

International Festival and Events Association Certified Festival and Events Executive Program

Curriculum Area: Human Resources

Area Purpose

While the festival and special events industry is relatively “new” as a “field” or discipline, it is and remains a legitimate system of business enterprises that have the same economic, legal, and human resources issues as any other. It also carries with it other requirements that are relatively unique due to the public, “seasonality” and “special event” attributes implicit in the specialty.

This area of instruction is designed to look at and provide an overview of basic human resources and personnel issues that any and all business enterprises must consider, as well as characteristics unique to festival and special events industry.

Area Objectives

1. Provide a working knowledge of the role human resources philosophy and personnel policy play in the festival and event industry.
2. Provide a basic outline for structure and organization of the human resources function in a festival or special event planning and production organization.
3. Provide a working knowledge to federal (and typical state and local laws and regulations) regarding wage and hour and other personnel related law and policy.
4. Provide a working knowledge to the basic requirements, topics and areas of concern for personnel policies and employee handbooks.
5. Provide an introduction to and resources for employee training, evaluation and discipline.

Key Instruction Elements (must be covered)

A. Role Human Resources Plays in the Achievement of Organizational Mission and Objectives

Learning Outcomes:

- Exploration and realization of the importance and role of “mission” in any business enterprise.
- Understand what “mission” is and its correlation to “vision” and organizational “core values.”

MISSION is a statement of an organization’s PURPOSE.

VISION is a statement of an organization’s ultimate DESTINATION.

- Understand the allocation of responsibilities as between the Board of Directors and management in the human resources functions.

- Explore the need to establish and live by as set of “core values” (internally for the organization and externally as a communication of the public as to its reasonable expectations of your organization)
- Explore and under the importance of organizational strategic planning and its impact on the organization’s human resource function overall performance.

B. Basics for Organization of the Human Resources Function in Various Phases of an Organization’s Development (considering stages of business’ development and size of the organization)

Learning Outcomes

- Consideration and understanding of the placement of human resources as an organizational and staff function with various sizes and stages of development of an organization.
- Consideration and placement of the various “risks” associated with people and personnel management (e.g. performing the human resources management and administrative functions with limited resources and expertise).

C. Successful Hiring

Learning Outcomes

- Development of an understanding of the use of mission and values in the hiring process
- Provide an understanding of federal hiring and nondiscrimination policies in the hiring process (tools and methods for compliance with the law)
- Provide a background and understanding of the importance of “diversity” in an organization and some useful tools to promote and ensure access to a “diverse” pool of candidates. Provide an understanding of common impediments (and solutions for them) to achieving diversity goals and expectations.

D. Basics of Corporate Human Resources Policies and Employee Handbooks

Learning Outcomes

- Provide and understanding of the use of the Employee Handbook as a support tool in accomplishing mission and vision, and a statement and commitment to organizational core values.
- Development of an understanding of the “minimum” policies and standards necessary for an organization and methods/tools for their documentation.
- Provide an understanding of the policies that are effectively “required by the law.”
- Understand the risks of policymaking (statement of policy vs. contract)
- Understand some of the varying policies that might be considered in a policy manual or handbook.

E. Basics for a Program of Evaluation and Performance Improvement.

Learning Outcomes

- Understand the role of feedback and evaluation in the success of individual employees and the organization.
- Consider and understand various types (and examples) of methods to provide effective feedback (verbal and written).
- Consider and understand tools for measuring and communicating performance evaluations.
- Consider and understand opportunities to use “performance improvement” models and techniques to impact employee performance.

F. Discipline and Human Resource Risk Management

Learning Outcomes

- Understand concepts of how and when to use discipline in an effective manner.
- Understand the concept of progressive discipline and how to use (and limit its use) as a tool and potential “right” of an employee. (Hard/absolute standards and policies vs. performance driven or soft standards).
- Understand the legal risks inherent in use of discipline and the need to establish sound methods and procedures to minimize those risks.

G. Compensation, Benefits and Reward

Learning Outcomes

- Explore and provide understanding of the “Non-profit Myth.”
- Understand role compensation and reward play in your organization’s mission and achievement of mission.
- Understand the role of compensation and an organization’s responsibilities to fairly and equitably compensate employees.
- Provide understanding and resources to ensure compliance with federal minimum wage and other (state and local) wage and hour laws and regulation. [Wage and hour requirements (overtime, etc)]
- Provide a working understanding of the various “benefits” available to companies and their extension to and inclusion in the “compensation” of employees time off (vacation, sick leave, personal time, etc.), group medical insurance (and other medical benefit alternatives like medical reimbursement plans and cafeteria plans), retirement benefits (401ks, 403bs, etc.), credit union (and other) memberships, etc.)
- Provides resources and understanding of alternative means of rewards and compensation. Explore use of:
 - i. Bonuses
 - ii. Base Salary plus bonus concepts
 - iii. Pay for Performance initiatives and programs
 - iv. Festival and Event Partnerships (experiences as compensation/reward)

- v. Use of “Time” (free time, time off, flexible scheduling) as compensation tools and alternatives
- vi. Flexibility and Creativity (within the law)

H. Training and Personnel Development

Learning Outcomes

- Understand the role training and personnel development play in building successful organizations and well-performing teams.
- Understand the roles, resources, opportunities and benefits of internal training, formal professional training, and employee “personal development” opportunities and training in employee performance and wellbeing.
- Provide a working knowledge of the resources provided by IFEA and similar organizations, as well as creative use of other professionals and organizations.

I. Compliance and Federal Governance.

Learning Outcomes

- Understand the federal system of laws and regulation in the workplace, including wage and hour and other issues, equal employment opportunity, and other key laws and regulations.
- Understand the role that states and local law in human resources (understanding local governments and the laws and regulations that often expand federal protections).
- Provide an awareness and general understanding of the risks of failure to comply with laws and the potential organizational and individual impact of compliance failures and violations of law.

CERTIFIED FESTIVAL AND EVENT EXECUTIVE

J. Board of Directors Governance and Function

Learning Outcomes

- Understand the role of Board of Directors and its Human Resources function and its duties to:
 - Recruitment and sustain its members
 - Organize the Governance Functions
 - Provide and ensure organizational planning
 - Provide Leadership and direction (Mission, Vision and Core Values direction)
 - Hiring and evaluation of the CEO (and potentially others)
 - Impact of Sarbanes, Oxley and other post *Enron* legislation
- Consider and understand various models for Board governance and how to be an effective “resource” to the Board’s governance journey.

K. Human Resource Function and Volunteers

Learning Outcomes

- Understand the role Human Resources policies in the use and administration of volunteers and volunteer programs.
- Consider and understand opportunities to extend mission, vision, and core values to volunteer workforce.
- Consider and understand legal and corporate human resource policies and their applicability to volunteers (operational standards, ethical standards, workplace/event safety, compliance with law, nondiscrimination policies, effective customer service, etc.)
- Provide an understanding and overview of risk management and insurance coverage opportunities for volunteers.

L. IFEA Code of Ethics (Industry Ethical Standards)

Learning Outcomes

- Understand the member and member organization's role in the development and elevation of the quality and value of the festival and special events industry at large.
- Provide an awareness and understanding of IFEA's Code of Ethics and its role and use as a resource in the establishment of Core Values and human resources policy.

M. Other Resources for Human Resource Professionals.

Learning Outcomes

- Provide a working resource of practical tools and resources for professionals with human resource responsibility.
- Provide understanding and direction for researching and securing governmental agency and web resources to assist with the administration of human resources and compliance with federal, state and local law.
- Provide an understanding of other "creative" resources in effective human resource management, including use of law firm, accountant, board professionals, sponsor and government human resources professionals in support of your organizations efforts and development.