

International Congress & Convention Association

# HR and Personnel issues

45<sup>th</sup> ICCA Congress & Exhibition

Wednesday 1 November 2006

**Henrik von Arnold**

**Göteborg Convention Bureau**



The Global Meetings & Incentive Exhibition

[www.iccaworld.com](http://www.iccaworld.com)

# Who am I?

- **Henrik von Arnold**
- **My background:**
- **Officer - the Swedish Army**
- **Göteborg Student Association - information and social issues**
- **Chamber of Commerce – project manager and marketing manager**
- **Göteborg Convention Centre - project manager meetings and exhibitions**
- **City of Göteborg – project manager events and meetings**
- **Göteborg Opera house – PR/media, event coordinator**
- **Göteborg & Co – project manager events, since 1998 director Convention Bureau**



# What will happen the next 90 minutes?

- **Introduction** **30 min**
- **Round table talks** **30 min**
- **Presentations & summary** **30 min**



# Individuals – Human Resources

- **The most important asset we have**
- **Especially in our branch where everything is about relations – long term relations**
- **Your balance is within the brains and souls of your team – we talk about *intellectual capital***



# Motivation begins at home

- **What happens if you train and treat team members and they leave?**
- **What happens if you don't train and treat team members and they stay?**



# Costs for Göteborg Convention Bureau

<b>Business Development</b>	<b>35%</b>
<b>Salaries and Related Costs</b>	<b>55%</b>
<b>Team Members Training</b>	<b>1%</b>
<b>Premises Costs</b>	<b>3%</b>
<b>Communications</b>	<b>1%</b>
<b>Computers</b>	<b>1%</b>
<b>Consultants &amp; Professional Fees</b>	<b>2%</b>
<b>Financial Costs</b>	<b>1%</b>
<b>Other</b>	<b>1%</b>
<b>Total</b>	<b>100%</b>



# Turnover costs

The minimum cost when an employee leaves is approximately 2/3 of their annual salary

Example: €38,000 costs €28,000 to replace (minimum)

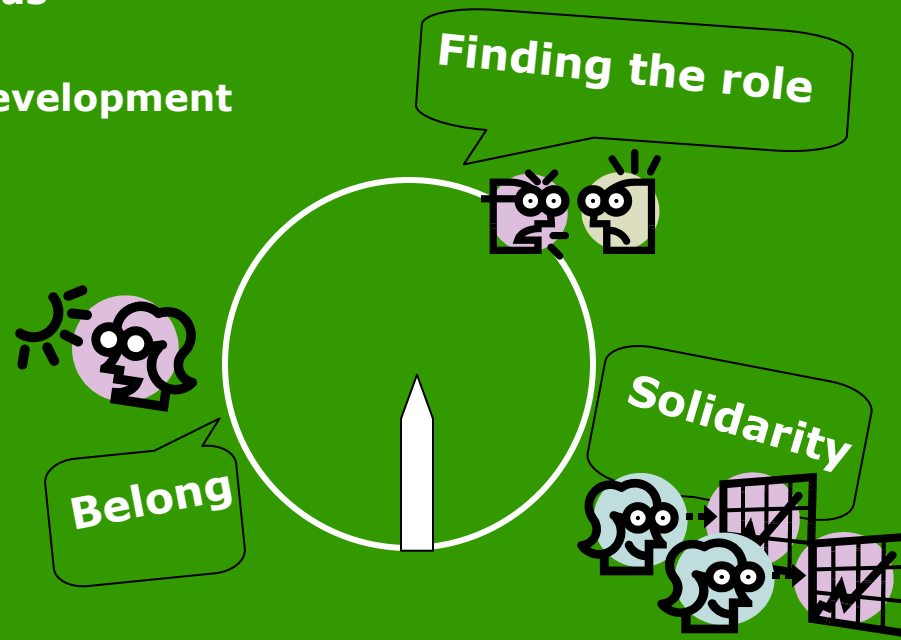
Calculation:	Recruitment	€10,000
	Training	€4,000
	Productivity loss	<u>€14,000</u>
	<u>Total</u>	<u>€28,000</u>

This model is based on average costs for a project manager including recruitment with support from a recruitment company, training and productivity loss.



# Productivity % of team member in their first 3 years

- **First year team member is 25 - 40% productive**
- **Second year 65 - 75% productive**
- **Third year productivity is 100% plus**
- **Group development**



# What's it all about?

- **Legislations and regulations**
- **Recruitment**
- **Performance Reviews**
- **Training & Career Planning**
- **Communication**
- **Motivation**
- **Team building**
- **Health and balance in life**



# Legislations & Regulations

- **Strict legislation in Sweden, like Germany, France, Australia etc**
- **Follow the rules**
- **Treat team members well and they will look after the company**



# Recruitment

- **Recruitment is an constant process. Keep your eyes open – all the time.**
- **Consultant or “do it yourself” ?**
- **Match with the company culture**
- **Consider internal staff first – save time and money**
- **Mix genders?**
- **An attractive company attracts attractive people!!**
- **Introduction programme**



# Performance reviews – “development talks”

- **New team member reviewed after 3 months**
- **All team members reviewed once - twice a year**
- **2-way discussion – 2-way feed back.**
- **Review earlier reviews**
- **Build on strengths, address weaknesses & utilise potential**
- **Make an achievement and educational plan**
- **We do not talk salary**
- **We are both responsible for the following up**
- **Sign the performance reviews**



# Training and Personal Development

- **Improves productivity & motivates**
- **Improves performance & efficiency**
- **Improves team member/team manager relationships**



# On the Job Training

## **Mentor programme**

- **Guide, coach, discipline, teach correct and sharing of knowledge**
- **Requires the right team members with the right qualities to act as mentors**
- **Be careful as not all staff are good mentors!**
- **Written internal guide lines – ethical and professional**



# Attitudinal Training

## Workshops or On the job-training

- **Dealing with difficult clients**
- **Negotiating skills**
- **Budgeting**
- **Presentation skills**
- **Time management skills**



# Software Skills

## Software Training

- **Microsoft Word, Outlook, PowerPoint, Excel, Access, Maximiser**
- **Amlink Events (conference management)**
- **TourPlan (DMC)**
- **Eenterprise (accounting package)**



# Time management

- **Keyboard training-typing tutor programs for staff to self teach to improve their skills and speed**
- **“clean-up” days**
  - **2 days on physical clean up**
  - **1 day on computer clean up**



# Staff Opportunities



# External Learning & Education

- **INCON Project Manager Workshops**
- **MIAA Residential Management Courses**
- **ICCA/ICCRM Researchers Workshop**
- **MPI**
- **ICCA Expert Seminar**
- **Facility Management Seminars**
- **MIAA Professional Development Seminars**
- **ISES Seminars**
- **ICCA, MIAA and many other conferences**
- **IAPCO**
- **EFCT**

*Help me to list more!!*



# Career Planning

- **Determined from performance reviews**
- **Be open**
- **Direct non managers into appropriate paths**
- **Help team member who wants to leave**



# Communication

- **Weekly team meetings**
- **Quarterly full day team meeting**
- **Twice a year - off-site two days team planning meetings**
- **After work activity once a month**



# Communicating the Drive to Achieve

- **Analysis**
- **Financial and activities planning days – setting goals**
- **Informing the team of achievements on a regular basis**
- **Celebrate achievements – team or individual**



# Motivation

- **3W - We Will Win**
- **Result oriented – celebrate victories**
- **Respect and trust each other**
- **The overall result is more important than the smaller parts**
- **3P - Proud People Perform**
- **The harder it gets the funnier it is**
- **Delegate**



# Motivation

- **Strategies and tactics has to involve everyone**
- **OK to make mistakes**
- **Internal pep talk**
- **The holy working hours or TLE**
- **Feed back makes team work better**
- **3T- Train the Team Together**



# Incentive Ground Rules

- **Wages/salary are for doing the job well**
- **An incentive or reward is for exceeding expectations**
- **What is the objective the company wants to achieve?**
- **What will motivate the team member concerned?**
- **Is the plan quantifiable by both the company and the team member?**
- **Will the outcome produce both the desired outcome to the company and the team member?**
- **Do your homework thoroughly**
- **Document the plan briefly but clearly**



# Team building

- **What do you want to achieve with the activity?**
- **Competition or co-operation or co-competition?**
- **All the team members must be able to take part**
- **Team building can also be intellectual, e.g. awareness of how teams do function or dysfunction**



# Health and Balance in Life - The Göteborg Case

- €250 annually for sports
- Free health control
- Lunch coupons
- Check over time work – send team members home
- Have a holistic view of your team members.
- Working life and private life are more and more integrated
  - Help to separate them
  - A sad team member does not perform well
  - Drugs??
  - Is it a must to have access to company files and office e-mails at home?
  - Is it a must to have “*push e-mail*” to your mobile



# Round Table Talks – 30 min

**Roger Tondeur, MCI, Geneva - recruitment**

**Peter Brokenshire, KLCC, Kuala Lumpur – incentive & awards**

**Miller Matola, Durban ICC – staff training & education**

**Paul Kennedy, EIBTM – motivation**

**Team building**

**Health and balance in life**

## Report from Round Table Talks



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Thank you!

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