and be brave enough to divert from the normal. Be prepared to set your milestones and then readjust them as time goes on. Always have a plan B that you can implement if you are running out of time. Ultimately the workforce program is a piece of the events giant jigsaw puzzle and you must adapt with it. Have fun!

-  Engage sporting organisations, universities and colleges as early as possible so they can incorporate volunteering on the event as part of their course requirements.
-  Create informal opportunities for the volunteers to meet one another throughout the journey by holding engagement events, evenings, picnics etc. And for an added bonus point, bring the Mascot, a celebrity or a Royal!
-  Hire people with diverse work backgrounds as they will all bring different approaches to the problems and ensure that new methodologies are developed so the workforce process evolves. Empower your team and have fun along the way. Distribute responsibility and accountability, ensure team members are challenged by their work and create an enjoyable environment that you want to come to each day.



03 BUILDING YOUR WORKFORCE DEMAND

RICHARD ARTHUR, WORKFORCE DEMAND SPECIALIST - 2018 GOLD COAST COMMONWEALTH GAMES

Richard Arthur is an internationally experienced Demand and Workforce Planning Professional with a strong passion for staff and volunteer planning for major events. Having delivered Demand Planning Projects for the Olympic Games, Pan-American Games and Commonwealth Games as well as Workforce Planning advice to some of Australia's most recognisable Organisation. Richard is passionate about driving best practise Demand Management strategies globally.



Long before you recruit or schedule your first team member, you will want to run a workforce demand exercise in order to create a profile for your company, your event, or simply for financial forecasting.

The term “supply and demand” is familiar to most people. In relating that term to the workforce journey, the HR representative needs to first understand their “demand”, that is, how many shifts they need to fill, before planning and arranging their “supply”.

Workforce demand planning is a structured process to determine definitive workforce demand requirements that will support the delivery of operational plans. This process is completed through the analysis of many imposing factors, such as operating hours, role competencies, workforce training plan, budget, risk assessments, level of confidence of all known information, etc.

The following recommendations will help build a solid workforce plan which is adaptable to sudden and significant change.



Start with Demand Planning

Workforce Demand planning will be invaluable throughout all stages of preparing and deploying a team. If you have already started your workforce journey (i.e. recruitment has started, assigning individuals to shifts is in progress), then pause, build your workforce demand file and then continue with hopefully a more complete insight to the full picture. During the early stages of the planning process, accurate demand information is significantly valuable in assisting decision making. Demand data helps set accurate budgets, support procurement decisions, and inform a supply strategy. An experienced Workforce Demand Planner and comprehensive workforce technology can help guide this process and mature the planning process immeasurably. An effective Workforce Demand Model should be consistent, scalable and adaptable to different user groups.

Embed Demand Planning

Having workforce demand team embedded in operational planning (vs. hidden in an HR team) ensures that accurate data is captured throughout the planning exercises. This also ensures workforce demand data is kept consistent across all planning documentation. Knowledge of the data can help to keep headcounts and budgets under control. Demand data will continue to evolve as operations refine themselves, therefore demand needs should be reviewed at regular intervals.

Agreement on Roles and Responsibilities for all Stakeholders

Effective operational planning requires consensus on the Roles and Responsibilities of all departments, partners and stakeholders. Knowledge of the roles and responsibilities informs the sourcing strategy and training requirements. The sign-off of an integrated planning model will create clarity for all stakeholders and partners and therefore feed a demand model.

Scope IT System requirements

Once in place, workforce demand data will feed several IT systems, these can include scheduling programs, financial systems, uniform inventory, etc. While compiling workforce demand data, the end user systems should be scoped and interdependencies charted. Being aware of the requirements of the supporting systems, the demand model can be configured to ensure seamless and efficient transfer of information. The importance of data management is often overlooked and a sound, collaborative approach should be developed and followed.



Change Control

Operations change and a formal process to accept and process those changes is crucial to ensuring data management is up to date and accurate. Each change could have an impact to countless other areas, including budgets and contractual obligations. A strong record keeping plan will allow for historical review and the opportunity to revert to an original plan if changes are later rejected. Accuracy of data and the changes to data are just as important as the need to communicate any relevant changes to the Workforce Demand Data to affected departments.

Conclusion

As the broader world of HRIS systems continue to evolve, it remains a wise strategy to have a workforce demand plan in place to guide you and help utilise your time in the most efficient manner. A workforce Demand Plan goes hand-in-hand with the support provided by Rosterfy.



Collect candidate data upfront including all information required for accreditation and background checks. This reduces attrition and time taken chasing incomplete candidates.



Set clear expectations of the steps that are required in the recruitment/ on-boarding journey. The multi-stage process is unique so effective communication is key.



When assembling your team look to have the right mix of experience and enthusiasm



04 WHERE TO START? INITIAL REGISTRATION STEPS AND WHERE TO FIND YOUR WORKFORCE

MATT CULLEN, VOLUNTEER PROGRAM MANAGER -
ICC T20 WORLD CUP 2020

Matt Cullen is a major event professional in Workforce Management and Event Management Systems. Having worked at an Olympics, two Commonwealth Games, a European Games, a Rugby World Cup and most recently the T20 Cricket World Cup as the Volunteer Program Manager.



Successfully sourcing, attracting and recruiting event workforce will always have its challenges. It is important to be flexible with your planning and adaptable in your approach. There are many critical steps throughout the recruitment phase and it is important to keep in mind that as challenging as recruiting a large event workforce can be, you then have the task to retain and motivate the group for their entire journey from registration to the conclusion of your event.

Here are some important steps to help you build a good foundation for your recruitment campaign:

Sourcing

- Understand your event, where it is, the history, the culture and its purpose
- Identify the Target Audience
- Raise awareness and share information early
- Focus on the motivations:
 - Pride – Proud of their City, Region, State and Country
 - To Meet People – Forming friendships and building great teams
 - Employment Opportunities - To further careers
 - The Culture – Bringing cultures together
 - The Sport – Participants and Fans
- Create key messaging around the values, themes and event
- Have a clear Communications Strategy



Attraction

- Build relationships with key contacts
- Generate enthusiasm and engagement through effective communication channels, including dedicated web pages and the use of social media
- Create positive awareness, heightening interest, participation and excitement
- Use different approaches and not the same brush for all
- Effective and engaging communication
- Encourage a sense of team across all workforce groups

Registration

- An easy to use Volunteer Management System and Web Portal are principle tools. Make sure you can customise to suit your business needs and create a positive and engaging End User experience
- Collaborate internally and identify key stakeholders to gain a strong understanding of roles and responsibilities you are recruiting for, which will allow you to set expectations for applicants
- Make Registration Forms accessible to all and easy to fill out. Limit free text to simplify and be clear with your questions
- Only gather key information and try to capture as much information as you can during this phase. No one enjoys time consuming applications or getting continually asked for additional information



Have a clear Communications Strategy. Utilise a range of communication channels to expand reach, attract and engage Target Audiences.



The Workforce Experience – Ensure your workforce understands the journey and manage expectations. Use effective, informative and engaging communication.



The dynamic of your team is key. The right cultural fit is just as important as the skills and knowledge someone can bring to the role. Success in events built on teamwork and enjoying your work and its environment.



05 WORKFORCE SCHEDULING - OVERSEEING WORKFORCE SUPPLIERS AND KEEPING IT SIMPLE

TOM MOTTRAM, SENIOR MANAGER OPERATIONS & CUSTOMER
EXPERIENCE - AUSTRALIAN GRAND PRIX CORPORATION

The objective of Tom's role is to create the ultimate customer experience through operational excellence. Tom is responsible for the overall operational delivery of the Australian Formula 1® Grand Prix and Australian Motorcycle Grand Prix which includes the overall management of key stakeholders and operations such as Police & Emergency Services, Traffic & Transport, Risk & Safety, Security & Event Staff and Customer Experience.



The Formula 1® Australian Grand Prix has a number of functions which require the management of a large workforce. The Security & Event Staff workforce is the largest of these functions consisting of over 1,000 individuals across various different roles. Below is a best practice guide on overseeing workforce suppliers and keeping it simple:

Establish a strong and enjoyable working relationship with your workforce supplier management team

Having a strong working relationship with your workforce supplier management team from day one is invaluable. Having both the client and workforce supplier on the same page will create a united team to provide the desired outcome for the long-term sustainability of your event. The transition from tender proposals and contractual obligations to the delivery of these obligations needs to be a commitment that is upheld by the values and working relationships forged between the supplier and client. See your workforce supplier as a partner - not a contractor.



Pre-event planning and setting the standards

Set a schedule of pre-event planning meetings that allow adequate time and resources to collaborate and work through the fundamentals of workforce planning. If not already agreed upon and discussed in the tender process, both clients and workforce supplier need to be fully aware of KPIs on which they will be held accountable to expected to adhere to. These KPIs should be easy to understand, realistic but most importantly, convey what you truly would like to see your workforce provide. If your main goal is to provide a world-class customer experience, have KPIs that will make your workforce supplier striving to achieve this also.

Create your own set of standards which the workforce supplier must endorse. These standards should be the minimum expectations and requirements to be met in delivering the event. It is important to note the standards are separate to, and not a replacement for, the workforce suppliers standard operating procedures. The workforce supplier's standard operating procedures incorporate the functional procedures, processes and techniques to ultimately meet your standards.

Show the face

Don't leave it up to your workforce supplier to do all of the workforce briefings and communication. The workforce will have a lot more buy-in and will be motivated to make your event successful if they are hearing directly from those they are accountable to. If you've engaged a large-scale workforce that are committed to the cause, they will no doubt be nervous and apprehensive about what lies ahead. Hearing briefings, appreciation, praise and encouragement from the event organisers will give your workforce a sense of importance and significance translating into a successful event delivery.

Use of technology is key

Although it's not always as simple as it sounds when it comes to staying up-to-date with technology in relation to workforce management, it will ultimately make your job in managing a large workforce more efficient. It is easy to get overwhelmed having to oversee a large-scale workforce, often across a large footprint, therefore it is imperative that you are able to accurately track, record and scale your workforce through a tech-savvy platform. You will need to be informed by a single-source-of-truth and this can only occur with technology that allows you to manage from a helicopter view and at the same time allows your workforce supplier to manage their workforce in an effective, efficient, scalable and accurate manner. Furthermore, changes to job roles and shifts will undoubtedly occur throughout the course of your event, having a platform that can easily adapt to these types of changes and also accurately record these changes for post-event reconciliation will make both yours and your workforce suppliers lives a lot easier.





Look to source a company that has the ability to provide the required workforce numbers without needing to sub-contract in third parties to make up the numbers. This way trickle down of information is more easily disseminated through a single source of truth. Secondly, engage a company who themselves have a strong culture and treat their staff well. This will allow you to leverage from a workforce who are motivated and willing to be involved with your event.



Take your workforce on your organisation's journey and have them buy into your company ethos, values and vision. Engaging a workforce who truly believe in your company values and vision will translate to a sense of belonging and purpose and in-turn, they will become your event ambassadors.



Build a workforce management team that has the right mix of supportive leaders, nurturing leaders and experienced leaders that will inspire your diverse workforce.



06 UNIFORM, ACCREDITATION AND TRAINING: HOW AND WHEN TO INCORPORATE INTO YOUR WORKFORCE JOURNEY

LAUREN PIERCE, DIRECTOR OF HR AND WORKFORCE - SPECIAL OLYMPICS WORLD GAMES ABU DHABI 2019

Lauren is currently the Director of Human Resources and Workforce for the 2019 Abu Dhabi Special Olympic World Games – 2019’s biggest humanitarian event in the world. She has 16+ years leading human resources, workforce operations and client support teams in major events and matrix organizations across the economic regions of North America, Europe, Middle East, Asia and Australia.



Training Roadmap

It is critical that the training roadmap and timeline (online, role- and venue- specific) be signed off early in the planning process. Align your training roadmap with your workforce management system to ensure the training requirements are captured (e.g.: training invites and reporting). Defining your roadmap early also supports functional leadership in understanding their role in the process, as well as identifying constituents that require more specialised training.

Technology

Leverage technology to modernise training (and make it fun!). For example, provide online training via the games app, use social media to drive awareness for VST, etc.

Feedback – Test your training content on small audience and get feedback. The training team is close to the details, which makes it critical to get feedback from the workforce before you go live.

Language

Understand your audience. Complete due diligence on the language requirements during the training planning phase.

Timing*: Online training for general workforces is a great way to engage your workforce 3-4 months before the event. Offering training more than six months out creates the risk of workforce not retaining the relevant knowledge. Training for workforce “managers” or “team leaders” can begin 6-9 months prior to the event.



UNIFORM BEST PRACTICE

Design: Begin the uniform design process, stakeholder sign-off and vendor selection early. Streamline the number of units and designs to make distribution as simple as possible.

Distribution: Research the best location(s) for uniform distribution. This can vary across the size and scope of an event; it is important to place distribution centers that make it easy for workforces to collect – which reduces the risk for on-venue collection.

Systems: Integrate uniform distribution and reporting into your workforce management system. Avoid duplicate systems.

Timing: Distribution can begin up to four months prior to the event. Incorporate uniform collection into the journey so that workforce is incentivised to pick up their uniform. Design sign off and vendor selection should be completed at least nine months before distribution.

Centralized System: One centralized system to register all workforce types.

Entitlements: Align on entitlements for various workforce types early in planning. Centralize this process to ensure governance and consistent services levels and to accommodate venue planning (e.g workforce break areas).

Reporting: Ensure that that and credentialing system has robust training and reporting functionality. This also serves as an important tool for issue resolution.



Connect. Invest in understanding the most effective ways to communicate with your workforce; then market the workforce journey beginning with registration. Emailing can be an antiquated form of communication. Get creative and utilise other communication platforms: social media, messaging, small groups and calls to connect with your workforce. Volunteers are more likely to attend pre-games engagement events, participate in training, collect their uniform, etc. if they know what to expect and how it all aligns with supporting the event. Also, ensure the marketing team is accountable for a workforce KPI(s) and has the bandwidth to support targeted workforce marketing.



Start early. Begin engaging your workforce after registration and continue engagement efforts throughout the journey.



Invest in onboarding. Onboarding is easy to ignore when recruiting on a tight timeline, but it sets the tone and serves as the foundation for the team to build on. A great workforce team should have both regional and events experience, which means that the team may need specialized training to get them up to speed (e.g cultural awareness training for international hires). Proving that leadership is invested in both individual and team development from the start builds trust and pays dividends in the long-term.



07 KEEPING AN ENGAGED WORKFORCE

ELLE KEHOE, VICE-PRESIDENT, VOLUNTEER PROGRAM - MIAMI SUPER BOWL HOST COMMITTEE 2020

Elle Kehoe is the Vice President of Volunteers for the Miami Super Bowl Host Committee. In this role, she is responsible for the overall management, recruitment, and training of 10,000 volunteers for Super Bowl LIV. Elle also has management experience in the NFL, Olympics, and FIS and was the Director of Volunteers for the Minnesota Super Bowl Host Committee with over 10,000 volunteers from 2016-2018.



The most important component of any event is the workforce. No matter how many years you plan for an event or how large your budget is, if you don't have a dedicated and engaged workforce, your event will not be successful. Your workforce is an extension of your staff and the face of your event. You must put in the time to recruit the right workforce and engage with them every step of the way. The following are best practices for finding and managing a successful workforce throughout the event phases.

Step 1. Workforce Recruitment

Who do you want the face of your event to be? Determine the qualifications for the perfect workforce, then determine where to find those people. For a Super Bowl workforce, volunteers need to be customer service orientated, friendly, and outgoing. I look at hospitality/sports management universities, professionals at major corporations, and other non-profits and sports events. When starting to plan for your recruitment, you must find a team to help you determine the qualifications and assist with recruiting. You must put in the time and effort to find the best people for your workforce. For the Super Bowl, there is a volunteer committee that is hand selected to assist the year leading up to the event. Once you select the right leaders for your workforce they will help find the right workforce.



Step 2: Workforce Engagement Pre Event

From every communication to interaction with them, you must be professional, engaging, and make the workforce feel that they are a part of something. Something that matters and makes a difference. You must also reward your workforce every step of the way and make them want to come back to the next phase of the program. For Super Bowl, every time we interact with our volunteers in person, we give them a reward as a token of appreciation. For example, when a volunteer comes in for their interview, we give them a small promotional item, like a USB or deck of cards. Rewarding the workforce is a crucial step in engagement.

Step 3: Workforce Engagement During Event (Event time check in process)

It's event time! Workforce has signed up for their shifts, the training is done, and now it is time to execute. When the workforce shows up for their shifts, everything must be prepared and ready to go from the moment they step on-site. For Super Bowl, we check every volunteer into their shift using the Volunteer Management System, called Rosterfy. When they arrive, we pull their record up in the system and are able to see what shift they are there for, if they need a meal voucher, their picture, and several other details. This allows the workforce to feel that we know exactly where they are supposed to go and we have prepared for them to be there.

Step 4: Workforce Management across entire site

Most large events have activations in more than one location. For Super Bowl, the workforce is located all over the host city, including multiple airports, hotels, fan experience, transportation hubs, the stadium, private events, and beyond. In order for the workforce to have the best experience, it is key to have consistency. The check in process must be the same, the recognition items must be the same time, and the lead staff must be the same. There needs to be a dedicated staff lead at each site who is there every day. The workforce may be different every day but if you have the same lead there throughout the event, that is the constant.



Start early and find more than you need! Look for workforce from existing events in the area.



Make the workforce feel that they are a part of something. Reward them every step of the way.



You need a balanced team where everyone brings something different to the table. Look at the key tasks you will need to complete and hire people who have experience doing those exact tasks.



08 WORKFORCE INCENTIVE PROGRAMS

MATT LYNCH, MANAGING DIRECTOR AND FOUNDER - MOONSHOT (CRICKET WORLD CUP 2019)

Matt served in Major League Baseball for the Atlanta Braves from 2007-2013 as Director of Guest Services, opened The College Football Hall of Fame in 2014 as Vice President, Fan Experience and relocated to the United Kingdom as Head of Guest Services at iconic Wembley Stadium from 2014-2016. Matt was on the opening team of Disney's fourth theme park, Animal Kingdom in 1998 and opened Disney's London Production of The Lion King in 1999. Matt now leads the team at MoonShot with key clients including the NFL, MLB and Cricket World Cup 2019.



People, including all volunteer event workforce teams around the world, want to have a purpose driven work experience. In particular, this is evident when it comes to large events that recruit volunteers to share, live and deliver their brand and event experience. This process starts with connecting people with you and your brand. They have to care about you. They have to care enough to represent you in a way that is significant and memorable to your guest or fan. You do this by caring and appreciating them first. Once they feel a connection to you, they can then connect you to your fan and guest.

Start with Care and Appreciation (and purpose)

People want to have connections. This is very evident through Maslow's Hierarchy of Needs. People want to belong. This belonging starts with making people feel connected to something. This is your purpose. At a most recent engagement at Cricket World Cup 2019, the purpose of all staff was "to deliver the world's greatest cricket celebration." This is purpose and drives actions and behaviours that lead to memorable experiences. The purpose wasn't "to hire out 11 venues and hold 45 cricket matches across three months." Purpose needs to be inspiring.

Embed Recognition

Recognition and appreciation must become a part of your culture and then be driven down to the volunteer workforce. They should feel so appreciated and cared for that they tell others about their experience and encourage them to be a part of the experience.



Agreement on behaviours and actions that drive consistency

Ensuring that staff understand and live your experience standards is vital to driving their purpose operationally. These start with defining these and aligning them to your values. For Cricket World Cup 2019, these were to “inspire, connect and entertain.” Other high performing organizations like The Walt Disney Company have quality standards like “safety, courtesy, show and efficiency.” These should be driven through engagement (training) and on the day briefings. Specific examples of each value or experience standard should always come with specific actions and behaviours that support that value or standard. Be specific about how you do things down to picking up trash and appropriate staff body language.

Training (we call it staff engagement)

During your formal engagement sessions, make sure you integrate reward and recognition and ensure that you are using different methods of engagement for differing age groups, cultures and backgrounds. Utilizing live quizzes can support learning and get volunteers engaged. Finding ways to learn stories and individualize the training experience is critical. Connecting them to you starts with understanding who they are and why they have decided to support this effort.

Conclusion

People are the emotional connection you have with your fans and guests. Make sure they know their purpose (before their function) and make sure they feel appreciated and cared for. It's also important to set your experience standards and give specific behaviours and actions that are tied to those standards. Always use recognition to appreciate your staff as well as show specific examples to other staff of what behaviours and actions are important to your experience. Recognition is key to making people feel appreciated for their commitment to you and the fan experience.



Try to connect with every individual in some way. Either through appreciation or learning their story.



Highlight individual stories to show appreciation for their time and contributions.



Make sure they can connect with people, have empathy and a strong understanding of the power of their individual story as well as the story of the volunteer.



09 BUILDING A FAN ENGAGEMENT PROGRAM

TARYN EVANS, WORKFORCE PLANNING MANAGER, MELBOURNE OLYMPIC PARK TRUST (AUSTRALIAN OPEN)

Taryn has been involved in workforce management for Melbourne Olympic Park and the Australian Open since 2012. With a love of sports and entertainment, Taryn thrived in Human Resource roles with the Victoria Racing Club, Foxtel and now at Melbourne & Olympic Parks Trust. Overseeing the management of the entire workforce year-round and for events like the Australian Open is a dream come true.



It starts with workforce engagement

Fact! A highly engaged workforce all pulling in the same direction will deliver you great results. This has been a key focus for our Australian Open workforce. We have the luxury of engaging our large workforce year round so the continuity of communication works in our favour. Workforce engagement is however, equally important for our labour partners. Having a clear organisational vision and values coupled with our guest experience standards gives us a foundation to which our communication is aligned. We deliver these messages consistently through each opportunity; recruitment; induction and training; frequent bulletins, newsletters and briefings; performance and reward discussions.

Map your touch points

Identifying each opportunity your workforce engages with a fan is an invaluable piece of work. Creating a positive entry experience for fans was a big focus for us during AO2019 and, is the point of the fan experience where almost all workforce groups are represented. Traditionally, these resources – customer service, security, first aid, public transport, ticketing, information & spruiking, and event operations had worked reasonably independently. Working with representatives from each group, we created opportunities at the beginning of each event day for these groups to collaborate, share information, identify the day's priorities and learnings and work together as a cohesive team – with the fan experience front of mind.



Know your fans

Mapping your touchpoints will inevitably lead to learning a lot about the demographics of your fans. Like many major events, the Australian Open attracts an audience from all over the globe. A conscious recruitment strategy for us over recent years has been to match the selection of our team with the fan base. For example, we added the ability to speak a language other than English to our selection criteria and identified these team members out in the field with a lapel badge asking fan's "How can I help you?". In AO2019, our workforce represented 42 different languages!

Creating a welcoming environment for your workforce

Coming back to Workforce Engagement, it is equally important to show your workforce care and consideration during the event as it is to focus on the fans having fun! As such, we put the wellbeing of our workforce high on our priority list over the Australian Open.

The event is a marathon and our team are often working in challenging conditions, on their feet for long periods of time. We invest in comfortable break areas where they can recharge, grab an icy pole or cold neck tie, a sugar hit or even a calming herbal tea.



Take your advertising strategies and leverage your existing team. As we know, word of mouth and personal endorsements are powerful sources. Provided you have a tight selection criteria, this will help you build a cohesive, committed and likeminded workforce who will get behind the delivery of your event.



Show that you have walked in their shoes. Getting into the trenches with your workforce and demonstrating you understand what they face in their role not only builds respect but when it comes to problem solving, you've got their backs.



When building your team, identify the specific skills you need to be successful. No one person will be all things to all people so appreciate the diversity of strengths and, through the delegation of responsibilities, balance these with developing other areas and/or ambition.



10 POST EVENT APPRECIATION AND CREATING AN EVENT WORKFORCE LEGACY

ANDREW NEWMAN, DIRECTOR OF VOLUNTEER PROGRAMS - HOUSTON SUPER BOWL HOST COMMITTEE 2017

Andrew Newman is a recognised industry leader in mobilising and managing some of the world's largest and most successful volunteer efforts from London 2012, Tough Mudder, to Super Bowl LI, establishing new models and best practices for future organising committees. With a strong background in strategic and operational delivery Andrew is passionate about the power of volunteering, sport, and events as vehicles to unite people driven towards a common vision and drive impact.



It's no secret that a well-managed and well-executed volunteer effort can make the difference between a good and a great event experience and become the 'faces' of the event in doing so. I've been fortunate to lead volunteer efforts where I have witnessed this first hand from the largest sporting event in the world - the London 2012 Olympic Games and Paralympic Games - to multiple Super Bowls, and world-wide event series, Tough Mudder.

While many global events have a fundamental focus on the competition itself, the legacy from such events is increasingly recognised as a point of differentiation, and a further core objective to rationalise the often high costs for operating these events.

I'm a great believer in the power of volunteers, but believe that many event organisers are not fully maximising the volunteer legacy opportunity available. The largest sporting events are typically planned and delivered by private organisation's who's underlying fundamental purpose and governance structure is to prioritise the delivery of the event. This will not change, nor should it. Nevertheless, I believe that a relatively minor strategic shift in thinking could drive a greater volunteer legacy, and at the same time positively support the organisation's goals and justification for the event investment.

Leadership should define and incorporate formal objectives on funding and delivery of a volunteer legacy and align necessary staff resources as part of host city and community commitments. To help maximise impact the planning process should not be solely internalised but conducted in collaboration with identified government, community, and volunteer partners, who would play a defined role both pre and post event.



Incorporate community service programs as part of the volunteer event recruitment process. Volunteering is inherently an exchange relationship. First time volunteers at major events predominantly give their time to be a part of a unique 'once in a lifetime' experience, yet this factor is of course absent from traditional non-event volunteering. To help mitigate, community volunteering opportunities should be built into the recruitment journey capitalising on high levels of commitment and motivation. In 2017, Los Angeles launched its volunteer services program providing community service opportunities for those who want to volunteer at the LA Games. If managed correctly it will benefit the event organiser by helping to reduce volunteer attrition figures.

Assimilate social inclusion programs as part of event workforce commitment. The London Organising Committee of the Olympic and Paralympic Games worked with the Mayor's office in London, Further Education and National Awarding Bodies to utilise the 2012 Olympic Games to inspire adults back into training and employment. All graduates from the "Personal Best" program were guaranteed an interview opportunity to be part of the volunteer team.

Early identification of an organisation(s) that will be the future host of the event volunteer database and manage future sustained volunteer opportunities. Any volunteer application for a major event should include applicable permissions which allow the event organiser to share volunteer contact information with a designated appropriate third party. Following the Houston Super Bowl, the Host Committee worked closely with the city's Sports Authority to provide a seamless pathway for volunteers to continue to give their time and be part of future events hosted in Houston.

Establish a social communication channel which sustains the volunteer 'community' post event. A typical volunteer recruitment journey for a global sporting event is 1-2 years in length. During this time, and across the multiple touch points from interview, to trainings, to event shifts themselves, volunteers will create multiple friendships and will naturally want to remain in contact and continue to share stories, updates and importantly in this case further opportunities to volunteer together.

Volunteer management is only one part of major sport event management, and while focus will understandably remain on event delivery, the impact of the event on future volunteering in the host city should be a consideration in strategic planning, and thus define how staff resources and programs are structured. In the end, alongside these recommendations a volunteer legacy will be directly influenced by how positive the event experience was (the better the experience, the better the legacy opportunity) including social / skill enrichment, community contribution and a positive life experience.





Define a clear vision for your event experience and volunteer recruitment journey. This will in many instances find a balance between inspiring and exciting your future workforce along with the practical requirements and commitments you'll ask of your volunteers.



Focus on touch points with your workforce. A consistent cadence of communications, which informs, and begins to build a sense of team, alongside creating surprise and delight moments when you interact face-2-face (interviews, trainings, orientation etc).



Recruit staff who are passionate about people, service orientated, and effective at building and managing relationships. In conjunction utilize a specialized workforce management platform, and its functionality enabling your teams time to be spent on moving the program forward and genuine value add activities.



THANK YOU

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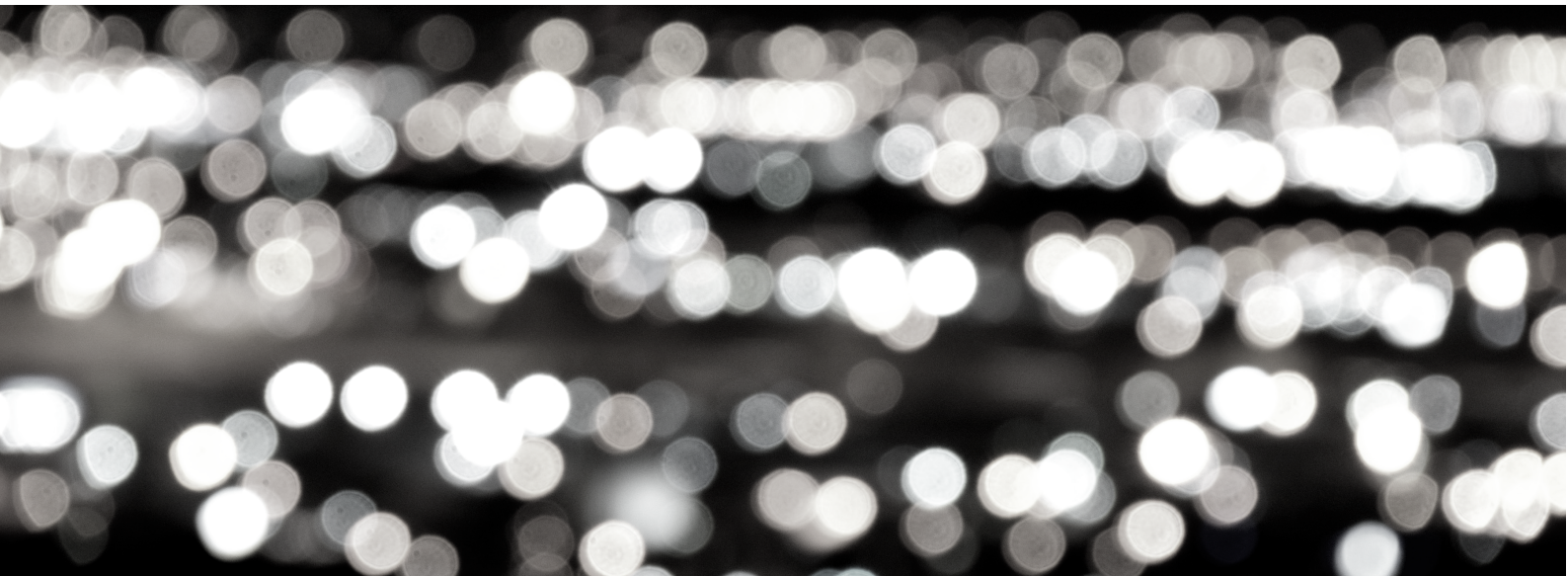
We hope you have enjoyed getting a behind the scenes understanding of how to execute workforce management programs at the highest level. We are truly thankful to our 10 experts for their time and effort in creating a world class document that should be a reference point for any major event, sporting federation or host city moving forward.

For more information about Rosterfy and how to work, partner or integrate with us please feel free to contact me directly at shannan@rosterfy.com and if required I can put you in touch with a local representative from our offices in San Francisco, London, Dubai or Melbourne.

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