

Recruitment And Selection For Temp Staffing At Reality Events And Motion Pictures

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ABSTRACT

The nature of employment is evolving at a very fast pace. The change is provided impetus by the social and economic globalization process. New flexible employment strategies are changing the experiences of work for many. This report uses a qualitative approach to understand the phenomenon of temporary staffing using semi structured interviews to gain an insight into not only the lived experience of temporary agency workers, but the Client Company and temporary agencies with which they interact through.

KEYWORDS

Recruitment, Event Management, Selection, Temporary Staffing

INTRODUCTION

Temporary staffing, one of the leading HR trends today, is expected to increase its penetration significantly, given the current uncertain economic conditions. Companies and captive units are likely to increasingly depend on staffing agencies to lease them with the required manpower in time. Temporary recruitment takes place when a temporary work agency finds and retains staff, while other companies in need of short-term workers enter a contract with the agency to send temporary staff on assignment.

The event industry is one of the world's largest employers and contributes major positive economic impact (Theocharis, 2008). The event is all about people-people coming together to create, operate, and participate in an experience (Silvers, 2004). It is an activity that gathers the target group in time and room, a meeting where a message is communicated and happening is created (Eckerstein, 2002). The term event is used for describing different activities designed for different purposes. These activities can be art, sports, tourism and social activities, and can also be activities organized by giant organizers more professional and more formal (Argan, 2007). According to Getz and Goldblatt, events are 'a unique moment in time' and 'aside from everyday occurrences' (Berridge, 2007). Public or private, commercial or charitable, celebratory or commemorative-events bring people together to share an experience and produce a measurable outcome (Silvers, 2004). Civic events, conventions, expositions, fairs and festivals, hallmark events, hospitality, incentive travel, meetings and conferences, retail events, reunions, social life-cycle events, sport events, and tourism are the examples of subfields of events (Goldblatt, 2005). Every event has an organization behind it; managing activities, organizing funding, administering staff and voluntary personnel, undertaking marketing and public relations,

organizing security, printing leaflets and tickets, hiring performers, arranging decorations, sorting out parking and many other activities (Tassiopoulos, 2005). The way in which an organization deals with events is known as event management. It may include the organization's objectives for managing events, assigned roles and responsibilities, ownership of tools and processes, critical success factors, standards, and event-handling procedures. The linkages between the various departments within the organization required handling events and the flow of this information between them is the focus of event management. (Bheet. al., 2004). Event management and event marketing have emerged over the past decade as a vibrant sector of the tourism and leisure industries. The number, diversity and popularity of events have also grown throughout this period. As the number of events increase, there is a growing realization about the continuing need to develop event management professionals who are able to create, organize, and manage events (Arcodia and Reid, 2005).

STAFFING PROCESS IN EVENT MANAGEMENT COMPANIES

Staffing in an event management company is as diverse as the event itself. Adequate staffing depends on the number of guests anticipated to attend the event, and are employed to handle the multiple tasks that under-gird a successful event. Staffing encompasses individuals such as servers, coat checkers, drivers, special needs assistants, valet parking attendants, customer information agents, and ticket-takers. Staffing may also attend to the details of directing the influx of guests, the positioning of booths and vendors, attending nurseries, assisting guest speakers, delivering supplies during the event, and containing litter. Additional staff may be needed to set up tables, arrange chairs for seating, and on occasion, assist the decorating committee.

Many services are contracted for the event, such as caterers, chair and table rentals, florists, ticketing agents, and the event venue or location itself commonly provides personnel to handle their respective services. These may be included within the scope of contracted services, or be offered at an additional cost. Savings can be realized with the designation of volunteers from company ranks, membership rosters, or interested individuals willing to perform these functions, provided direction is available to coordinate individuals to carry out assigned tasks. Often, it is to the benefit of event organizers to contract professionals offering such services, who likely provide adequate insurance and training to guarantee these functions are performed to event sponsors' expectations.

RESEARCH METHODOLOGY

Title of the Project:

Study of Recruitment and Selection for Temp Staffing: A Case Study at Reality Events and Motion Pictures

Objectives

Understanding the process of recruitment and selection process in event management companies.

Knowing the process of recruitment in REALITY EVENTS AND MOTION PICTURES

Knowing the sources used for temp staffing at various levels and various jobs in an event management company.

Scope of Study

The research found application in the company as the core business of the company is event management which requires temporary staffing on a regular basis.

The study does not look into financial aspects of recruitment cost analysis

The study was done only to know the various sources of recruitment for an event management company.

Research Design

The research design adopted by researcher is descriptive (encompasses case study, naturalistic observation and survey). In this study the research method adopted was case study as this approach is useful to investigate contemporary phenomenon within real life context, especially when the phenomenon and the context are not clearly evident (Silvestre and Dalcol, 2010; Yin, 2003) research by case study is more suited to how and why questions which can be explanatory in nature.

Sampling Design

To select a sample for this study, researcher chose to use judgmental sampling which is a probability sampling method which allows selecting the case that seems most suitable to answer the research question. Data for this study was collected from both primary and secondary data sources. The main technique employed was personal semi-structured interview and observation.

Data Collection

Primary data: three group interviews were conducted with the directors of the company and other valuable information was collected through unstructured conversations with other employees of the firm and through direct observation of the hiring process.

Secondary data was collected from the books, journals, and websites and literature of the company.

Difficulties faced and limitations of the Study

- The client organization refused to permit the researcher to talk to their temp staff or agreed to the same, only in their presence. They appeared apprehensive about the kind of information their staff would reveal.
- The client organizations representatives wanted to go through the questionnaire, before letting their temp staffs interact with the researcher.

- The present study is constrained to the extent that it examines just the recruitment process of the temp staff.
- Lack of generalisability to wider populations

HUMAN RESOURCE MANAGEMENT IN EVENT MANAGEMENT

In order to implement any kind of successful event, human resource planning and management acts as a high priority. Events have a timeline extending from planning to the actual event and the time after the event. As an event date approaches, the need for human resources needed increases and reaches its peak during the implementation. This varied process in event production sets a number of potential challenges (Allen et al. 2008, 233). Challenges can be in acquiring paid staff given the short-term nature of employment. The short-term and hasty production might also cause challenges in staff training and maintaining staff well-being. The closer the event date comes, the more of the work load is usually done by volunteers. The human nature factor cannot be left unnoticed by the management in any types of events.

When planning human resources for events, the key point is to study the event's vision and mission, objectives and strategy (Mehndiratta, 2008). Human resource planning for events should take into consideration issues such as; the processes and means of work. Especially in case of growing events HRM has a high value. The need for an increased number of staff, both paid and volunteers, needs to be assessed thoroughly. One of the key issues to avoid for event organization is to avoid high turn-over of staff.

An event human resource strategy contains a number of tasks that an organization needs to implement in order to reach a desirable end result. Allen et al. (2008) introduces several actions to consider for an event's human resource strategy and objectives. Staffing is the main strategic approach for an event when approaching HRM. Important factors that managers have to take into account are; the number of staff needed (paid and volunteers), the skill requirements for the staff, experience that staff members need to have and availability of time necessary. In addition, when recruiting volunteer staff, the positions and numbers of supervising staff have to be conceived.

In order to achieve an operational number of volunteer and paid staff, recorded information from past events should be exploited. Information such as; location, possible changes of event site or the number of venues should be considered. If the organizer does not possess relevant information from the event's own viewpoint, information about similar events should be studied.

When staffing is considered, more detailed job analyses should be executed. In order to reach reliable results, the manager should define tasks and responsibilities based on the staff's abilities and special skills.

Recruitment of employees is vital for an organization so that it chooses the right people for the right job. Meticulousness in the previous phases enables best outcomes from recruitment. The extent of recruiting volunteer and paid employees may vary in different cases. In cases of the

recruitment of volunteers there are fewer specifications in employee requirements of employee when compared to the recruitment of paid staff.

DATA ANALYSIS

Reality Events and motion pictures was started with the plan and produce the most creative high-end weddings, corporate events, conference & exhibitions, private parties, entertainment bookings and more. It is a Jaipur based company but has its wings spread all over Rajasthan. It was started in 2014. It has produced events of all sizes and personal care and planning to the minutest detail is their forte.

Data has been collected from 1 production assistant and 1 senior recruitment consultant and 1 Managing Director of REALITY EVENTS AND MOTION PICTURES PRIVATE LIMITED.

FINDINGS

Starting point for the interviews and selecting the interviewees resulted from the researcher's own experiences and interviewees responsibility areas. All of the interviewees acted in different roles. Nevertheless their tasks and activities were towards common goals. Due to the fact that each of the interviewees, added information base to their answers and enabled them to compare executed changes compared to year 2014, all of the interviewees took part in the planning phase of human resources. Atul was not part of the planning during 2015. Nevertheless, he was included in feedback meetings.

ANALYSIS

The response of the interviewees can be summarized under the following heads:

1. Sharing responsibilities of the production as early as possible

This was in order to achieve untroubled responsibilities among the production team and to make organizational structure even more clear. Nevertheless, due to the fact that the actual event and its on-site production concentrated on such a short period of time, it was not possible to hire employees in too early phases for multiple tasks. Usha mentioned obscurity that is a common phenomenon in event production industry. An Important tool used for this was documentation of employee's responsibilities so that same mistakes are not made twice. Nevertheless, when dividing responsibilities into several sections there was a risk of overlapping tasks. That could cause situations where more than one person is concentrating on the same issues or it might even cause development of tasks that are not anyone's responsibility.

2. Handling day-to-day challenges on the event site

Unplanned factors such as, reconstruction of various parts of the infrastructure or delayed performance by subcontractor caused immediate setbacks in his tasks. That inevitably led to longer and harder working days. Regardless of planned factors the nature of the outdoor event production causes unpredictable situations.

3. Detailed production schedule.

It was pointed out that when something unpredictable happened there should have been more options on how to carry on or a plan b. The idea for internal information sharing is planned well but was not executed as well as it should have been.

4. Efficient internal communication

Lots of effort is usually put in to that and it was felt that if the information inside the production team members had been more precise they could have saved a lot of time.

5. Development needs for the future

The biggest challenge for an event management firm was the fact that the size and demand of the events vitiate with time. That makes the planning process extremely challenging and different every year. If multiple parts concerning production change it causes the situation, where last year's experiences cannot be fully exploited. In the same context the importance of record keeping and documentation of tasks and information cannot be overstressed.

CONCLUSION

- Due to the nature of work of event management, developing a perfectly functional and adaptable human resource plan is not fully achievable. Even though the information and experiences are shared, each year brings new challenges and different surroundings
- Organizational structure of the employees has undergone great changes during the festival's history yet being challenged over again every year.
- Outcomes of the interviews were more or less in-line and offered a broad aspect of event management.
- Each of the interviewees stated that a more accurate and detailed infrastructure production plan is needed.
- Communicative and detailed real time information sharing was pointed out as a required development.

In order to achieve a more efficient and manageable production plan for the infrastructure, information sharing also with subcontractors should also be improved.

Another aspect relating to information sharing that was mentioned to be improved was infrastructure production staff meeting on a daily basis on the festival site.

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