MICE WORKER
THE DRAFT STANDARD AND COMPETENCY MODEL

MENU:

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I. JOB DESCRIPTION

1. NAMES
- conference and congress organizer (PCO - Professional Congress Organizer)
- incentives travel organizer,
- employee of event agency
- trade fair and exhibition organizer
- event planner
- meeting planner
- event coordinator
- meeting coordinator
-meeting planner
- event planner
- event manager

2. SYNTHESIS OF THE PROFESSION

MICE worker is a very broad profession, and in describing this profession it is very important to consider its position in the company and its scope of responsibilities. It should be noted that the scope of responsibilities, depending on the level in the hierarchy of the company, changes and the burden of responsibilities is shifted from activities of an operational nature to activities of a strategic and managerial nature. In the basic scope, a MICE employee is responsible for organizing meetings or events for companies, various institutions and associations or private persons. The responsibilities include meeting with clients to discuss their needs, maintaining partnerships with suppliers and caterers, planning, organizing and executing events. The scope of responsibilities requires, above all, the ability to communicate well with clients and venues, paying special attention to details, acquiring information from many sources, which ensures the smooth execution of the processes of design, organization and implementation of meetings or events. A very important element of working in the MICE industry is also the efficient adaptation to variable and crisis situations on a different scale. Flexibility and creativity in proposing forms of meetings and events realization gives the possibility to maintain the schedule of various types of events even in the situation of a global epidemic crisis, as it happened in the case of the COVID-19 coronavirus pandemic, in the event of which the realization of a large number of events migrated to the virtual space.

The occupational profile of a MICE worker defines competencies that relate directly to the macro and micro trends identified in the "Kaohsiung Protocol". In terms of global trends, attention has been paid to, inter alia:
- Dynamic development of the digital economy
- Challenges related to logistics and vaccine distribution

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- Dynamic growth of the number of employees working remotely
- Dynamic growth of adaptation of technologies such as Zoom to everyday use

In terms of micro trends that directly affect the MICE industry included:

- The rise of hybrid events
- The growing requirement for flexible contractual terms
- The evolution of the events business model
- The slow return of large events
- Growing awareness of the need for more innovative thinking[1]

The trends outlined above are directly reflected in the scope of competencies proposed in the study and their detailed characteristics.

3. DESCRIPTION OF WORK AND HOW IT IS DONE

3.1 Job description

The MICE professional is an organizer of association, government and corporate meetings, incentive travel, seminars, conventions and conferences, conventions, business events, technical visits, exhibitions and trade shows.

The purpose of his work is to organize, promote and manage events such as:

-**"meetings of associations"** - national and international conferences and congresses without a clear division between governmental and non-governmental meetings

- **"corporate event"** - corporate event (trainings, workshops, seminars, press conferences, product launches

- **"motivational event"** - trips/incentive trips of a gratifying, discretionary nature, combined with activities aimed at integration

- **"trade fairs/exhibitions"** - events on any subject, taking place on the premises of exhibition facilities

As part of his job, he organizes meetings, but he is also a provider of basic tourist services for meeting attendees, who satisfy the same needs as tourists traveling for purposes other than work. Therefore, a MICE employee must be a professional, combining in his work the knowledge of meetings organization and the skills of a leisure director.

Depending on the level of involvement, the MICE employee should:

- have knowledge of meeting organization to a degree of:
  - basic **(1)**
  - intermediate **(2)**
  - advanced **(3)**

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[1] [1] International Congress and Convention Association (2020). Kaohsiung Protocol – Strategic Recovery Framework for the Global Events Industry. West Vancouver, BC: MMGY Next Factor. Retrieved from: https://www.iccaworld.org/cnt/docs/ICCA%20Kaohsiung%20Protocol.pdf

(1) legal regulations governing the functioning of the MICE industry, organization and execution of meetings and events

(2) the structure of the MICE market

(3) providing security, planning, organizing and executing meetings and events

- have developed organizational, analytical, interpersonal and management skills to a degree:
  - basic **(1)**
  - intermediate **(2)**
  - advanced **(3)**

(1) knows how to collaborate in a group and complete projects and tasks in a timely manner

(2) has the ability to identify key issues, knows how to set priorities, therefore is able to cope with many tasks, actively uses a variety of solutions

(3) sets goals and designs, plans and organizes work, is creative, has design thinking skills

- use new technologies to a degree:
  - basic **(1)**
  - intermediate **(2)**
  - advanced **(3)**

(1) operates text editors or multimedia presentations while preparing materials for meetings, actively uses materials available on the Internet to supplement his/her own, operates sound systems, videoconferencing and transmission systems

(2) operates text editors or multimedia presentations while preparing materials for meetings, actively uses materials available on the Internet to supplement his/her own, operates sound systems, videoconferencing and transmission systems

3.2 Ways of doing the job

In its basic scope, working in the MICE industry involves the realization of the following professional tasks which directly influence the final effectiveness of the meetings or events realized:

- Identifying customer needs - listening carefully to customer requests and maintaining appropriate records to ensure smooth and efficient order fulfillment
- Communicating with clients - ensuring smooth execution of all stages of client service from taking orders to summarizing the meeting or event
- Managing and budgeting client finances for event execution
- Selecting locations and venues according to the client's requirements and the form of the meeting or event
- Good knowledge of geographical locations and their main attractions

- Developing the necessary documentation for the meeting or event, including the design and planning of the event, cost estimates, necessary formal documentation (rules of the event, safety guidelines, etc.)
- Coordinate hotels, transportation and catering arrangements
- Participation and monitoring of activities during the planning, organization and execution of the event or meeting to ensure customer satisfaction
- Keeping accounts with the client and ensuring proper implementation and settlement of the meeting or event budget
- Respond appropriately in crisis and conflict situations
- Financial management
- Adapting forms of event execution to the current situation related to various types of threats, such as COVID-19 coronavirus pandemic

People employed in this sector take on responsibilities as
- managers / CEOs / owners (executives)
- line managers (functional executives)
- operational staff

3.3 Work tools

In their work activities, the MICE worker uses:
- computer hardware and input and output peripherals and peripheral interfaces.
- office software
- video conferencing software
- event management software, including participant registration

Among the input peripherals he will use in his work include:
- scanner,
- camera,
- digital camera,
- microphone,
- broadcast cameras,
- audio interface,
- video interface,

Among the output peripherals he will use in his work include:
- monitor,
- multimedia projector,
- printer,

- sound systems,
- audio-video streamer.

Among the input and output peripherals he will use in his work include:
- recorders,
- rewritable digital storage media such as external disks, flash memory, etc.

The computer used by the MICE worker must be equipped with:
- Internet access,
- software for creating multimedia and audio presentations
- office suite,
- applications enabling streaming of meetings or events
- instant messaging

Among the software used in their work include.
- office application package including:
  - word processor
  - spreadsheets
  - applications for creating multimedia presentations
- internet communicator/videoconferencing software enabling audio and video streaming, e.g. Webex, Zoom to external platforms such as YouTube, Facebook
- audio editing software
- video editing software
- software for raster graphics processing
- event management software, including participant registration, such as konfeo

3.4 Work organization

MICE jobs can be both team-based and individual, whether working for large or small companies.

Work in the profession generally takes place during set hours, but these can be distributed unevenly, depending on the needs of the participants in a given meeting. Overtime and holiday work may be possible for large assignments.

Because of the work in which each meeting is of a different type, work in this industry is not monotonous, but the way it is done is similar.

Work in this profession carries a lot of financial and material responsibility - obviously of a different kind for managers, another for operational staff. The employee bears professional or service responsibility, defined in the rules of the company in which he is employed.

The complexity of the problem concerning the system of organization of work of a MICE industry employee is also directly related to global changes in the expectations of clients and restrictions resulting from the effects of the COVID-19 coronavirus pandemic. According to research conducted by the

International Congress and Convention Association, clients of companies organizing meetings and events predict:

- High growth in the number of hybrid events
- High increase in number of online events
- High decrease in number of face-to-face events[2]

According to the above forecasts, in the mode of organization of work of a MICE industry employee, apart from traditional forms of meetings or face-to-face events realization, it will be important to move to the mode of tasks realization that requires combining work in the real world and virtual space.

The organization of the MICE worker should also take into account the recommendations related to the functioning of the MICE industry, which are set out in the "Kraków Network Protocol". The mentioned document recommends:

- Common risk management
- Security
- Taking into account the so-called force majeure
- Earlier determination of the number of participants
- The possibility of cost-free cancellation of meeting or event projects
- Change orders for events and meetings
- Managing costs and finances
- Introducing innovative business models
- Legacy - the impact of your event on the event space and its social and economic environment[3]

These recommendations indicate an increase in the scope of responsibilities of employees operating in various divisions of companies implementing meetings or events and, above all, require a very large commitment to the development and implementation of events or meetings in close cooperation with clients, suppliers and other stakeholders associated with the implementation of projects such as local administration, etc.

4. Psychophysical requirements

There are several tasks for MICE workers, which might include substantial amount of handling heavy objects in connection with event installations, exhibitions, etc. According to psychophysical theory, the perceived strength of a sensation is directly related to the intensity of its physical stimulus by a power function. Pushing/pulling of carts involves application of force and muscular effort. Both the

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[2] International Congress and Convention Association (2020). Kaohsiung Protocol – Strategic Recovery Framework for the Global Events Industry. West Vancouver, BC: MMGY Next Factor. Retrieved from: https://www.iccaworld.org/cnt/docs/ICCA%20Kaohsiung%20Protocol.pdf

[3] Błaszczyk, I., Fanderowska, P., Wirtel, W., Faracik-Leśniak, A., Hallier, J., Jędrocha, A., Młynarczyk, M., Paradowski, K., Wodziańska, A., Zalewski, M., Andrukowicz, M., Baran, P., Bączek, P., Berbeka, J., Borodako, K., Chmura, K., Chwastek-Pluta, J., Cieślikowski, M., Florek, J., Garczarczyk, P., Gasińska, A., Grzesiak, A., Jagłowska, E., Jaskuła, M., Jaworski, M., Jędrocha, K., Kruk, J., Kulec-Greń, N., Leszczyńska, A., Marciszyn, K., Nahirny, M., Nowińska, A., Osiadły, I., Ostrowska, E., Piórkowski, T., Postolska, I., Przygórska-Skowron, M., Rachwał, T., Rokicka, K., Smagur, D., Stefańczyk, A., Święch-Wałaszek, P., Woch, E., Wilczek, P., Wójcik, M., Zając, B. (2021) *Protokół Kraków Network.* Retrieved from: https://krakownetwork.pl/wp-content/uploads/2021/04/Protokol_Krakow_Network_PL.pdf

application of physical force and perception of muscular effort have been shown to follow the psycho-physical power law:

$$S = kI^n$$

where:

S is the intensity of the perceived sensation
I is the intensity of the physical stimulus
k is a constant (determined by the units of measurement used)
n is an exponent that varies for different types of physical stimuli

According to The Liberty Mutual Studies (Two-Handed Tasks Performed Over an 8-Hour Shift)[4] the types of physical workload can be summarized as follows:

Two-handed symmetric lifts -- MAW (maximum acceptable weight) decreases as the following task variables increase: lift frequency, lift distance (displacement), and object size. In addition, MAWs are lower when lifting above shoulder height than when lifting in the floor-to-knuckle-height or knuckle-to-shoulder height ranges.

Two-handed symmetric lowers -- MAW decreases as the following task variables increase: lift frequency, lift distance (displacement), and object size. In addition, MAWs are lower when lifting above shoulder height than when lifting in the floor-to-knuckle height or knuckle-to-shoulder height ranges.

Two-handed pushes -- Maximum Acceptable Force (MAF) decreases as the following task variables increase: push frequency and push distance. Push forces are highest when the handles are located at approximately elbow height. MAF is reduced when the handles are located above shoulder level or below knuckle height.

Two-handed pulls -- MAF decreases as the following task variables increase: pull frequency and pull distance. Pull forces are highest when the handles are located at approximately knuckle height. MAF is reduced when the handles are raised to elbow height and reduced again when the handles are raised above the shoulder.

Carrying MAW decreases as task frequency and carry distance increase. MAW is greater when carrying at waist level compared to carrying at mid-chest level.

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[4] http://fbaum.unc.edu/lobby/062_Ergonomics_Standards/Agency_Activities/OSHA/OSHA_Health_Chapter_Two.htm

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Within gender, MAWs and MAFs demonstrated by the strongest 10% of the population were roughly double those demonstrated by the weakest 10%. While males as a group were stronger than females, there was considerable overlap between the genders.

In the field of ergonomics, the aforementioned psychophysical methods have been used to empirically determine acceptable levels of work intensity by asking subjects to adjust their workload (the physical stimulus) so that the resulting discomfort/fatigue (the perceived sensation) is acceptable. Employers of the MICE industry should be required to establish an ergonomics program containing some or all of the elements typical of successful ergonomics programs: management leadership and employee participation, job hazard analysis and control, hazard information and reporting, training, MSD management,[5] and program evaluation, depending on the types of jobs in their workplace and whether a musculoskeletal disorder covered by the standard has occurred.

5. Professional competence and tasks

According to the definition of the Dictionary of Occupational Competence Standards, they are defined as everything that an employee knows, understands and can perform - as appropriate to the workplace situation. An employee's professional competence is thus viewed through the lens of:

1. Knowledge - a set of descriptions of objects and facts, principles, theories, and practices, acquired in the process of learning, relating to the field of learning or professional activity,

2. Skills - the ability acquired in the process of learning to perform tasks and solve problems appropriate to the field of learning or professional activity

3. Social competence - the ability to shape one's own development and to participate autonomously and responsibly in professional and social life, taking into account the ethical context of one's conduct.

KNOWLEDGE AND SKILLS: PROFESSIONAL SKILLS (KZ) AND PROFESSIONAL TASKS (Z)

KZ1 Management Competences
Z1 - Strategic planning
Z2 - Financial management
Z3 - Stakeholder management
Z4 - Risk management
Z5 - Conflict management
Z6 - Human Resources Management
Z7 - Development of norms, implementation of standards and audit

KZ2 Planning and execution of events
Z8 - Project management

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[5] Muscular Sceletal Disorder

Z9 - Event design

Z10 - Business Communication

KZ3 Technical competence

Z11 - Computer skills

Z12 - Technical realization and management of the technical side of events

KZ4 Analysis of work organization in order to build an image of a professional MICE *employee*

Z13 - Evaluation of work organization and employee's performance and competence

5.1 PROFESSIONAL COMPETENCE

5.1.1 The competence Kz1 *Competence in the field of management* **includes a set of professional tasks (Z1 - Z7), for the realization of which appropriate sets of knowledge and skills are required.**

Z1 Strategic planning

KNOWLEDGE - knows and understands	SKILLS - is able to
social and business trends to design the meeting - the purpose of the event and stakeholder assumptions - meeting concepts and theme - target dates - profile, functions and programme of the meeting or event - specifics of the target market - clients' financial resources, budget - research methods suitable for determining the profitability of the event - applicable legal regulations - intercultural issues, e.g. special conditions - sustainability conditions - infrastructure and capacity of the venue - principles and criteria for the selection of site infrastructure	- collaborate, communicate and understand stakeholder objectives - align the meeting agenda with the meeting objectives - compile financial information: analyze costs and benefits, assess risk components, customize terms and conditions - identify potential sources of revenue and other resources - identify opportunities for strategic alliances, identify stakeholders - manage cross-cultural issues, - select strategies to achieve positive outcomes and mitigate negative impacts of a meeting or event - determine the desired or required geographic location and type of facility for the meeting or event (space needs) - develop site selection criteria - conduct site inspections - evaluate locations based on proximity to hotels, parking availability, public transportation, communication, etc. - identify economic and social impacts on the host community - take advantage of local opportunities while maintaining sustainability - propose amendments to the strategic plan if necessary

Z2 - Financial management

KNOWLEDGE - knows and understands	SKILLS - is able to
• financial goals and sources of event funding • principles of creating a meeting budget • profit requirements (costs, currency procedures, exchange rate fluctuations, tax structures in the host location, market value of products and services) • the essence of establishing partnerships and alliances • requirements concerning the granting of funding • the objectives and limitations of sponsorship • advertising and budgetary restrictions • the implications of presenting financial objectives to donors (customer and sponsor restrictions) • record keeping procedures • security and audit systems for financial matters • procedures for amending records when necessary • Procedures and monitoring of cash handling	• construct a budget and set funding goals (identify revenue sources and fixed and variable costs, divide amounts by activity, create a contingency fund) • review finances and propose changes to the budget • identify potential donors and coordinate their acquisition • identify potential sponsors • create sponsor benefit packages • create sponsor benefit packages • prepare and manage contracts for sponsors and donors • seek legal advice where necessary • send proposals and supporting materials to relevant parties • present the benefits to participants in the pre-registration information package • identify potential partners, suppliers, etc. • monitor records and security systems for income and expenditure and audits • ordinate money handling (take steps to prevent theft, establish record keeping system, set up cash collection and deposit system)

Z3 Stakeholder management

KNOWLEDGE - knows and understands	SKILLS - is able to
- mechanisms of operation and needs of individual stakeholders - applicable laws, such as relevant protocols and local customs - Codes of conduct and ethics, including customer and consumer rights - legal and regulatory requirements - a catalog of products and services that can be offered to stakeholders - methods for measuring stakeholder satisfaction - strengths and weaknesses of products and services - competitors' activities, products and services	- collaborate with all stakeholders - identify stakeholders' interests and priorities - identify opportunities and challenges for stakeholders identify the impact of stakeholders on the meeting or event (and vice versa) - assess the authority of each stakeholder - identify stakeholder roles and commitments - develop plans for acquiring strategic, economic, and political alliances at the local, regional, and national levels - categorize stakeholders - Prioritize stakeholders according to power, influence and interest - Identify relationships among stakeholders - Follow appropriate protocols when communicating with stakeholders - Develop a schedule of activities for each stakeholder - ensure that your staff understand their own roles and responsibilities - confirm that clear and effective processes are in place to resolve conflicts - investigate and resolve recurring issues - establish a system to assess/monitor stakeholder satisfaction - make recommendations for improving service quality

Z4 Risk management

KNOWLEDGE - knows and understands	SKILLS - is able to
• the importance of risk management • methods and principles of risk assessment • data collection and analysis methods • risk management options (loss prevention, risk financing, risk control) • risk management techniques and strategies and applicable regulations • emergency response plan and risk management factors • the importance of assessing the effectiveness of the risk management plan • responsibilities in risk assessment • information analysis processes • specific risk management issues related to crowds • laws and regulations and their impact on the risk management plan	• define: - that which is subject to damage, loss, or incurs liability - what is likely to cause damage, loss or incur liability - who may suffer damage, loss, or incur liability - the situations in which damage, loss, or liability may occur • conduct a risk assessment, measuring the value of the meeting or business event •critically evaluate the success and failure factors of a meeting or event • evaluate opportunities to meet legal requirements of the meeting and mitigate risks • verify the validity and reliability of information • identify and report difficulties and irregularities • monitor the use of risk management resources (ensure sufficient resources are available) • inform staff of the effectiveness or shortcomings of techniques and strategies and identify the necessary actions to be taken • amend the risk management plan if necessary • communicate with interested parties when necessary • identify health and safety requirements • assess the need for specialist advice or assistance on legal, regulatory and jurisdictional requirements and seek advice from regulators and specialists •establish risk management policies and procedures (in conjunction with specialists, obtaining • prepare a risk management plan, including chain of command, emergency and control procedures, implementation strategies • Implement the emergency response and risk management plan

	• Implement internal and external safety communication systems and procedures • carry out contingency plans accordingly • organize: - security personnel - train staff and volunteers -detailed security procedures for emergency situations (crowd control, site evacuation, natural disaster, terrorist activity) • obtain insurance certificates from suppliers • Evaluate your risk management plan on an ongoing basis and keep it up to date • establish an incident reporting and recording system

Z5 Conflict management

KNOWLEDGE - knows and understands	SKILLS - is able to
• Knows the definition of conflict • Distinguishes between types of conflict: o Internal conflict o Interpersonal conflict o Conflict between an individual and a group o Conflict between organizations • Understands the importance of conflict as a socially natural phenomenon • The impact of conflict on the parties' relationships: o Destructive o Constructive • Knows the sources and reasons of conflicts o Values conflict o Structural conflict	

o Conflict of interests o Relationship conflict o Data conflict	
• Knows the definition of conflict • Distinguishes between types of conflict: o Internal conflict o Interpersonal conflict o Conflict between an individual and a group o Conflict between organizations • Understands the importance of conflict as a socially natural phenomenon • The impact of conflict on the parties' relationships: o Destructive o Constructive • Knows the sources and reasons of conflicts o Values conflict o Structural conflict o Conflict of interests o Relationship conflict o Data conflict	• Identifies sources of conflict • Adopts specific attitudes in a conflict situation along with their consequences: o Confrontation o Cooperation o Compromise o Submission o Avoidance • Resolves conflicts in the workplace • Mitigates the negative effects of conflict in the workplace • Actively observes • Undertakes mediation • Conducts arbitration • Intervenes appropriately in team structure • Uses preventive behaviors in conflict situations: o Pushes conflict to the background o De-escalates behavioral styles o Takes advantage of circumstances o Uses automatic adjustment mechanisms • Uses strategic behaviors to reduce conflict o Changes the conditions that precede conflict o Introduces "win-win" conflict resolution principles o Uses methods to reconceptualize the conflict o Seeks to deescalate the reaction • Uses conflict remedies: o Motivating the conflicting parties o Finds compromises o Allows parties to try

	o Changes the attitude of the conflicting parties o Counteracts "mind reading" o Helps distinguish between people and actions o Directs the team to find solutions • Prawidłowo dobiera techniki komunikacyjne w sytuacjach konfliktowych Prevents conflicts from arising: o Clear rules o Cares for transparency of communication o Takes care of disclosure of needs Introduces in the team a model of focusing on finding solutions, and not on people guilty of the problem

Z6 – Human Resources Management

KNOWLEDGE - knows and understands	SKILLS - is able to
meeting or event schedule requirements - project hours - benefits and implications of diversity in the workplace - employee/volunteer turnover rates and reasons for turnover - recruitment methods - effective interview protocols - costs associated with recruiting staff and volunteers (budget constraints) - sources of volunteers - Work and safety regulations - Employment contract principles and local labour laws - local employment conditions and staff shortages (seasonal needs) - work culture and practices of the sector - current skills and abilities of staff/volunteers	- conduct a task/function analysis of staff/volunteers - assess the benefits, costs and risks to the organizer of involving staff and volunteers - identify the roles and responsibilities of staff and volunteers: - determine the human resources needed for the meeting - establish pay rates and salary expectations - develop plans that accommodate diversity in the workplace - select recruitment techniques to address deficiencies - diagnose employee aptitudes and career interests - define career goals - formulate career recommendations - use tools to support employee development

- current wage rates - need for further training of staff/volunteers - principles and practices of team building and teamwork - methods of motivating and evaluating staff/volunteers - good practice in managing relationships with employees, such as mentoring and coaching - methods of recognizing and rewarding employees	- formulate rules in relevant areas, such as recruitment, supervision, performance, conflict resolution, discipline, termination, assignment of duties, rewards and distinctions, sick leave - align procedures with applicable laws - Communicate procedures to employees. - Monitor the implementation of procedures. - adjust human resources to trends and problems - Conduct performance appraisals - conduct job interviews - identify areas for further training of employees (training needs) - prepare for the interview - conduct a job interview (explain the selection process, encourage questions, etc.) - model high standards of performance and behavior - Communicate expectations, roles and responsibilities of team members and leaders - promote the principles of teamwork - encourage effective communication - Resolve conflicts - Delegate tasks and responsibilities - monitor the results of each stage and direct the activities towards the expected effect (goal) - Give regular feedback on work performance. - solve work performance problems - identify reasons for resignation and termination - deal with employees/volunteers in accordance with organizational procedures - keep appropriate records

Z7 **Creation of standards, implementation of standards and auditing**

KNOWLEDGE - knows and understands	SKILLS - is able to
- National and international standards for organizing meetings - Research methods - Organizational standards - Legislation covering the organization of events - Service audit standards - Evaluation processes and procedures - Basic accounting principles - Setting realistic and measurable objectives - Elements of meetings or events and related elements that can be evaluated or audited - Stakeholder requirements	- Analyzes legal regulations regarding the organization of meetings or events - Establishes norms and standards in accordance with commonly understood social and ethical principles - Adjusts to needs and implements existing standards and procedures - Creates contracts - Defines areas of standards, procedures and regulations - Creates procedures and regulations that are consistent with applicable laws and regulations - Obtains expertise, opinions and information from external sources as necessary, e.g. legal advice - Obtains organizational support from event stakeholders and the environment - Defines evaluation or audit objectives - Determines the areas to be evaluated or audited e.g. program, mission, goals and objectives of the meeting or event - Determines success factors at different stages of evaluation or audit - Design the evaluation or audit procedure - Conduct an audit or evaluation of the event Determines how the reporting process will be conducted

5.1.2 Competence Kz2 *Planning and execution of events* **(Z8 – Z10), for which appropriate sets of knowledge and skills are required.**

Z8 Project management

KNOWLEDGE - knows and understands	SKILLS - is able to
• Elements of the project management process • Target markets • Meeting and event planning tools • Stakeholder requirements • Processes for meeting or event implementation • Legal regulations, restrictions on available opportunities • Types and formats of meetings and events • Participant profiles for meetings and events	• Develops a project based on the client's request consisting of the following elements: o Project scope o Quality o Costs o Time o Resources o Risk • Based on the project, develops a proposal for the client • Analyzes various data sources and is able to refer to them: o Identifies the strengths and weaknesses of already implemented meetings or events o Analyzes the goals achieved o Makes a comparative analysis of the results and objectives of meetings and events carried out in the past • Creates and plans processes to achieve objectives • Defines the scope of activities, timeframes and performance indicators to determine whether each objective has been met • Identifies available resources Involves stakeholders in the project planning process - meeting/event requesters, potential participants, representatives of the meeting/event

	environment (e.g. local authorities, property managers, local communities)

Z9 Designing an event

KNOWLEDGE - knows and understands	SKILLS - is able to
ADMINISTRATION - potential programme elements: proposed time, duration and location - structure and sequence of program components - sources of human, physical, and financial resources - objectives of the meeting or event - participant profile - legal requirements and regulations (elements of legal agreements, rules of negotiation) - anticipated attendance and participation patterns - program component requirements (site) - requirements, time and logistical constraints on speakers and performers - audience profile (type of program required)	ADMINISTRATION - define the profile of speakers or performers to match the audience's demand - design the event program, considering the objectives of the meeting, taking into account the target market of the survey, expectations of participants, opportunities for innovation - ensure that the desired components meet legal and regulatory requirements - obtain cost estimates and discuss details with colleagues, - create required documents - negotiate contracts (deal with contract violations within an acceptable timeframe) - communicate regularly with speakers and contractors

TECHNICAL SIDE - technical needs of speakers and audience - Required hours of operation for technical services - Food and beverage needs - principles and legal requirements for food safety - importance of decorative elements for functional and experiential contexts - types and methods of event signage - equipment needs for organized meetings - technical problems that may occur during a meeting or event - stage management - procedures for delegating roles, responsibilities, constraints and deadlines to staff - delegation of tasks - accommodation and transport procedures and rules - protocol rules (precedence, titles, flags, religious requirements)	TECHNICAL SIDE - communicate meeting or event needs with speakers and artists - determine location and duration requirements for each program component - determine the number of staff required - assign roles to staff according to their responsibilities and skills - develop a contingency plan for program components - arrange for an appropriate technical setting for the event - determine the need for supplies and equipment - develop a schedule of food service needs and arrangements (vendors, menus, etc.) - identify site resources and constraints - identify infrastructure needs, requirements, and constraints - develop specifications for equipment needed for meetings - incorporate/maintain audiovisual and technical components or hire installation specialists - coordinate accommodations - identify protocol requirements
SAFETY - security rules for group events - hiring security companies, legal aspects of organizing meetings - elements of a decorative plan, agreed with stakeholders and security services - requirements for participants with special needs - crowd management techniques	SAFETY - design a safe environment for people with special needs -comply with regulations and submit draft plan for approval to relevant parties (services) - coordinate the logistics of installing movement and equipment at the meeting or event venue, e.g. - choose signage that ensures safety and identifies the organizer - consult with specialists (police, security company, etc.) to ensure the security of the meeting

	- select the admission systems to be used - registration procedures, tickets, photo identification, wristbands, etc. - develop a crowd management strategy - create plans for managing the flow of participants

MARKETING	MARKETING
- correlating marketing data with business objectives - meeting marketing objectives and activities, marketing concepts such as "marketing mix" - sources of market information - current and historical - techniques of collecting and analyzing data - the importance of demographic and sociological research for target market analysis - available marketing distribution channels - the strengths and weaknesses of different types of media - stakeholder needs and expectations - legal, regulatory, and ethical requirements affecting the marketing of fulfillment or event products and services - preferences of the target market - negotiation techniques - timeline for promotional activities - brand guidelines - shipping arrangements and associated costs	- research customer needs and interests - identify strengths, weaknesses, opportunities and threats to the meeting and/or organization - identify current and future marketing needs of participants - adapt new marketing techniques - identify opportunities for expansion into new markets and innovations in order to better meet the needs of participants - develop profiles of potential meeting or event participants - match target segment profiles with stakeholder functions, products and services - create marketing messages for each target market - develop logos and other visual and verbal identifiers - ensure brand and message consistency with mission, stakeholder objectives - select the most effective distribution channels that provide the best return on investment - create a schedule of marketing activities - integrate product concepts with other marketing activities - maintain coherence of marketing activities - prioritize segments in relation to products and services - develop a schedule of promotional activities - negotiate distribution agreements - assess licensing potential - negotiate licensing concessions - develop contract - establish specifications for commemorative products; monitor internal and external merchandise sales - protect brand integrity

	- implement fraud deterrents - manage information to archive printed/other materials - determine style of marketing collateral, - use appropriate language and formats for appropriate audiences, creating a brand message - monitor consistency of meeting or event theme/concept, brand and messaging - obtain permission to use intellectual property as necessary - obtain permission to use copyrighted and licensed materials - research prices of similar goods/services - set prices for each type of good/service in the meeting program - take advantage of post-meeting sales opportunities - identify potential liabilities and opportunities to leverage the meeting brand

LOGISTICS AND SECURITY	LOGISTICS AND SECURITY
- logistics action plan for the meeting - human resources, physical resources needed - delivery schedules, contractual obligations with suppliers - typical systems, procedures and logistics of on-site management - stress and time management techniques during the operation of the meeting or event - contractual commitments of the parties - contingency plans - action plans and timetable for completion of the meeting - environmental considerations - health, safety and environmental issues	- prepare a detailed schedule for the organization of the meeting - ensure the availability of human resources - integrate the course of the meeting with other aspects of it - communicate the schedule of work and responsibilities to the appropriate people - make sure that employees are familiar with the equipment used - carry out logistical activities to ensure progress according to the schedule (deliveries and distribution) - make sure that the equipment is checked - be in contact with facility management/site specific personnel - coordinate with appropriate colleagues and outside service providers - identify and analyze problems or needs - adjust plan as necessary to meet changing circumstances - implement solutions to problems immediately - maintain contact with appropriate parties (clients) during the meeting to ensure the program is being implemented as needed - monitor and ensure effective service delivery through ongoing contact with contractors - arrange for specialized equipment as needed - coordinate all end-of-meeting activities - restoring the site to the condition specified in the contract (cleaning, counting and packing equipment, repairing if necessary, cleaning, trash pickup, removal of decorations and structures, etc.) - inspect the site with a site representative - summarize the work of the personnel - complete all appropriate paperwork in accordance with the organization's procedures

	- coordinate shipment of equipment - Resolve safety issues.

COMMUNICATION	COMMUNICATION
- meaning of communication framework	- identify communication needs for the meeting
- communication protocols	- coordinate briefings and debriefings
- Communication device protocols	- establish communication protocols and ensure they are followed
- internal and external communication techniques	- train staff team on use of equipment, location of services, communication protocol
- flow chart of communication responsibilities	- monitor on-site communication systems:
- hierarchy of positions with regard to decision-making	- outline the content and style of messages to be communicated, including terminology and language
- required equipment needs	- define decision hierarchy and development of communication resources (verification documentation, contact lists, etc.)
	- configure communication channels to facilitate the flow and scope of communication needs
	- incorporate technology from all parts of the meeting into the communication plan: develop guidelines for required equipment, obtain appropriate services
	- create a plan and team for crisis or emergency situations

Z10 **Business communication**

KNOWLEDGE - knows and understands	SKILLS - is able to
- the importance of communication between the parties (networking) - Information requirements for meetings - Legal issues affecting contracts - formats of business letters - Principles of operation and use of office equipment - principles of business communication technology - technologies connected with presentations (e.g. setting up a room) - motivations of potential presentation recipients - consequences of inaccurate recording and filing practices - consequences of careless planning and poor communication among participants before, during, and after the event	- build trust and respect through effective communication between the organization, customers and suppliers, promoting goodwill and trust - maintain regular contact with customers and suppliers - put contracts in writing, using formal agreements where appropriate - obtain appropriate approvals - honour contracts - moderate profiles of potential participants - update information -consider audience needs and constraints - organise ideas before speaking - identify an appropriate time and place for delivering a message - be concise and accurate, speak clearly, exhibit appropriate nonverbal behavior - keep copies of documents - choose appropriate technology for the message - check messages regularly and respond in a timely manner - use language appropriate to the audience - prepare supporting materials in a timely and relevant manner - identify the type of meeting required and confirm the availability of key participants - prepare the meeting in terms of notifications, information delivery - moderate time during the event -make decisions for efficient organization -communicate with participants - assess whether the meeting was effective - identify ways to improve future meetings

	- compile a report with detailed communication information, lessons learned, and recommendations
	- follow an integrated communication plan to disseminate evaluation/audit reports and confidentiality guidelines

5.1.3 Competence Kz3 *Technical competence* **(Z11), for which appropriate sets of knowledge and skills are required.**

Z11 – Computer competences

KNOWLEDGE - knows and understands	SKILLS - is able to
- available capabilities in standard office software packages - available solutions for videoconferencing - available solutions for videoconferencing transmission to external platforms	- creation and editing of text documents - creation and editing of spreadsheets - creation and editing of basic databases on the basis of a spreadsheet - creating and editing multimedia presentations - creating visual materials - creation of audio material - creation of video material - streaming video conferences to external platforms for dissemination to a wider audience - operation of videoconferencing platforms - preparing and managing audio-visual streams for distribution to external platforms, e.g. YouTube, Facebook

Z12 – **Technical implementation and management of the technical side of event services**

KNOWLEDGE - knows and understands	SKILLS - is able to

• installation and operation of equipment necessary for the meeting or event, e.g. lighting, sound system, transmission cameras • physical limitations resulting from the specifics of different locations • Basics of audiovisual production • preparation of the location and installation of equipment • operation of equipment necessary for the event • qualifications of the technical staff responsible for the equipment • contingency plans in case of technical problems • management of the stage on which the event is realized - typical problems and solutions • security and fixed elements of the location, integrity of equipment and location • proper location of the technical team responsible for the realization of the event, e.g. location in the director's room of the online broadcast	• technical analysis of the meeting/event program • identification of equipment needs • maintenance of safety principles during the installation of equipment at the meeting/event venue, e.g. suspension of lighting • Identify space needs, requirements and restrictions on fixed infrastructure • coordinate the logistics of installing production and equipment at the meeting or event venue • solve safety problems • ensure availability of installation equipment, machinery, tools, and other support equipment • arrange for qualified specialists necessary for the technical preparation of the event, e.g. electricians, lighting engineers, acousticians • ensure that the client's requirements are met and confirm their preparation in the presence of an appropriate specialist, e.g. a lighting technician in the area: o stage of a meeting or event o lighting, sound system, visualization o special effects o security and protection of the stage and audience o storage space necessary to secure the technical equipment • make arrangements to resolve any problems in the technical execution of the meeting or event • communicate properly and smoothly with the technical team • delegating roles, responsibilities, constraints, and deadlines to employees

	- monitor technical problems during the meeting or event - managing equipment malfunctions and related disruptions to the meeting or event program

5.1.4 Competence *Kz4* Analysis of work organization in order to build an image of a professional MICE worker (Z13), for which appropriate sets of knowledge and skills are required.

Z13 – **Assessment of work organization and employee performance and competence**

KNOWLEDGE - knows and understands	SKILLS - is able to
• information analysis processes • evaluation methods and principles • data collection methods • risk management plan • basic competences of a MICE industry employee • principles of competence assessment (assessment scale) • principles of measuring organizational performance • principles and components of work organization assessment • principles and components of assessing an employee's performance and competence • responsibility for assessment	• develop a plan for evaluating work organization • develop a plan for evaluating an employee's performance and competence • define feedback; • observe and formulate conclusions about the competence of employees • formulate the expected end result for a given competence • summarize the results of the situational analysis • formulate recommendations and conclusions • provide regular feedback on performance • prepare and conduct periodic performance reviews • document information related to performance • decide what data will be collected in the evaluation plan • determine the timing and sequencing of data collection • critically evaluate success factors during a meeting or event, i.e., implement the evaluation/audit procedure as scheduled • develop the evaluation report • monitor the use of data from the evaluation report • identify areas for improvement • inform staff of the effectiveness or shortcomings of activities (communicate with stakeholders) • identify actions to be taken to improve performance amend the risk management plan if necessary

1. SOCIAL COMPETENCES

A MICE worker should possess the social competencies necessary to perform professional tasks correctly and effectively. **He/she should possess the skills:**

- build customer relationships,
- observing principles of ethics at work and in contacts with clients
- interpersonal communication
- availability
- ealing with conflict situations
- building emotional bonds with the company
- solve problems and conflicts
- proper self-presentation
- motivate yourself and others
- professional integration
- cooperation with the environment
- adaptation to changing conditions
- education and improvement of qualifications

Complex social competences should also be distinguished, which are necessary for the proper performance of a MICE professional, basically at every level of the company's organizational hierarchy - executives, operational managers and operational staff.

- KS1 - Interpersonal communication
- KS2 - Time management
- KS3 - Stress management
- KS4 - Problem solving and decision making

KNOWLEDGE - knows and understands	SKILLS - is able to
• The process of interpersonal communication • Division of communication • Channels of communication • Forms of communication	• Clearly identifies goals and articulates them in an understandable way • Adjusts communication channels to the needs • Applies the principles of correct interpersonal communication • Maintains respect and appropriate attitude towards the recipient of the message • Adopts an assertive attitude • Accepts feedback

KNOWLEDGE - knows and understands	SKILLS - is able to
- time management tools - details of the meeting or event being held - the network of relationships between deadlines for meetings or event elements - the relationship between the flow of information and time (the impact of communication on the timeline of the event) - the relationship between the timeliness and budget of a meeting or event project	- Prioritizes short- and long-term goals - Defines goals and realistic possibilities for achieving them - Determines the tasks necessary to achieve the goal o Priors according to importance and critical points in time o Determines the correct level of performance necessary to accomplish tasks and goals o Estimates the time required to complete a task - Uses time management systems - Creates an action plan - Independently monitors progress of individual activities - Independently verifies the achievement of objectives at specified intervals

KNOWLEDGE - knows and understands	SKILLS - is able to
- Sources of stress - Methods of combating stress and off-setting its effects - Time management	- Adopts an assertive attitude - Meets needs necessary for proper functioning - Remains calm - Identifies own limits and constraints - Recognizes symptoms of stress in myself - Recognizes how the perceived stress affects the environment - Uses methods of mitigating the negative effects of stress - Seeks help in stressful situations

KNOWLEDGE - knows and understands	SKILLS - is able to
• The importance of time in problem solving • The importance of time in the decision-making process • The structure of an integrated communication plan • The structure of the company and its hierarchy in decision making • The impact of knowledge of facts on proper decision making	• Identify and analyze problems • Estimate time constraints and place them on a timeline • Identify and allocate the impact of decision making on different areas of the business or event • Meet decision-making deadlines to ensure smooth operations • Identify areas that need attention in order to avoid recurrence of problems • Select and implement methods to solve problems • Document the decision making process • Identify the effects of decisions made and properly communicate and document them

Personality traits are also important, such as assertiveness, empathy, loyalty, creativity, dutifulness, conscientiousness, kindness, self-control, and discussion skills.

6 Profile of key competences for the profession

An employee in the MICE industry should have the ability to perform professional tasks properly and the predisposition for professional development, therefore they are required to have the appropriate key competencies. The most important skills for all segments of the MICE industry for managers and employees are prerequisites for adaptation to a changing environment. The table below illustrates the range of skills necessary for each vertical in a company operating in the MICE industry. It also illustrates the skills that are common to all three divisions distinguished in the research conducted for the project.

MANAGERS		OPERATIONAL STAFF
menedżerowie / CEO / właściciele	Funkcjonalni / liniowi menedżerowie	
Strategic Management Competencies (SMC)		
Strategic planning and audit		
	Implementation of the strategy	
Financial planning - investments		
Market decisions		
Strategic marketing		
Personnel planning		
PR planning - key contacts		
Accreditation procedures		
Introduction of standards		
Configuring company policies		
Change management - new strategies		
Regional networks		
International networks	International networks	
	Local and regional networks	
Operational Management Competencies (MC)		
	Monitoring in their department	
Evaluation of monitoring results		

	Supervision of operations staff	
	Identification of competence needs	
	Identifying skill gaps	
	human resources manage-ment	
	Financial management	
Conflict management	Conflict management	
	MICE logistics planning	
	MICE logistics management	
	Project management	
	Event management and mar-keting	
		Basic conflict management
Industry competencies (IC)		
Knowledge of the MICE sector	Knowledge of the MICE sector	Knowledge of the MICE seg-ment
		Professional skills
Soft Competencies (SC)		
Stress tolerance	Stress tolerance	Stress tolerance
Communication with employees	Communication with em-ployees	
		First contact with customers
Communication with customers	Communication with custo-mers	Communication with customers
		Communication with managers

Communication with the media	Communication with the media	
Communication with Stake-holders	Communication with Stake-holders	
Multicultural knowledge and skills	Multicultural knowledge and skills	Multicultural knowledge and skills
Ability to self-evaluate	Ability to self-evaluate	Ability to self-evaluate
	Adaptation to change	Adaptation to change
Contact with policy makers		
Contact with the authorities		
		Willingness to learn
		Multiskilling - for teamwork
		Good self-presentation
		Planning your own work
		Teamwork & Skills
		Availability
		Good interpersonal skills
		Creativity in problem solving
		Working through the infor-mation noise
		Social tolerance and adaptabi-lity
		Empathy
		Environmental awareness
Hard competencies (HC)		
IT skills	IT skills	IT skills
	Exhibition marketing	

Appropriate language skills	Appropriate language skills	Appropriate language skills
		Technical skills
		MICE logistics implementation
		Health and safety skills

II. MICE employee competence model

Research carried out in Poland, Ireland and Hungary allows us to create a model of competences of a MICE industry employee. These competencies can be defined as the sum of experience, abilities, skills, manners and knowledge correlating with appropriate personality traits. They are closely connected with practice and professional development.

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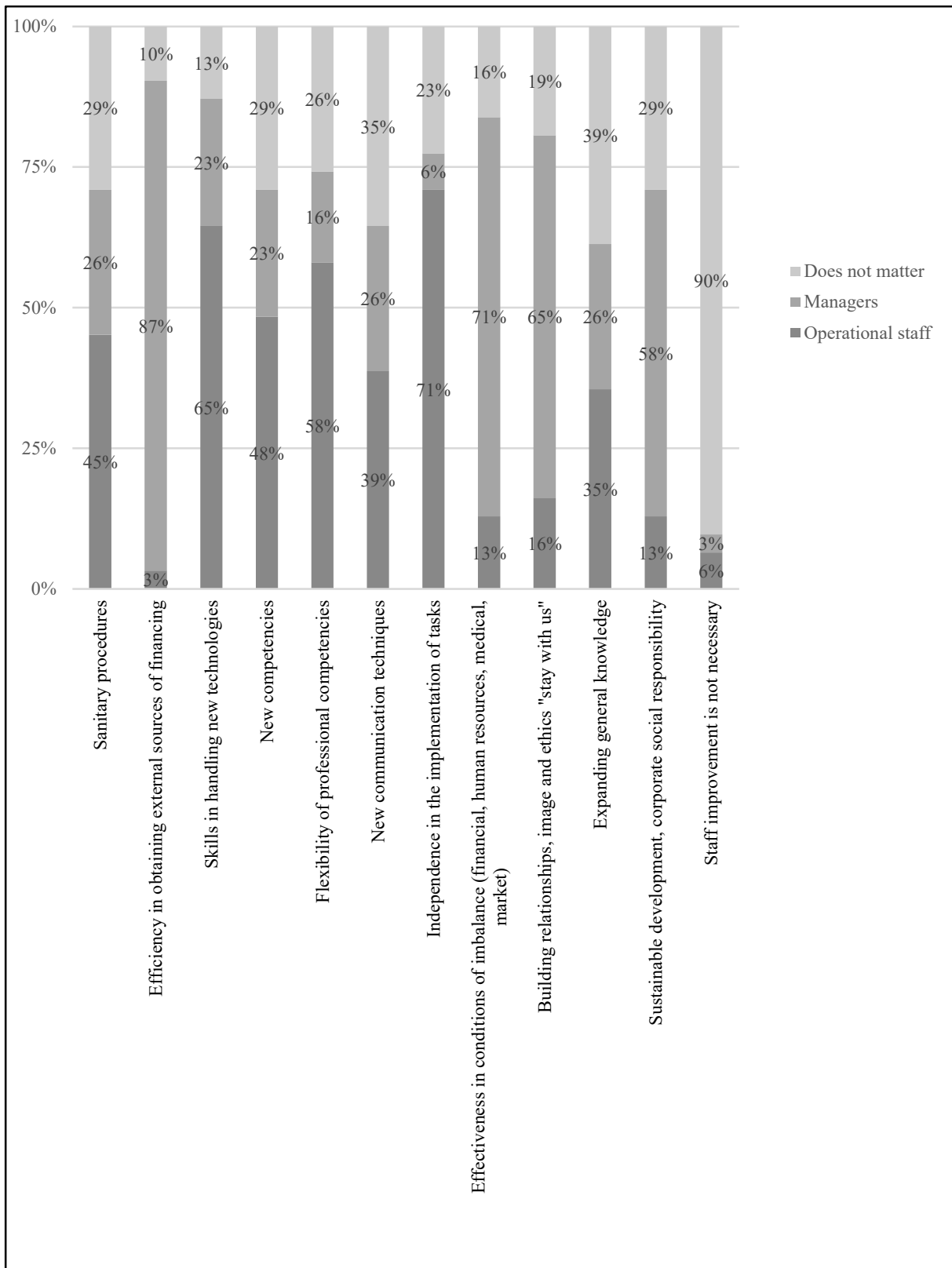| KNOWLEDGE	SKILLS
in the field of • knowledge of foreign languages • knowledge of law in the field of event organization • business and event management • Risk and change management, • calculation and budgeting • negotiation and marketing • business psychology, • communication enhancement, • technical knowledge, • registration and event management systems, • knowledge of the industry • organization of catering • social media activities • Knowledge of Office software • Customer experience management • business psychology	General competences • ethics • organization of own work • Readiness for further training • Emotional bonding with the company • Professional integration • availability • ability to solve problems and conflicts • self-motivation Hierarchical competencies (depending on your role in the company) • problem solving and conflict resolution • Dealing with conflict situations • overseeing and coordinating events • building local partnerships • exercising influence • international experience Functional competences (for people working in specific organizational units) • organizing events • supervising events • coordinating • working with information noise • cross-skilling • improving skills • interpersonal communication • building relationships with clients.

2. MICE SECTOR COMPETENCY CHALLENGES

Summarizing the research, it can be considered that the most pressing problems of the MICE sector that need to be solved in terms of competencies are:

KNOWLEDGE	SKILLS
• digital competence • crisis management • change management • further education - exchange of knowledge concerning the MICE sector on international markets and ability to obtain grants • information flow • stress management	• flexibility and openness to team change • work ethic when dealing with clients • responsibility • soft skills • ability to cope with new challenges, e.g. during an epidemic • strategic planning • language skills

The elements presented in detail in the table above allow us to outline specific areas of development for a MICE employee. The chart below visualizes the division of each area depending on the division in which a given person works every day (management division, operational division, common for both divisions).

Areas of staff development in the MICE sector in the near future.

A stacked bar chart showing survey responses across various competency categories, with three series: "Does not matter" (light gray), "Managers" (medium gray), and "Operational staff" (dark gray).

Category	Operational staff	Managers	Does not matter
Sanitary procedures	45%	26%	29%
Efficiency in obtaining external sources of financing	3%	87%	10%
Skills in handling new technologies	65%	23%	13%
New competencies	48%	23%	29%
Flexibility of professional competencies	58%	16%	26%
New communication techniques	39%	26%	35%
Independence in the implementation of tasks	71%	6%	23%
Effectiveness in conditions of imbalance (financial, human resources, medical, market)	13%	71%	16%
Building relationships, image and ethics "stay with us"	16%	65%	19%
Expanding general knowledge	35%	26%	39%
Sustainable development, corporate social responsibility	13%	58%	29%
Staff improvement is not necessary	6%	3%	90%

Source: own study

Developing staff in the areas presented in the diagram above is one of the main challenges for the MICE industry in the near future. The need for further development of staff and their competencies has been stressed by the International Congress and Convention Association, which has proposed the introduction of an international program "ICCA Skills - Leadership in Global Events Education". Such solutions indicate the need to develop the competencies of MICE sector staff in line with global trends[6].

Here, the effects of the global epidemic crisis caused by the COVID-19 coronavirus pandemic are of particular importance. The effects that the event mentioned force us to pay special attention to the development of digital skills of MICE industry employees. Skills directly related to the migration of a large number of events to the virtual space are included in the above study. The global changes in the realization formulas of various types of events are likely to become permanent, so it is advisable to introduce to the standard range of competencies the skills directly related to the realization and dissemination of events in online forms. Development in this area concerns all MICE industry employees.

Another area of competency that primarily concerns employees in the MICE sector's operations division, and which should be emphasized, is the attention to the area of sanitation procedures. The repercussions of the events that took place in 2020 are still strongly felt by the global population. Sanitation procedures are crucial due to two important aspects - the safety of the population as a whole and reducing the overall number of new illnesses, as well as restoring the MICE sector to its pre-pandemic state as soon as possible. Improving the competence of the sector's staff in this regard will primarily ensure an increase in the possibility of organizing traditional and hybrid events, which has a direct impact on the industry's revenues based on the gradual increase in the number of participants in face-to-face events.

[6] International Congress and Convention Association (2021). ICCA Skills - Leadership in Global Events Education. Retrieved from: https://www.iccaworld.org/npps/story.cfm?nppage=5617513