

Crisis Management and Recovery for Events

Supplementary questions

5: Events Employment: Crises' Impacts and Resolutions

R. Robinson & Y. Jiang

1. How does the event workforce differ from other industries in facing a crisis environment?

Sample answers direction: the event workforce has a unique heterogeneous profile with diverse contract forms (e.g., long-term permanent employees, casual employees, volunteers, and external contractors). It also relies on a temporary and project-based structure which reflects constant fluctuations of employees during an event's operations period. In a crisis environment (like the COVID-19 pandemic), workforce reskilling and upskilling would become important in a post-pandemic era for new business models.

2. What are some key organisational employment strategies in responding to crises' impacts?

Sample answers direction: communication with employees/contractors; multiple media were harnessed in communications strategies to ensure cut-through, consistency and 'care'; regular and honest information-sharing via email, text, one-on-one and group Skype calls can build trust and loyalty – refer to the SkyCity case.

3. What are the supportive resources for event workforce retention during crises and what innovative opportunities have been created with these resources?

Sample answers direction: government wage subsidy (NZ) and JobKeeper scheme (AUS) enabled event companies to keep on many permanent staff by covering salaries. Also, healthy and trust-building relationships among collaborators are critical to retain long-term operation – refer to the Cluster Arts case.

4. What different workforce strategies were used by comparing a large vs. small event company?

Sample answers direction: The SkyCity Entertainment Group Case reflected a more structured and systematic workforce strategy to mitigate loss and prepare for steady recovery, such as eligible staff taking annual leave, 'last in first out' redundancy policy, rehiring prioritisation for retrenched staff. On the other hand, the Cluster Arts Case reflected a more flexible and innovative workforce strategy to seek for opportunities, such as trust relationship building with clients, upgrading business model through engagement and outreach program, making the best use of external supportive resources for business expansion.