

"Human resource management model of mega sporting events —— the Beijing Winter Olympics as an example"

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Abstract. With the accelerated pace of globalization, the frequency and number of major international sports events are gradually increasing. The human resource management model has also been considered in this context, playing a more important role. In order to discuss this issue in depth, this paper will take the 2022 Beijing Winter Olympic Games as a case study, and discuss the changes and upgrades of HRM model in detail from the perspective of recruitment and management in human resources, from the surface way to the deep content. First of all, in the recruitment, Beijing Winter Olympic Games has a unique way of recruitment, through many media and Internet resources to promote the unprecedented effect. The mass adoption of recruitment on the Internet has attracted talents from all over the world to participate. Secondly, in the management, for the volunteers, due to the epidemic, a longer period of closed management was adopted, and the Beijing Winter Olympic Organizing Committee also focused on the psychological state of the staff and volunteers. In order to ensure people's life and living in a positive and effective way, in order to achieve a more efficient human management. In the end, the author summarizes the changes in the model of human resources management in the Winter Olympics, summarizes the characteristics of large international sporting events, refines the universal model with high feasibility, and summarizes the experience with the actual.

Keywords: Beijing Winter Olympics; Human resource; Sports events; models.

1. Introduction

The success of the Beijing 2022 Winter Olympic Games has attracted worldwide attention, and behind this world-renowned achievement is the management and deployment of human resources under China's national system. With the continuous progress of technology and society, the management mode of human resources gradually tends to be modernized and diversified, from the creation of professional teams to the internal management and protection of members, all reflecting the new mode of human resources management with modern technology as the carrier. In this process, managers and management systems are faced with a major international challenge.

In addition to the inherent characteristics of the human resources management model of the Beijing Winter Olympic Games, there is also a special emphasis on innovation and a new management model that integrates with technology, especially in the areas of recruitment and security, allowing professionals from all over the world to solve professional problems, expanding diversity while being inclusive, highlighting the characteristics of a major international event and China as the host country's temperament. For example, the National Biathlon Center where I work, as one of the main snow sports, the Winter Olympic Organizing Committee has devoted a lot of time and effort to develop professional track management and officiating elites, in order to present a wonderful event flawlessly. In the field of volunteers, the Beijing Winter Olympic Organizing Committee also focuses on the logistical management of volunteers, from prevention and control of epidemics to the reward system. The Winter Olympics Organizing Committee has even worked jointly to establish a convenient and user-friendly cell phone software, where each volunteer has his or her own account and can use it to find shuttle bus times, incentive material pick-up times, as well as various important information released by the event and officials. It can be seen that the combination with digitalization also brings no small convenience to the management of the Winter Olympic manpower. In addition, the frugality advocated by this year's Winter Olympics is also reflected in the human management, in each venue and the Winter Olympic Village, in other than the extremely specialized technical field

with the participation of professionals, the rest of the staff from universities and the community, the Winter Olympic Organizing Committee is unique to let more people join the event. For instance, most of the members of the multilingual call center are students from Beijing Foreign Studies University and Beijing Language and Culture University. The purpose is also to save the event costs and let more people to benefit from. Fortunately, the Beijing Winter Olympic Organizing Committee has succeeded.

This paper takes Beijing 2022 Winter Olympic Games as an example and summarizes the human resource management model of large sporting events through the actual case analysis of human resource management of the Winter Olympic Games. The study and analysis of the human resource management model of the Beijing Winter Olympic Games will be of great usefulness to the development of the human resource model of sports events in China and the world, and will also provide new feasible concepts of human resource management for future international events.

2. Recruitment and management of winter Olympic talent

2.1 Background

The Beijing Winter Olympic Games are held in early 2022. The Beijing 2022 Winter Olympic and Paralympic Games Organizing Committee is the organizing agency, executive agency and management agency to host this event, which was established in 2015 with 28 departments, including the Planning Department, Technical Department, Volunteer Department and Human Resources Department. The functional departments are finely divided according to the international event standards, and carry out to achieve clear functions and specific work[1]. The Beijing Winter Olympics will have a total of 3 zones and 39 venues, including 12 competition venues, 3 training venues and 24 non-competition venues. A total of 180,000 people will work in all fields of competition support and city operation, and a total of 19,000 volunteers for the event. Among them, Beijing accounted for 63%, Yanqing accounted for 12%, Zhangjiakou accounted for 25%, and youth under 35 accounted for 94%, becoming the main force of volunteer service [2].

Such a large number of participants contributed to the active preparation and successful hosting of the Beijing Winter Olympics, but at the same time, it also created certain difficulties and challenges for staff management and arrangement. At the end of the event, it is not difficult to look at the recruitment and management mode of these staffs and observe some experiences and contradictions [3].

2.2 Strengths Analysis

In this Winter Olympic Games, Beijing Winter Olympic Organizing Committee has been boldly innovative and pioneering in human resource management mode, trying its best to improve the drawbacks and problems in the previous management mode of large events, and presenting different effects in two fields of recruitment and personnel management. The following is an analysis of the advantages of the human resource management model in these two areas [4].

First of all, in the field of recruitment, Beijing does not have the history and experience of hosting the Winter Olympic Games, so it is extremely important to absorb and learn from the world with foresight and expertise [5]. For this reason, the Beijing Winter Olympic Organizing Committee has commissioned a total of 61 special experts from 18 countries in 14 batches, which will be used in the fields of venue construction, track design and competition organization, etc. More than 20 foreign experts will also be directly involved in the running of the games, and nearly 400 professional and technical positions will be recruited worldwide. This is something I have a very intuitive impression of. In the National Biathlon Center, the main technical staff in the field of event sports display at the venue were two experts from Austria and Italy, who used to be responsible for working with the person in charge of the awarding of prizes in the control room, adjusting the music and lighting at the right time to influence the atmosphere of the event and achieve the standard of a perfect international event.

On the macro level, the Beijing Winter Olympic Organizing Committee has a more diverse approach to recruitment, which allows for a great degree of inclusiveness and diversity in the talent pool.

This Winter Olympics integrated technology into the various fields, and in the talent recruitment was no exception, first of all, the various software and platforms, timely release of the corresponding promotional information, the establishment of special channels to ensure that talent and managers face-to-face communication at any time. In addition, one of the highlights of talent recruitment for the Winter Olympics is the expanded role of campus recruitment, with students from various universities everywhere in the venues, working in technical departments, language departments and concierge departments. The selection and recruitment in universities has greatly promoted the connection between the Winter Olympics and the society, giving more opportunities for young people to participate in the Olympics and to promote the spirit of the Winter Olympics, as well as providing more possibilities for labor cost savings [6].

Of particular note is the fact that, as a consequence of covid-19, the interview stage, an important process of recruitment, has also been mostly moved online, with interviewers in various venues examining the basic qualities of interviewees through Tencent meetings, zoom and other teleconferencing systems, which has become a major feature of today's epidemic era[7]. The online digitalization of recruitment and training gives a fair and convenient platform for people of different ages from different regions, which also makes the office of the Winter Olympics Organizing Committee more efficient and flexible, no longer limited by time and space, so as to absorb talents from the world to a greater extent and build a huge talent pool. It is safe to say that this new talent recruitment model is gradually influencing the way human resources are managed at major international events[8].

Secondly, the Beijing Winter Olympic Organizing Committee (BOCOG) has also introduced a considerable degree of innovation in the management of human resources. This is reflected in the improvement of the security facilities and the management style to keep up with the times. The first volunteer home is a perfect guarantee for volunteers, and a volunteer service station is set up in each venue, which includes psychological guidance, food and other functions, giving volunteers a warm harbor and sufficient logistical support. During the Spring Festival and Lantern Festival, the volunteer house held activities such as making dumplings and making lanterns and lucky characters respectively, which enriched the leisure time and made the volunteers more happy and enthusiastic in their work.

In addition, for the management of staff and volunteers, the Winter Olympics also created a unique "Winter Olympics" software, in the platform, the organizing committee can accurately release a variety of timely news, staff and volunteers can also find the relevant traffic and flight information on the above, so as to have a clearer and more reasonable arrangements for both work and tasks [9].

Lastly, regarding the integration of technology and human resource management, the organizing committee has built a Winter Olympics + People model through various self-built platforms and channels. Through these online learning and news platforms, the attention of people from all social sectors has been attracted, which not only expands the influence of the Beijing Winter Olympics, but also greatly increases the opportunities for talent introduction. For example, the "Information Knowledge Management" platform (IKM) established by the organizing committee features many panoramic videos showing the Beijing Winter Olympics from preparation to implementation, showing countless details about the Winter Olympics, as well as some including humanities education, dealing with the mode of getting along with foreigners, etc[10].

2.3 Problems and Deficiencies

Although the Beijing Organizing Committee for the Winter Olympic Games has maximized the use of various superior resources in recruiting and managing human resources, there are still certain shortcomings and problems in certain practical details.

First, for the personnel coverage aspect. Although the distribution of various incentive materials is in place in time, the psychological and humanistic care for volunteers is still lacking. The Beijing

Winter Olympic Games has innovatively developed a "volunteer home" to serve and meet the needs of volunteers in venues and facilities. However, it is observed that in many venues, the volunteer houses did not play the original heat in practical application, but only existed in the physical perspective of the building to give volunteers and other staff a psychological comfort. Therefore, even though the starting point of this facility was well intended, lessons should be learned to better protect the needs of volunteers and staff.

Secondly, as a large-scale international event, its continuity and fervor should be maintained and continued in due course, and Beijing, as the city of the double Olympics, should continue to play its remaining role with reasonable human resources, thus reaching the goal of more people participating in ice and snow sports and national fitness. This should also be reflected in the post-race utilization of human resources. The Beijing Winter Olympic Organizing Committee has worked perfectly in the early and mid-term, maximizing the application of human resources operation and security management, and should also have corresponding measures in the later stage to promote the spirit of the Winter Olympics, gather the energy of the Winter Olympics, and advocate the continuation of the Winter Olympics in the whole society.

2.4 Suggestions

This paper discusses and lists the pros and cons of the current Winter Olympics in the human resource management model, systematically showing the advantages and shortcomings from talent recruitment to management, and giving relevant examples to support some phenomena.

In terms of advantages, the Beijing Winter Olympic Organizing Committee has been very innovative in the way it recruits talents and volunteers, integrating with technology, spilling the talent network more widely to the world, and using the Internet to build the corresponding technical platform to provide more possibilities for recruitment. At the same time, the volunteers are recruited from universities in Beijing and Hebei, which saves human resources costs and promotes the spirit of the Winter Olympics. Furthermore, technology has also played a huge role in the management field, changing the original way of integrated management and instead integrating functions such as information dissemination and instant traffic messages on line. At the same time, the online Winter Olympics learning and information system has attracted a wide range of people from the community and expanded the opportunities for talent exchange.

However, there were some problems and drawbacks that were gradually exposed in the actual implementation of the Winter Olympics. For example, some of the facilities did not play a real role, and the responsibilities of the relevant departments were ambiguous.

In the post-Winter Olympics era, it is necessary to learn from this experience and improve the relevant initiatives. For example, They can plan the protection measures for volunteers and staff more rationally. The construction of a physical type of "volunteer home" can certainly serve as a place for volunteers' activities, but it did not play a real role in their psychological state under long-time closed management.

In addition, the ambiguity of interdepartmental responsibilities and flow planning should be tailored to departmental planning and design. It is not necessary to copy exactly the uniform format of the Winter Olympic Organizing Committee. Innovative design on this basis will make the responsibilities of personnel clearer and eliminate the conflicts of shifting responsibilities that can affect the conduct of events.

Finally, it is not easy to carry out large international events under the epidemic, and the psychological is an important factor that cannot be ignored considering the closed management of personnel in China, so this should also be designed and taken into account to a greater extent for the human resource management model. This is the way to build a more people-oriented event human resources management, on the basis of a more inclusive, friendly and diverse model to successfully organize such a large-scale international event.

3. Conclusion

The 2022 Beijing Olympic Winter Games is a perfect example of the importance of human resources management, not only in the recruitment of diverse personnel, but also in the management and security of the event. Only by paying more attention to the personnel can the overall inclusiveness and motivation be mobilized to make the event a successful one.

Taking the Beijing Winter Olympics for example, The Beijing Winter Olympic Organizing Committee is more carefully divided on the basis of the original human resources management. In the recruitment and management of staff and volunteers with the times, adding elements of technology to make management and recruitment more convenient and efficient. The online learning and promotion method also makes human resource management easy and saves money as much as possible, and is successfully carried out with the theme of "Simple, Efficient and Wonderful".

However, at the same time, some problems in the Winter Olympics should be summarized and avoided in time. This part of the summary has strong implications for the future with the integration of technology into more specific large-scale international events, more than just superficial design and secondary planning of the responsibilities of the relevant departments is essential to improve measures.

On this basis, it's safe to conclude that human resource management will play an even more important role in the future of major international sporting events. Expanding the channels and keeping up with technology in recruitment and management is an essential way.

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