

Monash University Campus Life

Event Planning Guide

The Event Planning Guide is a user-friendly resource to assist you to organise safe, well prepared, legally sound and above all, successful events. This guide is appropriate for both large and small events and common sense will dictate which sections of the guide will apply to the type of event you are holding.

Why do we have this guide?

Events at Monash University are everywhere and being organised by everyone. This guide is a good step-by-step check for the expert and the novice.

Events are becoming more and more susceptible to legal and safety issues as regulations get tighter. Risk management and Occupational Health & Safety are all important these days and it is everyone's responsibility to consider the potential dangers that your event may present. Being able to work through a planning process and document this will assist you greatly in identifying issues before they happen and taking appropriate action.

Most importantly though, careful planning and getting the 'basics' right will ensure your event has the best chance of being successful and achieving the goals you have set.

How to use this guide

The guide is divided into three distinct sections:

Section One briefly outlines a possible planning process, giving you a structure to work with when planning and carrying out your event.

Section Two includes templates and documentation that you should complete to ensure you have a record, not only of your planning process but also of the legal requirements that will ensure your event is safe and successful. The first page of this section begins with a checklist of tasks that can assist in monitoring progress as you plan your event.

Section Three details a range of resources and supporting information that can assist you in your planning. This information can assist you to complete your documentation and can guide your decision-making (e.g. the section on Security may be useful in assessing the number of security guards you need to hire).

Most sections of the guide will be relevant to your event and should be considered. Some steps may however not be relevant to your particular event eg. The section on 'Responsible Serving of Alcohol' will not be relevant if it is an alcohol-free event.

What you should end up with

After working through the relevant sections, you should end up with a concise set of documents that clearly outlines the details and a working plan for your event.

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Section I: Suggested Planning Processes

1. Event concept, purpose and goals

When considering the event you want to hold, a good first step is to have a vision of what this event might look like and then consider this in light of the needs of your target market. Consider the following questions?

- Why am I holding this particular event?
- What do I want to achieve? What outcomes?
- Can I clearly outline my event concept?
- What evidence is there that this event is wanted or needed?
- Based on this, is further research required?
- Do I need to re-think all or parts of my event concept?

Your event concept, purpose and goals need to be clearly outlined up front as this will assist to guide your decisions throughout the planning process.

2. Event coordination team

Events generally cannot succeed without a committed team working together to make it happen. It is important that the team understands the event concept, purpose and goals. One person should take on the role of coordinator to oversee the process and keep everyone on track. All team members should be in regular communication and be working through their allocated tasks.

3. Planning meetings

For a large event, it is often useful to schedule regular planning meetings. Early in the process these meetings will focus on understanding the event, brainstorming ideas, clarifying roles, allocating tasks, setting budgets, etc. Later the focus of these meetings will be on monitoring progress, and after the event, evaluation and reflection.

4. Authority

An event cannot take place without the authority of those who provide funding, space and legitimacy. An important early step is to make sure you have the authority and resources to run your event. This may be as simple as presenting your event concept and budget at a committee meeting or getting sign-off from a superior. Make sure you are aware of the limits of your authority and keep any documentation outlining this authority.

5. Allocation of tasks

The tasks involved in planning and coordinating an event are generally too much work for one person and so it is important to allocate out tasks to a team of organisers where possible. When doing this, first assess what tasks would be good for what people, e.g. someone good with design might develop promotional material. Ensure that each task has a deadline and that the team is meeting back regularly to monitor progress and alter tasks / responsibilities where required.

6. Budgeting and Use of Resources

Financial management of your event is often a key measure of success and it is important to make judgements on costs and revenue so that you are not left with a huge loss at the end of your event or with significant resources left over that you could have used to make your event better. Careful financial planning and budgeting and then communicating that to those spending this budget, will help to achieve the financial goals of the event and to ensure the event's other goals are also achieved.

7. Promotion and Media

It's not much good putting all your effort into a well-run event if no one turns up to see it. Effective promotion and use of media to reach your target audience is therefore a critical step in the planning process.

8. Event Logistics

This refers to all the components of your event that need to be planned and actioned for the event to be a success. Because this can refer to a million and one small and large tasks (often leading up to and during the event), it is important that at least one organiser has a list of everything that is going on and can monitor the flow of tasks.

9. Venue / Date

The task of choosing a venue and date for your event sounds simple enough but you need to consider carefully how your event impacts on other events, information from past events and the needs of the customer.

10. Risk Management and Safety

It is a must for all events to consider the safety of customers and staff during an event. The primary tool for this is to complete a Risk Management Plan outlining possible problems that could arise and then putting plans in place to deal with these – includes issues such as first aid, alcohol management, etc.

11. Contingency Plans

Developing some of these will probably be an outcome of your Risk Management Plan. With events you should be prepared for any situation and this means having alternative strategies should something go wrong e.g. you should have a contingency for an outdoor event just in case it rains, hails or snows.

12. Staff / Volunteers

Hiring of staff or recruiting volunteers is not as simple as "here's a job – go and do it!" You will need to consider training, uniforms, timesheets and specifically for volunteers, you need to ensure the work is fulfilling and that there is significant recognition provided e.g. certificates, event clothing, etc.

13. Managing at the Event

Timing can be everything in coordinating an event and developing a detailed running order (Running Sheet) of tasks, activities and the times they are scheduled to take place, is a great way to keep on track. Don't forget important tasks immediately before and after the event.

Managing at the event is also about the planning team having a clear understanding of who is doing what at the event and who is running the show, liaising with the venue

14. Stakeholder Liaison

Problems with events can often arise when communication channels are not working well and groups who need to know about your event or have a say in its planning / authority are not informed. Make sure key groups who have some link to the event or may be impacted by the event are informed and included e.g. If running a Monash Caulfield festival, you would need to speak to campus management about your plans. Informing key stakeholders will generally result in a better, safer, better-planned event.

15. Cleaning

One of the forgotten tasks during the event and post-event, cleaning is an important consideration. Check to see who's responsibility this is (venue, volunteers, etc.) before the event and then allocate tasks accordingly.

16. Reward and Recognition

Events by their very nature generally involve people volunteering time or putting in more time than they are paid for. It is important to acknowledge that extra effort – at the very least a thank-you and a card, but if possible, vouchers, certificates, references, thank you functions, event merchandise and priority access to other events are all good ways of showing your thanks for a job well done.

17. After Action Review (& Event Report)

When the crowds have gone and the dust has settled, future success is dependant on understanding what went right and what didn't quite go to plan with your event. Invite different stakeholders to give feedback so that you have views from a range of perspectives. Don't forget to bring together and analyse this feedback, develop some recommendations for future events and document all this in an event report. These reports are a great learning tool that can inform planning for future events.

Section II: Documentation & Planning Tools

1.Planning Checklist

Event Planning Steps	Brief Description	Completed? (Yes, No, N/A)
Event details	Key event and contact information	
Running order	Detailed on-the-day plan of your event including set-up and pack-down	
Scheduling of event date(s) & choosing a venue	Consider all factors listed before making an informed choice about when and where your event is held	
Venue booking	Key things to remember to do when booking your venue	
Venue set-up / theme	Is there a theme and is there a strategy to put this in place	
Event Budget	Develop detailed budget and consider impact of high / low ticket sales (if applicable)	
Financial processes (MONSU)	Quick guide of key MONSU Cfd/Pen financial processes	
Security	Looks at when you need security, how much and some contacts	
Cleaning	Depending on the venue, cleaning may be a major issue to consider	
Event staffing / volunteers	Consider your event's needs and the resources available	
Occupational Health & Safety	Very important for all events and includes; first aid and emergency evacuation	
Notify key stakeholders	Consider who needs to know about your event	
Liquor License	Liquor license application if required	
Responsible Serving of Alcohol	Important guidelines that must be addressed if your event has alcohol present	
Food Handling	Very important if you are serving food, even at a BBQ	
Risk Management Plan	Action plan to avoid potential issues at your event. Should be considered for all events	

2. Key Event Details

Event Title					
Event Description and purpose					
Date(s) of Event					
Venue(s)					
Venue Contact person		Phone No.			
Set-up start time					
Start time of the event					
Finish time of the event					
Pack-down finish time					
Group organising event (eg. Activities C'ttee) and names of coordinating group					
Event Coordinator		Phone No.			
Staff Member assisting (if student rep event)		Phone No.			
Security company used and key contact info					
Key Stakeholders to notify	1.		Informed	Y	N
	2.		Informed	Y	N
	3.		Informed	Y	N
	4.		Informed	Y	N
	5.		Informed	Y	N
Other important information to note					

4. Responsible Serving of Alcohol Compliant Checklist

Will any alcohol be present at your event? <i>(please circle)</i>	YES	NO
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If YES, you will need to complete this section of the Event Planning Guide. If NO, you do not need to complete this section.

Responsible serving of alcohol is one of the most important requirements of any alcohol related event. If you cannot show that you have taken reasonable steps to follow RSA guidelines in the planning for and during your event, there could be serious safety and legal ramifications.

List "on-duty" event organisers / staff who will be present at the event who have a current Responsible Serving of Alcohol (RSA) qualification:

Note: To be current, your RSA must have been updated within the last two years

Name	Phone contact

What Responsible Serving of Alcohol (RSA) guidelines have you implemented in order to ensure your event is safe and compliant with RSA regulations.

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

Section III: Event Resource Material

1. Scheduling of event date(s) and choosing a venue

There are a number of factors you will need to take into consideration before deciding on when and where to hold your event, if you have a choice in the matter (i.e. your event may form part of a larger event where often you have no say in the time and place). Choosing the right time and place can have a huge influence on the success of your event. Consider the factors below as part of your decision-making process.

Factors influencing scheduling a date for your event

- Availability of preferred venue/s
- Clashes with other events (for on-campus events, check with key event organisers such as the MONSU Caulfield/Peninsula or MSA event officers, clubs officers and the Monash Facilities & Conferences Office)
- Weather or season
- Routines/chance of attendance/spending habits of customers/members e.g. you wouldn't hold a student event during exams
- Availability of performers or suppliers
- Availability of staff or volunteers
- Availability of dignitaries or special guests
- Amount of planning time to event or level of planning already completed
- Financial position of organisers
- Time required to complete any permits/liquor licenses, etc.
- Promotional timelines – design of artwork, material produced and distributed, time required to promote
- All events are different so what issues are specific to your event?

Factors influencing choosing a venue for your event

- Availability of venue/s for preferred date/s
- Appropriateness of venue for the type of event you are holding
- Size of venue - not too big or small, can cope with unexpected numbers
- Price and conditions of venue contract – especially if unsure of numbers
- Venue location – Ease of access, transport options before and after event
- Venue reputation, service and track record
- Weather or season
- All events are different so what issues are specific to your event?

2. Venue Booking

After the venue decision-making process is complete, the next step is to finalise your booking. Consider the following issues and attach any correspondence of your venue booking to this planning guide.

- It is extremely important that you carefully read any contracts that you are asked to sign by the venue ensuring the details are as you have negotiated
- Make sure you have a specific venue liaison person to contact should you have any issues before, during or after the event
- Ensure you enquire about cleaning as you maybe surprised by a cleaning bill at the end of your event
- For events that are held on a Monash University campus, it is a good idea to notify Campus Security of your event.

3. Event Security

Security is an important element of a successful and stress-free event. Not only can security stop trouble and ensure the right people are at your event, they can also assist event organisers by pre-empting any inappropriate behaviour.

The key to hiring security successfully is:

- Knowing whether your event requires security and how many security staff will be required
- Choosing the right security company with professional and courteous staff who have the same aim as you – to ensure a successful event
- Booking security staff to arrive 15 minutes prior to the event starting and 30 minutes after the scheduled finishing time
- Taking security staff for a complete site check before your event if they are unfamiliar with the venue

Do you need security at your event and if so, how much?

Not all events require security but events of over 250 people must have security and if the event involves the sale or distribution of alcohol, the numbers are much lower. Different types of events may have special security needs, regardless of numbers so you will need to assess what is safe for your customers. There are also Liquor Licensing and Responsible Serving of Alcohol laws, which provide some direction.

E.g. a BBQ for 100 people does not require security but a BBQ for 100 with free alcohol must have security.

The general rule to go by is two security guards for the first 100 customers, then one guard per 100 patrons after that. Don't be fooled into thinking that one security guard is sufficient for a function of less than 100 people. If you are unsure of your numbers, be cautious rather than cost saving – you don't want to end up with a large crowd and not have the personnel to control them.

Monash University Campus Security

Campus security are direct employees of Monash University and so their first priority is servicing the students and staff of Monash University. Trying to double up Monash security as the security for your event whilst they are on shift, will not meet the needs of your event. You must book external security whilst still informing Monash campus security with all aspects of your event and security.

Monash Security however can be booked exclusively for your event as if they were an external company (at commercial rates).

Security contacts

Towards the end of this document are the contact details of several security companies used on campus and recommended.

4. Developing a Risk Management Plan

Step 1: Call a meeting and list potential risks associated with your event

- Call together a meeting of event organisers. If possible try to involve venue, catering and security staff. They will have a view on situations that you may not have considered.
- Make a detailed list of potential risks involved with your event (at least 10 items). Whilst this section needs to be detailed, use your judgement. You don't need to list every little thing that could go wrong. Consider the following categories to get your thinking started:

Safety (must be included)	Staff and Volunteers
Medical, first aid issue emergency evacuation fire hazards, exits alcohol intoxication aggressive behaviour drug use/over-dose sexual harassment excessive noise	Non-attendance of staff/volunteers intoxicated volunteers theft of money injury to staff/volunteers failure to perform tasks staff/volunteers leaving event early
Event Logistics, Communication and Promotion	External Influences
Low ticket sales competing events offensive advertising confusion over time or venue technical faults and difficulties	Non-attendance of performer(s) Non-attendance of speaker(s) extreme weather conditions power failures late venue cancellation

Step 2: Assess the seriousness of the risk

- Using the likelihood rating table below, rate how likely to happen you consider the potential risks you have identified to be

LEVEL	DESCRIPTOR	LIKELIHOOD OF INCIDENT
A	Almost certain	Incident expected to occur in most circumstances
B	Likely	Incident will probably occur in most circumstances
C	Possible	Incident could occur at some time
D	Unlikely	Incident may occur only in exceptional circumstances

- Using the consequence rating table below, rate the consequence of your potential risk if you do not put any measures in place to prevent it.

LEVEL	DESCRIPTOR	EFFECT OF CONSEQUENCES
1	Minor	Consequence would not threaten the efficiency or effectiveness of some aspect of the event, but would be dealt with internally or through routine operations, eg. Medium financial loss, first aid treatment, on-site release immediately contained.
2	Moderate	The consequences would not threaten the event, but would mean that the event would be subject to manageable changes eg. High financial loss, medical treatment required.
3	Major	The consequences would threaten the continued effective functioning of the event organization and therefore the event eg. Major financial loss, important external resources required.
4	Catastrophic	The consequence would threaten the event and the event organization. eg. Death, huge financial loss

- Using the ratings on the Risk Management Matrix below, identify the level of risk of each of the potential issues you have identified by referring back to your likelihood rating and consequence rating. Once this is done, you now have all the information you need to enter information on to the one-page Risk Management Plan table (in the Documentation Section of this Planning Guide).

LIKELIHOOD	CONSEQUENCES			
	MINOR 1	MODERATE 2	MAJOR 3	CATASTROPHIC 4
A (almost certain)	H	H	E	E
B (likely)	M	H	H	E
C (possible)	L	M	H	E
D (unlikely)	L	L	M	H

- E: Extreme Risk- Immediate action required
H: High Risk- Prompt event staff attention needed to reduce risk
M: Moderate Risk- Specific risk reduction strategies needed
L: Low Risk- Manage using existing controls

Step 3: Identify solutions, take action and monitor.

- **Solutions** - Think of solutions to your potential risk and agree on some clear actions required to minimise these risks. List these in the Tasks to Action section of your Risk Management Plan table
- **Allocate tasks to action** - Identify the person responsible for implementing each item in the Tasks to Action section (make sure they are aware and agree to carry out these tasks) and list their details in the Risk Management Plan.
- **Monitor progress** - Set some key dates to check progress with implementing your Risk Management Plan, where responsibilities can be confirmed or re-aligned to ensure things get done! Assign one person to organise this process. One of these meetings should be just prior to your event so that any processes or plans are communicated clearly to all those involved.
- **Document** - List the dates of meetings and other processes for monitoring your progress in the Steps to Monitor your Tasks to Action section of your Risk Management Plan. This must include some form of time frame.

5. Responsible Serving of Alcohol

All events must comply with the Liquor Reform Act 1998, known also as responsible Serving of Alcohol. Failure to do so could not only result in a serious incident at your event, it could result in loss of reputation for your organisation and associated organisations, and large fines. To comply with RSA regulations, you must show that you understand your responsibilities serving liquor and have strategies in place to avoid excessive drinking. Anyone serving alcohol should have a current Responsible Serving of Alcohol Certificate.

This section will detail some key information about the use of alcohol and will suggest some strategies that may assist you to make your event RSA compliant.

Monash University Community

As a member of the Monash community, you are part of a dynamic learning environment and representative of the university culture. Responsible Serving of Alcohol and responsible events that enhance our community are important objectives to strive for. Whilst it is important to build social networks and have fun, we are all responsible for upholding the reputation of the university and enhancing this for the benefit of our students.

Facts about alcohol

- Alcohol is a drug slowing down parts of the brain that control behaviour
- A standard drink contains 10 grams of alcohol - normally contained in:
 - 30ml of spirits
 - 60ml of port
 - 100ml of red / white wine
 - 100ml of sparkling wine
 - 285ml (a pot) of full strength beer
- Alcohol affects people differently based on size, gender, fitness and health
- Alcohol may have a greater effect due to:
 - Rate of drinking
 - Drinking on an empty stomach
 - Medication
 - Other drugs
- In the short-term, on any one day the risks of drinking are:
 - Low Risk: Up to 6 standard drinks (male), 4 (female)
 - Risky: 7-10 (male), 5-6 (female)
 - High Risk: 11-plus (male), 7-plus (female)

Understand the problems of excessive alcohol

- Alcohol plays a significant role in:
 - Road fatalities
 - Assaults and other criminal offences
 - Hospital bed days caused by falls, accidents, assaults and illness
 - Disruption to those in the area around alcohol-related events

- Intoxicated patrons at your event make life more difficult for staff and can spoil the experience for other patrons. Common problems that can occur include:
 - Abusive patrons
 - Sexual harassment and assault
 - Possible violence
 - Damaged property and equipment

Recognising intoxicated persons

Event staff need to be alert to the following signs of intoxication:

- Noticeable change in behaviour
 - Becoming loud or disorderly
 - Suddenly using bad language
 - Drinking faster
- A lack of judgement
 - Being careless with money
 - Annoying other customers
 - Slurring or mistakes in speech
- Clumsiness
 - Spilling drinks
 - Trouble removing items from wallet or purse
- Loss of coordination
 - Swaying and staggering
 - Difficulty walking straight
 - Bumping into furniture and other customers
- Decreased alertness
 - Drowsiness
 - Delays in responding to questions
 - Asleep
- Strong smell of alcohol combined with some of the above behaviours

Drink Spiking

There is increasing concern about the dangers of drink spiking. This is where someone's drink contains substances that have been added without their knowledge. Drink spiking is not necessarily placing illicit drugs into a drink. It may well be ordering drinks for people with extra shots of alcohol, e.g. vodka.

Staff should be vigilant of and strongly discourage this practise. If a serious incident were to occur, staff can help by:

- Getting an affected person to a quiet place and stay with them
- Call an ambulance if the person becomes unconscious
- Ensure the person assisting them home is indeed a friend

Strategies to prevent intoxication

Below are some event management and alcohol management strategies that can help you to make your event safe and legally compliant with RSA. Strategies appropriate to your event should be included in your RSA Compliant Checklist

Training	<p>Skilling up your event staff is a critical step in ensuring all situations are handled correctly and professionally. You should ensure that those serving alcohol and event coordinators have a currently RSA certificate (these must be updated every 2 years).</p> <p>As well as RSA training, staff and volunteers should be trained in areas such as customer service and dealing with difficult situations so that they are ready to respond to issues in a professional way.</p>
Promotion of events	Avoid marketing any event as primarily a drinking event. Ensure there is a focus/purpose to the event other than alcohol. Do not use language such as "All you can drink" or "Drink til you drop".
Serving Strategies	<p>Apply a common sense approach to serving practices. The following may be acceptable under controlled conditions:</p> <ul style="list-style-type: none"> • "Happy hours" during the times of 4pm and 10pm • Promotions involving low-alcohol beer • Reduced pricing that does not encourage drinking quickly • Drink cards offering limited liquor <p>The following are unacceptable serving practices</p> <ul style="list-style-type: none"> • Laybacks, shooters, slammers, test tubes • Indiscriminate offering of drink cards or free promotions • Promotions such as "drink til you drop" • "All you can drink" offers for a set price
Food	Providing food at your event or promoting the availability of food is a good strategy to prevent intoxication as food both slows the absorption of alcohol into the bloodstream and means that customers are likely to drink less.
Transport Strategy	<p>Event organisers should put some thought into how patrons will get home from the event. This is relevant to RSA because the event organiser has a duty of care to ensure there are options for patrons. A safe transport strategy may include:</p> <ul style="list-style-type: none"> • Staff offering to call a taxi • Developing a Designated Driver Program where the drivers get free non-alcoholic drinks • Make a phone available with transport information • Provide a mini-bus if practical for transport home
Security	<p>Security staff (also called crowd controllers) must:</p> <ul style="list-style-type: none"> • Have a crowd controller's license • Wear identification numbers on their chest when working <p>Ensure your event has adequate security staff</p>
Safety of the venue	Minimise incidents at your event by ensuring your venue is a safe environment. Conduct a quick safety audit beforehand, checking floors, toilet facilities, parking areas, stairs, lighting, furniture, etc.
Preventing under-age drinking	Those under 18 years of age are not permitted to buy alcohol and can only consume alcohol on licensed premises whilst having a meal with a parent or guardian. At alcohol related events, it is important for staff on the door to check ID's carefully and monitor patrons for those purchasing drinks for under-agers

6. Working With Volunteers

Many university and community events are run and succeed on the strength of volunteer organisers and helpers. Volunteers are not paid for their services and this presents a unique set of both challenges and benefits. As organisers, it is important to remember some key guidelines and actions that will maximise the performance of volunteers and ensure they are happy and will help out next time.

Recruiting volunteers

To convince someone to support your event as a volunteer, there are some key rules you should follow:

- Give as much event information as possible so the potential volunteer can make an informed decision on whether they would like to get involved. It is important to advertise a number people can contact if they have questions
- Outline up-front any recognition, training, benefits and learning opportunities that will be provided.
- Make the sign-up process as easy as possible and always reply promptly to any queries or offers for help – if someone has made the effort to enquire, a quick reply will make them feel like their help will be appreciated.

Training volunteers

Whilst you may know your event back-to-front, event staff or volunteers will not so it is important that you provide some form of training. Depending on the event, this could be as simple as a 10-minute outline immediately before the event or may be a dedicated workshop several days or weeks beforehand.

Motivating volunteers

The risk of using volunteers at your event is that they are not bound by the usual payment for work relationship and therefore their performance is often based on how motivated they are to get involved and see your event succeed. Considering the following three areas can help you to get the best out of your volunteers:

- **Understand why your volunteers are getting involved** – knowing this information can help you to make the experience a rewarding one for the volunteer and can also assist with the allocation of roles
- **Treat volunteers as equal members of your event team** – the moment you begin to see volunteers as un-important to your event will be the moment that they do not feel valued. At the Commonwealth Games in Melbourne, organisers gave the title of TEAM MEMBERS and WORKFORCE to both volunteers and paid staff, highlighting that both were equally important.
- **Give appropriate rewards and recognition** – often we think of reward and recognition as being expensive and time-consuming. But it doesn't have to be. Recognition can be as simple as a "thank-you" but for events, it is often appropriate to provide a certificate of appreciation. Other rewards can include; vouchers, references, entry to other events, t-shirts or other event merchandise, thank-you functions and gifts. Make sure any reward is appropriate given the event and in line with volunteer expectations.

7. After Action Review (Evaluation)

In the 1980's, the US Army created the 'After Action Review' (AAR) as a part of a redesign of its field training strategy. What is different about the AAR is that military units, combat platoons etc can evaluate, learn and adjust their 'actions' on a daily basis during training on the battlefield, rather than waiting to go back to the 'classroom' to continue formal learning.

After Action Reviews are done by the soldiers in their groups (or teams), and produce plans of action that the participants then use themselves.

The success of AAR's for the US Army developed during the 1991 Gulf War: not in training exercises, but something that could be used as front-line practice where Army units saw them as one of the best ways to safeguard lives and accomplish their missions. This real-time evaluation and learning is one of the reasons why we see the AAR process as a valuable way of evaluating events.

To conduct an AAR process for your event, the following guidelines may be useful:

- Call together a meeting of event organisers and key stakeholders within 2 weeks of your event (if possible). You want to make sure that any feedback is captured before it is forgotten.
- If some people cannot attend, invite them to provide feedback by phone or email before the meeting
- At the meeting, ask the following questions and record people's feedback
 - What did we expect to happen?
 - What actually did happen?
 - What might have contributed to things happening the way they did?
 - What lessons have we learnt to take away?
 - What plans and expectations do we have for next time?
- You may wish to look at other questions, but these provide a great place to start learning from what happened
- Identify some key learnings and outline some recommendations for future events
- Importantly, you should create an AAR folder (hard copy or on the computer) and refer back to your AAR when planning future events