

Tirgan Organizational Structure Manual

(Version 1)

Updated on September 14, 2010

DOCUMENT INFORMATION

This is the Tirgan Organizational Structure Manual (*hereinafter referred to 'the Manual'*). The Tirgan Organization (*hereinafter referred to 'Tirgan'*) is an entity of the Iranian Canadian Centre for Art and Culture (ICCAC). ICCAC is a not-for-profit, non-partisan, and non-religious organization, registered under the Canadian Corporation Act in Ontario, Canada.¹ The Manual is prepared and maintained through Tirgan Development Services; it provides a description of all the services and departments in Tirgan, it explains levels of responsibility: directors, managers, coordinators, and volunteers, and defines general and specific tasks and duties associated to each component. Furthermore, the Manual identifies the interrelationship amongst various levels of Tirgan, as one unit. Tirgan Development Services have been assigned the responsibility of developing and standardizing Tirgan, based on feedbacks received from Tirgan directors. All recommendations for revisions shall be received by the Development Services Manager – recommendations need to be approved for review; once the review has been completed, consensus must be achieved through the Development Services prior to undertaking any revision.

ICCAC’s mailing address is provided below:
 56 Forest Park Crescent,
 Thornhill, ON. Canada, L3T-2M7

REVISION LOG

Version number	Revision date	Description	Revised by
1	Tuesday, September 14, 2010	Manual initial set up and fine tuning	Development Services

¹ This document is NOT part of the ICCAC constitution. For more information, please refer to the ICCAC constitution.

VISION STATEMENT

IRANIAN-CANADIAN CENTER FOR ART AND CULTURE (ICCAC)

- To promote and celebrate Iranian culture, values, language and history and uphold the prestige, dignity and good name of Iranian-Canadians and their descendants;
- To help Iranian-Canadians especially youth, have a better understanding of their cultural identity and their place in Canadian society, which will facilitate their integration into the fabric of Canadian civic life;
- To bring everybody together under the same roof in order to emphasize on similarities and to raise cultural awareness;
- To promote an environment for cooperation, interaction, and cross-cultural harmony between Iranian-Canadians and the Canadian society.

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TIRGAN ORGANIZATIONAL STRUCTURE

An entity of the Iranian Canadian Centre for Art and Culture (ICCAC), Tirgan is composed of five major departments, each directed by executive directors, as well as exclusive services to the Chief Executive Officer (CEO) of Tirgan, all operating effectively to prepare and develop critical plans and programs required for Tirgan's successful performance and execution. Each department is comprised of multiple sub-committees, and is responsible to carry out a set of defined tasks and duties, all together to ensure satisfying the Tirgan theme of the year, as well as its objectives. Different departments, services, and responsibilities associated to each are presented below.

[above]

Tirgan Festival Executive Office

The Tirgan Festival Executive Office is responsible to provide direction and act as a liaison between Tirgan Departments and services, and the ICCAC Board of Members (BOM). This office is composed of a president, a vice-president, and an executive assistant. Development Services manager, Financial Services manager, and Legal Services assistant provide exclusive services to the Chief Executive Office on an on-demand basis. Five departments are organized to provide supplementary information to this office.

[above]

Development Services

Based on feedbacks received from the directors, Development Services are intended to ensure successful delivery of development and standardization services in Tirgan. Overseen by the Development Services Manager, these services are perceived to be of high vital significance; which account for the maintenance of Tirgan, ensuring adherence to the highest standards (See **SECTION 2 – Development Services Manager**).

[above]

Financial Services

Financial Services are intended to meet on-demand accounting needs in Tirgan, exclusively delivered to the Tirgan Festival Executive Office. Managed by the Financial Services manager, these services also convene financial analysis and day-to-day accounting needs for the Tirgan CEO. Both Financial Analysis assistant and Accounting assistant are important personnel who are responsible to conduct delivery of Financial Services to other Tirgan personnel (See **SECTION 3 – Financial Services Manager**).

[above]

Legal Services

Legal Services are provided on an on-demand basis in response to requests placed by Tirgan Executive Office for policymaking purposes. These services are overseen by the Legal Services Assistant (See **SECTION 4 – Legal Services Assistant**).

[above]

Administration Program Department

Administration Department is responsible to satisfy communication and administration needs of Tirgan. This department furthermore executes staffing and hiring tasks in Tirgan, and defines procedures to do so. Administration Director oversees tasks and duties assigned to Administration Department. The Administration Department benefits from four major sub-committees: the General Administration/Secretariat Manager, Human Resources Manager, Information System Manager, and Survey and Statistics Manager (See **SECTION 5** – Administration Director).

[above]

Marketing and Sales Department

Directed by the Marketing and Sales Director, this department is in charge of fulfilling marketing and sales needs of Tirgan. In this department, the Marketing and Sales manager oversees activities and duties that are assigned to coordinators, designers, and developers within the Marketing and Sales sub-committee. The Marketing and Sales sub-committee consists of 7 managers who control a variety of revenue generating strategies in Tirgan (See **SECTION 6** – Marketing and Sales Director).

[above]

Public Relations Department

Directed by the Public Relations Director, this department remains accountable to exercise public awareness, satisfy public relations needs and requirements, act as a liaison with the media and other organizations, organize magazines, and much more. This department, furthermore shall develop an appropriate theme, and identify the most suitable personnel to deliver tasks and duties pertaining to the public affairs, media relations, and the Tirgan magazine. In this department, sub-committee managers remain accountable to comply with such duties defined for each sub-committee (See **SECTION 7** – Public Relations Director).

[above]

Artistic Program Department

Artistic Department is primarily responsible to plan and implement the overall Tirgan artistic program. This department delivers services pertaining to the artistic sub-committees, production, administration, and publicity needs and requirements. This department is directed by the Artistic Director, and is composed of the Artistic Sub-Committee Managers, Artistic Production Manager, Artistic Administration Manager, and Artistic Publicist Coordinator (See **SECTION 8** – Artistic Program Director).

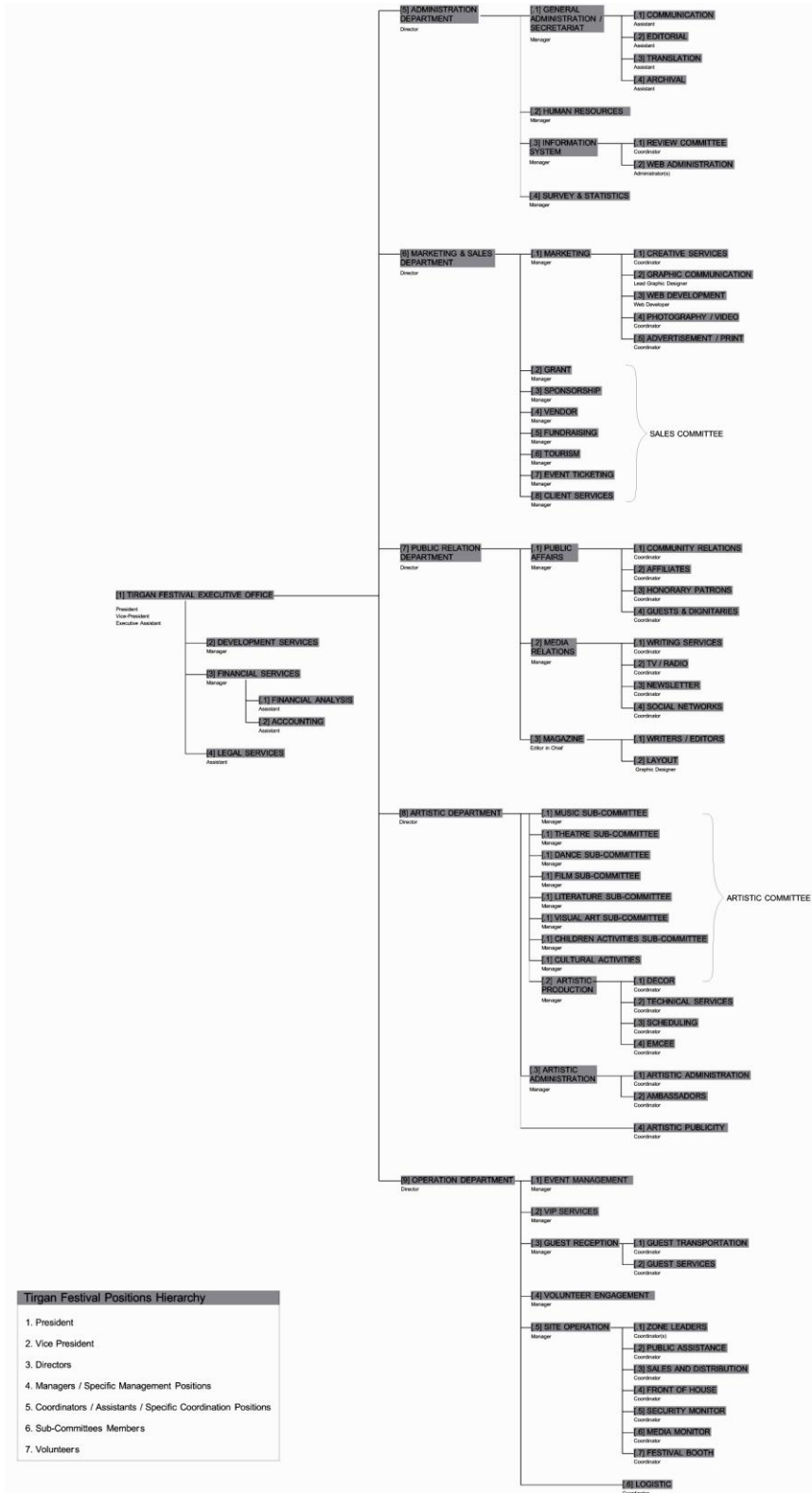
[above]

Operation Department

Directed by the Operations Department, this department is assigned duties that will ensure well being of all operational activities of Tiran. Managers within this department fulfill duties pertaining to the events, VIP services, the hosts, volunteer engagement opportunities, site operations, and the Tirgan logistics (See **SECTION 9** – Operation Director).

[above]

TIRGAN ORGANIZATIONAL CHART



Tirgan Festival Positions Hierarchy	
1.	President
2.	Vice President
3.	Directors
4.	Managers / Specific Management Positions
5.	Coordinators / Assistants / Specific Coordination Positions
6.	Sub-Committees Members
7.	Volunteers

[above]

TIRGAN PERSONNEL DUTIES AND RESPONSIBILITIES

The following sections provide comprehensive details of duties and responsibilities allocated to Tirgan personnel, including the directors, managers, coordinators, and assistants. Within each functional area, personnel are assigned set of general and specific duties, ensuring smooth execution of tasks and favourable delivery of expectations in Tirgan.

The General Duties section of the Manual, presented *below*, summarizes the standards and ethics endorsed by Tirgan; which need to be followed at all times, when conducting major tasks and duties. The Specific Duties are exclusive to each personnel and are further elaborated under separate sections of the Manual.

[above]

GENERAL DUTIES

- a. Remain devoted, at all times, to Tirgan's Vision Statement;
- b. Consider decision-making aligned with the approved theme and objective of Tirgan;
- c. Adhere to all confidential regulations and do not disclose any type of information to unauthorized parties;
- d. Participate in all meetings; provide periodic updates, and prepare minutes for the meetings;
- e. Account for proper archiving of key information and important chronology of internal/external correspondences;
- f. Remain accountable to practise prompt exchange of up-to-date information and decisions made in Tirgan and acquire necessary approvals, prior to implementation.

Managers

- Remain accountable to provide up-to-date information to the director of the department and acquire approval for major decisions;
- Upon completion of Tirgan, remain accountable to prepare and submit a formal comprehensive report to the director of the department, entailing the following items:
 - Performance evaluation of the manager, referencing to the predefined set of duties and responsibilities;
 - Identification of the manager's strengths and weaknesses;
 - Feedback on the overall contribution and significance of this management position to the well-being of Tirgan;
 - Feedback on the general work interaction amongst different departments and personnel, and recommendations for improvements.

Directors

- Remain accountable to provide up-to-date information to Tirgan CEO and acquire approval for major decisions;
- Upon completion of Tirgan, remain accountable to prepare and submit a formal comprehensive report to the Tirgan CEO, entailing the following items:
 - Performance evaluation of the director, referencing to the predefined set of duties and responsibilities;
 - Identification of the director's strengths and weaknesses;
 - Feedback on the overall contribution and significance of this directory position to the well-being of Tirgan;
 - Feedback on the general work interaction amongst different departments and personnel, and recommendations for improvements.

[above]

SECTION 1. Tirgan Festival Chief Executive Officer (CEO)

Relevant Sections

SECTION 2 Development Services Manager

SECTION 3 Financial Services Manager

SECTION 4 Legal Services Assistant

SECTION 5 Administration Director

SECTION 6 Marketing and Sales Director

SECTION 7 Public Relations Director

SECTION 8 Artistic Program Director

SECTION 9 Operation Director

SECTION 9.2 VIP Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Implement and carry out the resolutions of the Board of Directors (BOD) of ICCAC, and direct the day-to-day operations of Tirgan;
- b. Identify to the ICCAC BOD, appropriate executive directors and conduct recruitments based on approvals acquired from the BOD;
- c. Identify and recruit professional service providers for areas beneficial to the Tirgan Executive body;
- d. Prepare and present to the ICCAC BOD an artistic program and a festival budget, acquire their approval;
- e. Submit progress reports and financial reports on a periodic basis (i.e. 4 times a year – every three months);
- f. Allocate sufficient fund to directors for the day to day operation of Tirgan;
- g. Retain and terminate the services of Tirgan personnel, including the directors. However the approval of BOD shall be obtained in the case of appointment and dismissal of the directors;
- h. Special remark:
 - All contracts signed by the CEO remain valid as long as the financial commitment of such contract is maintained within the limits of the approved budget allocated to the Tirgan Executive Office.

[above]

SECTION 2. Development Services Manager

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)
SECTION 3 Financial Services Manager
SECTION 4 Legal Services Assistant
SECTION 5 Administration Director
SECTION 6 Marketing and Sales Director
SECTION 7 Public Relations Director
SECTION 8 Artistic Program Director
SECTION 9 Operation Director

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage development services tasks and duties essential to Tirgan needs and requirements;
- b. Submit monthly progress reports to the Tirgan CEO;
- c. Prepare and maintain the Tirgan Manual;
- d. Keep the Manual current based on ongoing experience, work progress, and feedback from Tirgan personnel;
- e. Identify and study similar festival structures and explore learning opportunities for minor improvements, with the intention of enhancing the quality of Tirgan deliverables.

[above]

SECTION 3. Financial Services Manager

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)

SECTION 2 Development Services Manager

SECTION 3.1 Financial Analysis Assistant

SECTION 3.2 Accounting Assistant

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage financial services tasks and duties essential to Tirgan needs and requirements;
- b. Monitor cash flow;
- c. Provide on-demand accounting services to the Executive Office;
- d. Upon request of the CEO prepare a financial report to the CEO;
- e. Account for all unexpected events within the cash flow;
- f. Maintain a close interaction between Tirgan and the financial institution in charge.

[above]

3.1 Financial Analysis Assistant

Relevant Sections

SECTION 3 Financial Services Manager
SECTION 6 Marketing and Sales Director
SECTION 8 Artistic Program Director
SECTION 9 Operation Director

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Assist in financial analysis tasks and duties essential to Tirgan needs and requirements;
- b. Develop a master document (i.e. excel sheet) that is dynamic, incorporates various attributes, and is simple to use when generating reports with respect to specific needs and requirements;
- c. Develop supplementary reports pertaining to the overall financial document/plan of the festival;
- d. Submit the generated reports to the Tirgan CEO, incorporating planning and analysis recommendations and advises;
- e. Account for maintenance of the master document;
- f. Upon receiving requests from any departments, generate financial reports according to specified need and release that information to the requester, subject to the CEO's approval.

[above]

3.2 Accounting Assistant

Relevant Sections

SECTION 3 Financial Services Manager
SECTION 6 Marketing and Sales Director
SECTION 8 Artistic Program Director
SECTION 9 Operation Director

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Assist in accounting tasks and duties essential to Tirgan needs and requirements;
- b. Prepare and issue cheques;
- c. Account for delivery and collection of cheques;
- d. Conduct all bookkeeping tasks and duties;
- e. For each transaction (i.e. withdraws or deposits), issue memos illustrating records of transaction;
- f. Generate up to date reports detailing Tirgan's financial status and circulate appropriately, with CEO consensus.

[above]

SECTION 4. Legal Services Assistant

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)

SECTION 2 Development Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Assist in legal services tasks and duties essential to Tirgan needs and requirements;
- b. Upon request, provide advice to the CEO, on topics related to preparation of contract templates, marketing policies, Human Resources policies, etc.

[above]

SECTION 5. Administration Director

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)
SECTION 2 Development Services Manager
SECTION 5.1 General Administration/Secretariat Manager
SECTION 5.2 Human Resources Manager
SECTION 5.3 Information System Manager
SECTION 5.4 Surveys and statistics Manager
SECTION 6 Marketing and Sales Director
SECTION 7 Public Relations Director
SECTION 8 Artistic Program Director
SECTION 9 Operation Director

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Direct Tirgan administration tasks and duties (i.e. General administration/secretariat, human resources, information system, survey and statistics), with consensus from Tirgan CEO and consultation with other Tirgan directors;
- b. With CEO consensus, develop a plan and a set of procedures to maintain Tirgan administration;
- c. Ensure execution of the plan and procedures;
- d. Ensure that CEO is kept current with department work progress, through generation of monthly work progress reports, or at times as deem necessary;
- e. Monitor Tirgan position vacancies, ensuring quality staffing of all Tirgan position vacancies, and monitor preparation of a position-personnel inventory document to the CEO.

[above]

5.1 General Administration/Secretariat Manager

Relevant Sections

SECTION 5 Administration Director
SECTION 5.1.1 Communications Assistant
SECTION 5.1.2 Editorial Assistant
SECTION 5.1.3 Translation Assistant
SECTION 5.1.4 Archival Assistant
SECTION 6 Marketing and Sales Director
SECTION 7 Public Relations Director
SECTION 7.1.1 Community Relations Coordinator
SECTION 7.2 Media Relations Manager
SECTION 7.2.1 Writing Services Coordinator
SECTION 7.2.2 TV/Radio
SECTION 7.2.3 Newsletter Coordinator
SECTION 7.3 Magazine Editor-In-Chief
SECTION 8 Artistic Program Director
SECTION 9 Operation Director

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage general administration tasks and duties essential to Tirgan needs and requirements;
- b. Manage and oversee day-to-day communications, archival, editorial, and translation services;
- c. Approve content of all the out-going communications for accuracy and quality.

[above]

5.1.1 Communications Assistant

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Assist in communications tasks and duties essential to Tirgan needs and requirements;
- b. Oversee the overall communication performance and ensure high quality methods of handling inquiries and correspondences;
- c. Redirect communications and inquiries to appropriate personnel in Tirgan;
- d. Respond to general inquiries with approval from the General Administration Manager;
- e. Develop archival services for all correspondences (i.e. emails) and organize a record of important communications.

[above]

5.1.2 Editorial Assistant

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Assist in editorial tasks and duties essential to Tirgan needs and requirements;
- b. For out-going communications, provide extensive editorial services pertaining to text coherence, and sentence structure for material received internally in Tirgan, and account for return provisions to the requester.

[above]

5.1.3 Translation Assistant

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Assist in translation tasks and duties essential to Tirgan needs and requirements;
- b. Provide translation services for all material received from within Tirgan.

[above]

5.1.4 Archival Assistant

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Assist in archival tasks and duties essential to Tirgan needs and requirements;
- b. Provide archival services for all documents generated by other departments or services in Tirgan;
- c. Conduct close coordination with the web development sub-committee in development of a data-base incorporating document archives;
- d. For different users, grant only necessary access to Tirgan database, on a predefined basis. Access to be restricted to areas not relevant to the work and duty of a particular user;
- e. Monitor all archive usages and Tirgan data base accesses;
- f. Maintain on-going maintenance of Tirgan data and archives.

[above]

5.2 Human Resources Manager

Relevant Sections

SECTION 5 Administration Director
SECTION 5.1 General Administration/Secretariat Manager
SECTION 6 Marketing and Sales Director
SECTION 7 Public Relations Director
SECTION 7.1.1 Community Relations Coordinator
SECTION 8 Artistic Program Director
SECTION 9 Operation Director
SECTION 9.4 Volunteer Engagement Manager

General Duties

Adhere to the values, duties and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage human resources tasks and duties essential to Tirgan needs and requirements;
- b. Receive internal requests from Tirgan managers and directors to place specific-duty calls for new personnel/volunteers;
- c. Advertise Tirgan notices for position vacancies via electronic postings on Tirgan website or through Tirgan mass email list or Tirgan affiliates;
- d. Receive responses for calls for vacant positions;
- e. Confirm and account for staffing requirements in Tirgan, as well as other related needs and requirements;
- f. Address available vacancies in Tirgan through recruitment of appropriate candidates, in a timely manner;
- g. Screen applications based on predefined job requirements;
- h. Develop a generic voluntary job posting template, applicable to all Tirgan positions;
- i. Develop and maintain an inventory of Tirgan positions and active personnel;
- j. Issue accreditations to the Tirgan personnel and the volunteers;
- k. Archive all resumes received from the applicants, regardless of an offer having been made to the applicant applying for the opportunity;
- l. Keep record of all contact information obtained through application submittals and add to the Tirgan Email List for future calls for opportunities/vacancies.

[above]

5.3 Information System Manager

Relevant Sections

SECTION 5 Administration Director
SECTION 5.1 General Administration/Secretariat Manager
SECTION 5.2 Human Resources Manager
SECTION 5.3.1 Review Coordinator
SECTION 5.3.2 Web Administrator
SECTION 6 Marketing and Sales Director
SECTION 6.1.3 Web Developer
SECTION 7 Public Relations Director
SECTION 7.2 Media Relations Manager
SECTION 7.2.1 Writing Services Coordinator
SECTION 7.2.2 TV/Radio
SECTION 7.2.3 Newsletter Coordinator
SECTION 7.2.4 Social Networks Coordinator
SECTION 8 Artistic Program Director
SECTION 8.2.3 Scheduling Coordinator
SECTION 8.4 Artistic Publicist Coordinator
SECTION 9 Operation Director

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage human resources tasks and duties essential to Tirgan needs and requirements;
- b. Manage the content for Tirgan website, as well as the material posted and ensure that all material have been reviewed properly;
- c. Ensure timely posting of the approved material on Tirgan website;
- d. Create and maintain communication channels.

[above]

5.3.1 Review Coordinator

Relevant Sections

SECTION 3 Information System Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate review tasks and duties essential to Tirgan needs and requirements;
- b. Coordinate necessary review approvals;
- c. For all publications, review suitability of the material (e.g. web, newspaper, and social content, picture and video, etc.) to be used by Information Systems;
- d. Acquire consensus from the Administration Director and the corresponding department director for all the required material (e.g. web, newspaper, and social network content, etc.);
- e. Address requests for modifications or revisions and respond to the corresponding department;
- f. Harmonize all the text received from different departments;
- g. Harmonize the content of products for both the English and Farsi versions;
- h. Identify malfunctions (i.e. broken links) on Tirgan website, check for the overall website content accuracy, and confirm operation and functionality of the final product;
- i. Acquire consensus from the corresponding department director, ensuring accuracy of the content of the material to be posted on the website.

[above]

5.3.2 Web Administrator

Relevant Sections

SECTION 3 Information System Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Account for web administration tasks and duties essential to Tirgan needs and requirements;
- b. Maintain Tirgan website content and material posted and ensure that material have been reviewed properly;
- c. Conduct uploading duties for the material approved by the Review Coordinator;
- d. Send newsletters received from Media Relations to public using the Tirgan mass email list;
- e. Account for the layout of Tirgan website content;
- f. Track web traffic and newsletter hits;
- g. Coordinate with Graphic communication to develop programs based on an approved design.

[above]

5.4 Surveys and Statistics Manager

Relevant Sections

SECTION 5 Administration Director
SECTION 5.1 General Administration/Secretariat Manager
SECTION 6 Marketing and Sales Director
SECTION 7 Public Relations Director
SECTION 8 Artistic Program Director
SECTION 9 Operation Director

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage surveys and statistical tasks and duties essential to Tirgan needs and requirements;
- b. Develop plans and execute surveys with consultation with relevant departments (i.e. Operation Department, Marketing and Sales Department);
- c. Identify opportunities to utilize the information collected and decide on statistics applications through consultation with directors and the CEO;
- d. Collect data, conduct analysis, and produce desired output type.

[above]

SECTION 6. Marketing and Sales Director

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)
SECTION 2 Development Services Manager
SECTION 3 Financial Services Manager
SECTION 3.2 Accounting Assistant
SECTION 5 Administration Director
SECTION 5.1 General Administration/Secretariat Manager
SECTION 5.2 Human Resources Manager
SECTION 5.3 Information System Manager
SECTION 5.4 Surveys and Statistics Manager
SECTION 6.1 Marketing Manager
SECTION 6.1.3 Web Developer
SECTION 7 Public Relations Director
SECTION 7.1 Public Affairs Manager
SECTION 7.2 Media Relations Manager
SECTION 7.3 Magazine Editor-In-Chief
SECTION 7.3.2 Layout Graphic Designer
SECTION 8 Artistic Program Director
SECTION 8.2.4 EMCEE Coordinator
SECTION 8.4 Artistic Publicist Coordinator
SECTION 9 Operation Director
SECTION 9.2 VIP Services Manager
SECTION 9.5 Site Operations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Direct marketing and sales tasks and duties essential to Tirgan needs and requirements;
- b. Develop an appropriate Marketing and Sales theme, appropriate to Tirgan, holding the CEO consensus;
- c. Develop and plan a Marketing and Sales strategy, which meets financial goals of Tirgan;
- d. Ensure the developed strategy generates a homogenous image of Tirgan amongst the public at local and global levels;
- e. Ensure proper execution of the developed strategy, holding the CEO's consensus.

[above]

6.1 Marketing Manager

Relevant Sections

SECTION 6 Marketing and Sales Director
SECTION 6.1.1 Creative Services Coordinator
SECTION 6.1.2 Lead Graphic Designer
SECTION 6.1.3 Web Developer
SECTION 6.1.4 Photography/Video Coordinator
SECTION 6.1.5 Advertisement/Print Coordinator
SECTION 6.2 Grant Manager
SECTION 6.3 Sponsorship Manager
SECTION 6.4 Vendor Manager
SECTION 6.5 Fundraising Manager
SECTION 6.6 Tourism Manager
SECTION 6.7 Event Ticketing Manager
SECTION 7.2 Media Relations Manager
SECTION 7.2.3 Newsletter Coordinator
SECTION 7.2.4 Social Networks Coordinator
SECTION 7.3 Magazine Editor-In-Chief
SECTION 7.3.2 Layout Graphic Designer
SECTION 8.2.4 EMCEE Coordinator
SECTION 9.1 Event Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage marketing tasks and duties essential to Tirgan needs and requirements;
- b. Conduct market research, analysis and generate a report for competitors in local and global context, and ensure alignment with theme of the festival for the year;
- c. Should a partnership exists with an external organization, must coordinate the exchange of information/data amongst the Artists' publicists and those for the external organization;
- d. Receive specific guidelines from the Artistic Program Department for illustrating the artistic highlights of the festival;
- e. In collaboration with Creative Services Coordinator, develop and oversee all marketing strategies, as listed below:
 - Grant
 - Welcome Packages
 - Sponsorship
 - Vendor
 - Event Ticketing
 - Donation
 - Client Services
 - Community and Media Relations

- Publication
 - Information Systems, Publications
 - Advertisement & print
 - Tourism
 - Affiliates
- f. Supply the developed marketing strategic material to the secretariat department to conduct grammar-related reviews of the material; furthermore must obtain approval from the Marketing and Sales Director;
- g. Prepare quality surveys and analyze the data collected through the survey session;
- h. Review graphics prepared by graphic communication sub-committee to ensure alignment with strategies and obtain approvals from the Marketing and Sales Department Director;
- i. Develop a proposal for advertisement and print and obtain necessary approvals;
- j. Develop a proposal for photograph/video and advertisement/print sub-committees;
- k. Account for all needs when maintaining the Tirgan website.

[above]

6.1.1 Creative Services Coordinator

Relevant Sections

SECTION 6.1 Marketing Manager

SECTION 6.1.2 Lead Graphic Designer

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate creative services tasks and duties essential to Tirgan needs and requirements;
- b. Conduct researches for marketing strategies and ideas;
- c. Select and develop marketing strategies with guidance and consultation with marketing manager for the festival;
- d. Prepare content for all marketing material (i.e. pamphlet, package, brochures, and presentations, etc.);
- e. Supply the prepared material to Graphic Communication and Web Development sub-committees for preparation of a graphic idea;
- f. Coordinate with Graphic Communication and Web Development sub-committees to improve and finalize the graphic idea;
- g. Seek sign off for the graphic idea from Marketing and Sales Director;
- h. Through a meeting, convey marketing strategies and other messages to all Tirgan personnel;
- i. Design the structure of the Tirgan Festival newsletters.

[above]

6.1.2 Lead Graphic Designer

Relevant Sections

SECTION 5.2.1 Décor Coordinator
SECTION 6.1 Marketing Manager
SECTION 6.1.1 Creative Services Coordinator
SECTION 6.1.2 Lead Graphic Designer
SECTION 6.1.3 Web Developer
SECTION 6.1.4 Photography/Video Coordinator
SECTION 6.1.5 Advertisement/Print Coordinator
SECTION 6.3.2 Layout Graphic Designer

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Conduct lead graphic design tasks and duties essential to Tirgan needs and requirements;
- b. Identify and propose a set of graphic themes for Tirgan and finalize the most desirable through consultation with the Marketing and Sales Director and the Marketing Manager;
- c. Undertake designs for the following items based on the selected graphic theme:
 - Website
 - Poster/Newsletter/Handouts & Brochure
 - Logo/Letterhead/Envelop/Business Cards
 - Sponsorship Packages/Media Kit in collaboration with the Marketing committee
 - Banner/Displays/T-shirt
 - Tickets
 - Magazine and Tourism package
 - Day of event program guide & schedule
 - Opening & closing Pamphlet
 - Awards
 - Promotional items (i.e. pins)
 - Portfolios for the earlier festivals (i.e. video clip, slide show, etc.)
 - Animations (i.e. Video / slide show, etc.)
- d. Maintain close coordination with the following members:
 - Creative Services Coordinator
 - Advertisement/Print Coordinator
 - Web Developer
- e. Develop a theme for Tirgan magazine and maintain close coordination with Magazine Layout personnel (Graphic Designer) to deliver necessary tasks and duties;
- f. Provide design services to Tirgan sub-committees during Tirgan event days.

[above]

6.1.3 Web Developer

Relevant Sections

SECTION 5.3 Information System Manager
SECTION 6.1 Marketing Manager
SECTION 6.1.2 Lead Graphic Designer
SECTION 7.2.4 Social Networks Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Conduct web developing tasks and duties essential to Tirgan needs and requirements;
- b. Design and develop a communication portal for Tirgan (i.e. archival, user accounts and privileges, shopping cart, search engines, etc.);
- c. Develop a relation with search engines in order to make the Tirgan retrieved and accessible through on-line searches;
- d. Maintain coordination with Lead Graphic Designer and Information System Manager to design and maintain the Tirgan website structure.

[above]

6.1.4 Photography/Video Coordinator

Relevant Sections

SECTION 6.1 Marketing Manager

SECTION 6.1.2 Lead Graphic Designer

SECTION 8.4 Artistic Publicist Coordinator

SECTION 9 Operation Director

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate photography and video tasks and duties essential to Tirgan needs and requirements;
- b. Research and Prepare a work plan based on an approved schedule;
- c. Obtain approval for the work plan from the Marketing Manager and Marketing and Sales Director;
- d. Call for skilled photographers and Videographers;
- e. Hold training sessions with the purpose of orienting skilled staff with Tirgan theme and values;
- f. Gather artistic sample works/productions (i.e. photos, videos, etc.), supplemented with disclaimers from the owners;
- g. Submit a report to Operation Director pertaining to the execution and operating methods.

[above]

6.1.5 Advertisement/Print Coordinator

Relevant Sections

SECTION 6.1 Marketing Manager
SECTION 6.1.2 Lead Graphic Designer
SECTION 7.1.1 Community Relations Manager
SECTION 7.2 Media Relations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate advertisement and print tasks and duties essential to Tirgan needs and requirements;
- b. Research and prepare a work plan, including a promotion proposal, entailing strategies and schedules for articles, interviews, etc.;
- c. Prepare an advertisement schedule, and follow up with obtaining essential approvals from the Marketing Manager and the Marketing and Sales Director;
- d. Submit the advertisement schedule to Public Relations department and ensure close adherence to the details and specifics of the schedule;
- e. Ensure that all the material are prepared and delivered;
- f. For archival purposes, prepare and submit a final report to the Marketing and Sales Director.

[above]

6.2 Grant Manager

Relevant Sections

SECTION 6 Marketing and Sales Director

SECTION 6.1 Marketing Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Conduct research of available grant opportunities for Tirgan, and prepared a short list based upon guidance received from the Marketing and Sales Director;
- b. Prepare grant applications and seek for approvals from the Marketing and Sales Director ;
- c. Complete and submit grant applications on a timely manner, ensuring meeting all deadlines as defined by the grant organization;
- d. Follow-up on the status of the application and, with advise from the director, respond to inquiries related to the submitted application;
- e. Adhere to the rules and regulations defined by the grant organization on report composition and submission;
- f. Throughout the festival (where required) progress reports need to be submitted to the grant organization;
- g. Upon completion of festival, submit a substantial completion report to the grant organizations prior to the predefined deadlines;
- h. Keep record of all the grant applications, communication history, and submit this documentation to the Executive Assistant in the Tirgan Festival Executive Office;
- i. Acquire receipts for all income generated through cheques and submit all receives to the Financial Services Manger;
- j. Arrange for mailing out invitations to VIP guests.

[above]

6.3 Sponsorship Manager

Relevant Sections

SECTION 6 Marketing and Sales Director

SECTION 6.1 Marketing Manager

SECTION 6.8 Client Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage sponsorship tasks and duties essential to Tirgan needs and requirements;
- b. Conduct research of available sponsorship opportunities for Tirgan, based upon marketing and sales strategies, prepare and submit a short list to the Marketing and Sales Director, and assist in selection of the most suitable sponsors;
- c. Identify and allocate the most appropriate individuals to approach sponsors with the intention of introducing Tirgan and furthermore to successfully develop a connection with the Tirgan theme;
- d. Account for trainings and ensure all sales persons are knowledgeable of the strategies and that they remain connected with the sponsors from the commencement of the festival to the completion;
- e. Ensure that the sales persons promptly deliver contracts and sponsorship benefits to the sponsors and all significant deadlines and information are properly conveyed;
- f. Upon completion of sales, the sales persons are required to fulfill after-sales tasks through the Client Services;
- g. Acquire receipts for all income generated through cheques and submit all receives to the Financial Services Manger;
- h. Arrange for mailing out invitations to VIP guests.

[above]

6.4 Vendor Manager

Relevant Sections

SECTION 6 Marketing and Sales Director

SECTION 6.1 Marketing Manager

SECTION 6.8 Client Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage all tasks and duties pertaining to vendor activities in Tirgan, based on marketing and sales strategies;
- b. Conduct research of available vendor opportunities for Tirgan, prepare and submit a list to Marketing and Sales director, and assist in selection of appropriate vendors;
- c. Based on the approved strategies, must approach the vendors, share with the vendor an agreement and collect a deposit to guarantee the nomination of the vendor;
- d. Announce the successful vendors; the collected deposit is refundable to those vendors not selected;
- e. Conduct all the necessary follow-up duties with respect to the selected vendors to ensure fulfillment of all necessary requirements, including the communication of vendors' policies and regulations prior to the events, as well as the vendors' full attendance at the health and safety seminars;
- f. Acquire receipts for all income generated through cheques and submit all receives to the Financial Services manger.

Day of event

- a. Account for list of operations containing the name and contact information of the vendors, their special requirements and needs.

[above]

6.5 Fundraising Manager

Relevant Sections

SECTION 6 Marketing and Sales Director
SECTION 6.1 Marketing Manager
SECTION 6.8 Client Services Manager
SECTION 7.1.1 Community Relations Coordinator
SECTION 9.5 Site Operations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage fundraising tasks and duties essential to Tirgan needs and requirements;
- b. Research available grant opportunities relevant to Tirgan and submit a short list to the Marketing and Sales director;
- c. Identify potential donors and make appropriate selections with approval and guidance from the Marketing and Sales director;
- d. Acquire receipts for all income generated through cheques and submit all receives to the Financial Services manger;
- e. Income (donations) report must be forwarded to the Accounting Services, with a copy to the Marketing and Sales director;
- f. Issue receipt for a payment, in case of request by a donor;
- g. Collaborate with Community Relations when attending community events for means of extending exposure to the public, allowing for fund raising opportunities.

[above]

6.6 Tourism Manager

Relevant Sections

SECTION 6 Marketing and Sales Director

SECTION 6.1 Marketing Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage tourism tasks and duties essential to Tirgan needs and requirements;
- b. Research and identify appropriate tour agencies for means of holding Tirgan tours;
- c. Propose a plan that is aligned with marketing and sales strategy, promoting Tirgan up to 500 km outside the GTA boundary, focusing on advertisement and public awareness;
- d. Review the tourism grant and prepare a grant application which will set eligibility grounds for applying for the grant;
- e. Submit applications through the Grant Community;
- f. Gather reports from all travel agencies and submit a final report to the Marketing and Sales director.

[above]

6.7 Event Ticketing Manager

Relevant Sections

SECTION 6 Marketing and Sales Director

SECTION 6.1 Marketing Manager

SECTION 8.2.3 Scheduling Coordinator

SECTION 9.1 Event Manager

SECTION 9.2 VIP Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage event ticketing tasks and duties essential to Tirgan needs and requirements;
- b. Prepare a ticket sales proposal for all ticketed events (i.e. Gala, fundraising, performing arts, etc.) which then will be submitted to the Marketing and Sales director with the intention of obtaining approval for the proposal;
- c. Assign fees for each event with consultation and approval from the Marketing and Sales director;
- d. Recommend execution methods and tools for the proposal;
- e. Include strategies for promotion, sales, and execution – strategies which need to be brought forward, seeking approval from the Marketing and Sales director;
- f. Conduct and Manage all on-line ticket sales (through PayPal account belonging to Tirgan);
- g. Receive and complete forms (ticket pricing policy, sales strategy, VIP reserved tickets, ticket releasing and sales closing dates), seek all mandatory approvals from the Sales and Marketing director, and account for submission deadlines;
- h. Deliver a presentation of selected promotion methods and exposure techniques;
- i. Execute all ticket sales tasks and duties;
- j. For each event, submit a series of reports (i.e. progress reports and final reports) on ticket sales status;
- k. Acquire receipts for all income generated through cheques and submit all receives to the Financial Services manger.

[above]

6.8 Client Services Manager

Relevant Sections

SECTION 6 Marketing and Sales Director

SECTION 6.3 Sponsorship Manager

SECTION 6.4 Vendor Manger

SECTION 6.5 Fundraising Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage client services tasks and duties essential to Tirgan needs and requirements;
- b. Prepare a list of sales contacts for suitable clients (i.e. Sponsors, vendors, etc.);
- c. Account for all relevant correspondences with the clients;
- d. Prepare and issue invoices related to account receivables and submit a copy of these invoices to the Accounting Services;
- e. Manage and maintain sponsorship benefit packages;
- f. Keep records of all the grant applications and communication chronologies, and furthermore submit these records to the Executive Assistant in the Tirgan Festival Executive Office;
- g. Redirect all incoming correspondences to the suitable sub-committee.

[above]

SECTION 7. Public Relations Director

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)
SECTION 2 Development Services Manager
SECTION 5 Administration Director
SECTION 5.1 General Administration/Secretariat Manager
SECTION 5.2 Human Resources Manager
SECTION 5.3 Information System Manager
SECTION 5.4 Surveys and Statistics Manager
SECTION 6 Marketing and Sales Director
SECTION 7.1 Public Affairs Manager
SECTION 7.2 Media Relations Manager
SECTION 7.3 Magazine Editor-In-Chief
SECTION 8 Artistic Program Director
SECTION 9 Operation Director
SECTION 9.2 VIP Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Direct public relations tasks and duties essential to Tirgan needs and requirements;
- b. Develop a plan and a set of policies for Tirgan, with consultation with Marketing and Sales and Artistic directors, and with approval from the CEO;
- c. Ensure execution of the plan and policies;
- d. Develop methods and strategies to reflect the image of Tirgan to the public, with consultation with Marketing and Sales and Artistic directors, and with approval from the CEO;
- e. Identify the most suitable personnel to deliver tasks and duties pertaining to the public affairs, the media, and the magazine;
- f. Generate reports and up-dates on team progress;
- g. Keep up-to-date with Marketing and Sales, and Artistic departments' activities;
- h. Develop ideas and strategies to promote members of the public to volunteer with Tirgan (official communication of announcements must be achieved through Administration department).

[above]

7.1 Public Affairs Manager

Relevant Sections

SECTION 6 Marketing and Sales Director
SECTION 7 Public Relations Director
SECTION 7.1.1 Community Relations Coordinator
SECTION 7.1.2 Affiliates Coordinator
SECTION 7.1.3 Honorary Patrons Coordinator
SECTION 7.1.4 Guests and Dignitaries Coordinator
SECTION 7.2.4 Social Networks Coordinator
SECTION 9.2 VIP Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage public affairs tasks and duties, raising awareness amongst community members, affiliates, the honorary patrons, and the guests and dignitaries, requesting for their support;
- b. Manage all other public affairs tasks and duties essential to Tirgan needs and requirements;
- c. Identify and assign appropriate personnel for tasks and duties pertaining to the community relations, the affiliates, the honorary patrons, and the guests and dignitaries;
- d. Approve content of all communications;
- e. Decide on the list of the affiliates, with approval from the Public Relations director;
- f. Ensure that the Honorary Patrons' tasks are delivered in collaboration with those defined for the VIP Services in Operations department.

[above]

7.1.1 Community Relations Coordinator

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager
SECTION 5.2 Human Resources Manager
SECTION 6.1.5 Advertisement/Print Coordinator
SECTION 6.5 Fundraising Manager
SECTION 7.1 Public Affairs Manager
SECTION 9.1 Event Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate community relations tasks and duties essential to Tirgan needs and requirements;
- b. Outreach Tirgan across GTA;
- c. Identify all community events scheduled in GTA and make arrangement for presence of Tirgan representatives in these events for outreach purposes;
- d. Receive inquiries from the public and redirect to the appropriate Tirgan departments or personnel;
- e. Provide correct information to the public, and in cases of uncertainties, seek reliable information from appropriate Tirgan personnel;
- f. Maintain close relations with Donation and Marketing managers, receive marketing strategies, appropriate advertisement prints to collect donations for Tirgan.

[above]

7.1.2 Affiliates Coordinator

Relevant Sections

SECTION 7.1 Public Affairs Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate tasks and duties essential to Tirgan affiliate needs and requirements;
- b. Identify and prepare a list of all cultural, social, and professional not-for-profit organizations and media at a global level to become potential Tirgan affiliates;
- c. Generate a short list of the top organizations and seek approval for the content of the list from the Tirgan Festival Executive Office, through the Public Affairs manager;
- d. Prepare an invitation letter, and seek approval for the content of such letter from the Public Relations director, through the Public Relations manager;
- e. Approach and send invitations to the approved affiliate organizations;
- f. Conduct necessary follow-ups (i.e. Ensure that all mutual needs and agreements are met);
- g. Ensure proper distribution of Tirgan Newsletter amongst Tirgan affiliates;
- h. Arrange for a Thank-you letter, upon completion of Tirgan, and communicate to the affiliates, along with an executive summary of the event and a copy of Tirgan magazine.

[above]

7.1.3 Honorary Patrons Coordinator

Relevant Sections

SECTION 7.1 Public Affairs Manager

SECTION 9.2 VIP Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate tasks and duties essential to Tirgan honorary patrons needs and requirements;
- b. Identify and prepare a list of cultural, social, and political figures at a local/global level to lend their names as potential Tirgan patrons,
- c. Generate a short list of these individuals and seek approval from the Tirgan Festival Executive Office, through Public Affairs manager and Public Relations director;
- d. Prepare an invitation letter, and seek approval for the content of such letter from Public Relations director;
- e. Approach and send invitations to the approved honorary patrons;
- f. Conduct necessary follow ups (i.e. ensure that all mutual needs and agreements are met);
- g. Communicate this list to all relevant Tirgan departments and personnel, (i.e. VIP Services, Administration, Public Relations, and Marketing and Sales departments);
- h. Arrange for a Thank-you letter, upon completion of Tirgan, and communicate to the honorary patrons, along with an executive summary of the event and a copy of Tirgan magazine.

[above]

7.1.4 Guests and Dignitaries Coordinator

Relevant Sections

SECTION 7.1 Public Affairs Manager

SECTION 9.2 VIP Services Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate guests and dignitaries tasks and duties essential to Tirgan needs and requirements;
- b. Identify and prepare a list of individuals at a local/global level to become potential guests and dignitaries for Tirgan;
- c. Generate a short list of these individuals and seek approval from Tirgan Festival Executive Office, through Public Affairs manager and Public Relations director;
- d. Prepare an invitation letter, and seek approval for the content of such letter from Public Relations director;
- e. Approach and send invitations to the approved guests;
- f. Conduct necessary follow ups (i.e. ensure that all mutual needs and agreements are met);
- g. Communicate this list to all relevant Tirgan departments and personnel, (i.e. VIP Services, Administration, Public Relations, and Marketing and Sales departments);
- h. Prepare a package containing information on tourism, accommodation, and other essential information pertaining to Tirgan.
- i. Arrange for a Thank-you letter, upon completion of Tirgan, to be communicated to the guests along with an executive summary of Tirgan and a copy of the Tirgan magazine;

[above]

7.2 Media Relations Manager

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager
SECTION 5.3 Information System Manager
SECTION 6 Marketing and Sales Director
SECTION 6.1 Marketing Manager
SECTION 6.1.5 Advertisement/Print Coordinator
SECTION 7 Public Relations Director
SECTION 7.2.1 Writing Services Coordinator
SECTION 7.2.2 TV/Radio
SECTION 7.2.3 Newsletter Coordinator
SECTION 7.2.4 Social Networks Coordinator
SECTION 8 Artistic Program Director
SECTION 8.4 Artistic Publicist Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage media relations tasks and duties to raise public awareness about Tirgan, by developing a proper image of Tirgan, through the media;
- b. Develop a media plan (i.e. content, number of articles to be published in the media, identify TV/Radio programs, dates, etc.), by approval from Public Relations director;
- c. Set up appropriate policies, with consultation and coordination with Public Relations director;
- d. Ensure that the media plan content is aligned with defined policies;
- e. Identify appropriate personnel to deliver the proposed media plan;
- f. Monitor and ensure smooth execution of the media plans;
- g. Ensure that the nature, type, and the content of the articles and TV/Radio material are aligned with the overall performance objectives of Tirgan;
- h. Remain up to date with the list of participating artists and the performances schedule.

[above]

7.2.1 Writing Services Coordinator

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager

SECTION 5.3 Information System Manager

SECTION 7.2 Media Relations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate writing services tasks and duties essential to Tirgan public relations needs and requirements;
- b. Compose articles for newspapers and websites pertaining to Tirgan based on the policies set by Media Relations manager;
- c. Conduct all assigned tasks and duties in close coordination with Advertisement and Print sub-committee in Marketing and Sales department;
- d. Supply a copy of the developed written articles to Public Relations director and Media Relations manager for approval purposes.

[above]

7.2.2 TV / Radio Coordinator

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager

SECTION 5.3 Information System Manager

SECTION 7.2 Media Relations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate TV/Radio tasks and duties essential to Tirgan needs and requirements;
- b. Produce TV and radio programs to raise public awareness about Tirgan, based on policies set by Media Relations manager;
- c. Maintain close interaction with Advertisement/Print, in Marketing and Sales department;
- d. Supply a copy of the developed material to Public Relations director and Media Relations manager for approval purposes;
- e. Supply the developed materials in various mediums (i.e. Tirgan web site, YouTube, Facebook, etc.).

[above]

7.2.3 Newsletter Coordinator

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager

SECTION 5.3 Information System Manager

SECTION 6.1 Marketing Manager

SECTION 7.2 Media Relations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate newsletter tasks and duties essential to Tirgan needs and requirements;
- b. Produce and distribute a newsletter, describing periodic Tirgan activities and functions;
- c. Develop and produce a newsletter content and schedule plan and seek approval from Media Relations manager, and Public Relations director;
- d. On a periodic basis, compile Tirgan updates through contacting Tirgan departmental directors and distribute the updates to the public in form of newsletters;
- e. Arrange for submitting the newsletter, one week prior to the scheduled release date, to Information Systems and Social Networks, allowing on time distribution of the newsletter.

[above]

7.2.4 Social Networks Coordinator

Relevant Sections

SECTION 5.3 Information System Manager

SECTION 6.1 Marketing Manager

SECTION 6.1.3 Web Developer

SECTION 7.1 Public Affairs Manager

SECTION 7.2 Media Relations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate social networks tasks and duties essential to Tirgan needs and requirements;
- b. Create and maintain virtual networks through different platforms (i.e. Facebook, twitter, etc.) to raise public awareness about Tirgan;;
- c. Invite and engage members of the public to become members of Tirgan networks;
- d. Share all internal newsletters amongst the members of Tirgan networks.

[above]

7.3 Magazine Editor-In-Chief

Relevant Sections

SECTION 5.1 General Administration/Secretariat Manager

SECTION 6 Marketing and Sales Director

SECTION 6.3 Sponsorship Manager

SECTION 7 Public Relations Director

SECTION 7.3.1 Writers/Editors

SECTION 7.3.2 Layout Graphic Designer

SECTION 8 Artistic Program Director

SECTION 8.4 Artistic Publicist Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Supervise magazine editorial tasks and duties essential to Tirgan needs and requirements;
- b. With consultation with Artistic Program and Marketing and Sales departments, develop a Tirgan magazine proposal, which recommends artistic figures to be considered on the page layout of the magazine;
- c. With consultation with Artistic Program and Marketing and Sales departments, decide on the number and proper location for the advertisements for the magazine;
- d. Deliver this proposal, identifying appropriate individuals to form the writing/editorial team, and furthermore recommend an appropriate Layout Graphic Designer;
- e. Schedule interviews, and account for time and location of conducting such interviews with artists and performers, once artists and performers are finalized;
- f. Gather information and compose articles, discussing artists and performers' biography and artistic work, once artists and performers are finalized;
- g. Undertake translation services for all interviews and the content of the articles provided by other committees and writers;
- h. Ensure that the material included in the magazine sufficiently and appropriately reflects on all activities and events; which are planned throughout Tirgan event days.

[above]

7.3.1 Writers/Editors

Relevant Sections

SECTION 7.3 Magazine Editor-In-Chief

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Conduct writing/editorial tasks and duties essential to Tirgan needs and requirements, based on policies set by the Editor-In-Chief;
- b. Write magazine articles and provide editorial services where deem necessary;
- c. Supply a copy of the written articles to the Editor-In-Chief for review and approval;
- d. Arrange and conduct interviews;
- e. Account for preparation of all necessary content material (i.e. Text and images).

[above]

7.3.2 Layout (Graphic Designer)

Relevant Sections

SECTION 6 Marketing and Sales Director

SECTION 6.1 Marketing Manager

SECTION 6.1.2 Lead Graphic Designer

SECTION 7.3 Magazine Editor-In-Chief

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Conduct graphic design and layout tasks and duties essential to Tirgan needs and requirements;
- b. Develop the design and organize the layout of the magazine and furthermore the design and layout of advertisement pages, aligned with Tirgan theme and that for the Tirgan magazine;
- c. Prepare images and text content for the Tirgan magazine;
- d. Prepare magazine specifics for print services;
- e. Acquire essential approvals from the Lead Graphic Designer, Marketing and Sales department when maintaining the overall design of Tirgan theme.

[above]

SECTION 8. Artistic Program Director

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)
SECTION 2 Development Services Manager
SECTION 3.1 Financial Analysis Assistant
SECTION 3.2 Accounting Assistant
SECTION 5 Administration Director
SECTION 5.1 General Administration/Secretariat Manager
SECTION 5.2 Human Resources Manager
SECTION 5.3 Information System Manager
SECTION 5.4 Surveys and Statistics Manager
SECTION 6 Marketing and Sales Director
SECTION 7.2 Media Relations Manager
SECTION 7.3 Magazine Editor-In-Chief
SECTION 8.1 Artistic Sub-Committee Manager(s)
SECTION 8.2 Artistic Production Manager
SECTION 8.2.3 Scheduling Coordinator
SECTION 8.2.4 EMCEE Coordinator
SECTION 8.3 Artistic Administration Manager
SECTION 8.4 Artistic Publicist Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Direct artistic program tasks and duties essential to Tirgan needs and requirements;
- b. Account for Tirgan theme of the year – Consulting with artistic sub-committee managers, and if needed, other specialists in different areas, develop a set of alternative themes for the year;
- c. Account for calls for Artists – Ensure that the ‘call for artists’ notice is advertised on the Tirgan website by the Artist Administration, confirm the accuracy of the content for this notice; and further, decide on the deadline for receiving calls for artists;
- d. Artistic Program Proposal – Working closely with the Committee Managers, arrange for a proposal document, based on the theme of the year that consists of, but is not limited to, the following information for each program (e.g. performance, exhibition, etc.):
 - Number and type of artistic programs (e.g. Dance, Music, Theatre, etc.) with a description of the nature of each program
 - Number of artists involved in each program
 - Number of days designated to each program
 - Repetitions assigned to each program
 - Estimated audience/reception for each program
 - Estimated performance fee for program
 - Special operational needs and specification
 - Detailed Cost/Benefit Analysis for each program

The artistic program proposal is presented to the CEO for review, discussion, and approval;

- e. Maintenance of Artistic Program – account for any changes that are essential to the well being of the artistic program. Each program within the Artistic Program must be kept up to date; these updates must be immediately communicated with the CEO, and all directors, in full details;
- f. Request for Cost/Benefit Analysis Report – issue a request to conduct a financial analysis of the artistic program proposal;

This analysis will include maintenance fees, Close-out cost, and any contingencies (where applicable). Consuming the contingencies included in the Cost/Benefit Analysis Report is not subject to approval by the CEO of the organization;

The financial body in charge of the analysis report will only comment on monetary value of the program. Artistic value (quality) of each program is subject to the committee managers' discretion. The analysis report will be presented to the CEO of the organization for review and discussion, in conjunction to the artistic program proposal, earlier discussed.

- g. Program and Expenditure Changes:
 - Minor Program Changes – It is defined as any financial changes within the contingency limits, or a program-related change that does not influence the overall structure of the program. Artistic Program director is expected to maintain (i.e. keep update) the program, reflecting over such changes; however, CEO's approval is not required;
 - Substantial Program changes – It is defined as any major change to the artistic program that may impact the overall structure of the program, or any financial change exceeding the contingency thresholds, earlier defined. Artistic Program director is expected to update the program, reflecting over such changes, with CEO's approval;
- h. Issue approval for major decisions (if any) formed within the Artistic Program department;
- i. Collaborate with all other directors and the CEO in planning of opening/closing activities;
- j. Provide consultation and issue approval, ensuring that all marketing and public relations material convey adequate exposure for all artists within each artistic sub-committee;

Duties pertaining to the Artistic Administration

- a. Artist Information – Approve artists' information collected by the Artistic Administration in collaboration with the Artistic sub-committee managers, ensuring that the collected information is at the best accuracy and sufficiency;

Artist's information includes a photo of the artist, biography, artist's sample work as proposed by the artist, and any other related material required for publicity purposes. In this process, the Artistic Administration will be in charge of the following items:

- Contract preparation
- Invitation letter
- Tax waiver documentation

- Artist publicity information
 - Flight booking/Hotel reservation
 - Artist welcome package (including the essential staff contact list)
- b. Monitor (i.e. follow-up) any changes in artist's information with the Public Relations department;
- c. Artist's Ice-breaking contact – Select suitable individuals to conduct the initial contact with an artist. This is a crucial informative dialogue with an artist, thus the artistic director must maintain close coordination in selecting personnel for this role;

The selected individuals can be internal Tirgan personnel or members of the public. The second contact with an artist is achieved through the Artistic Sub-committee manager in which detailed information is conveyed;

- d. Receive and review, and approve artist's special requirements (if any) – These requirements must be approved prior to undergoing any further contact with an artist. The director must reach such approval through consultation with Artistic sub-committee managers;

Duties pertaining to the Artistic Production

- a. Artists' Technical Requirements – Technical requirements (if any) for each program are collected by Artistic sub-committee managers. These requirements are reported to the Production Manager;
- b. Artistic Program director will need to collaborate with the Artistic Production manager to create, maintain, and finalize the production schedule that reflects on the theme of the year. Quality and specifications of this schedule need to be reviewed and approved by the Artistic Program director.

Day of Event

- a. In close coordination with the CEO, ensure smooth execution of the artistic program throughout the Tirgan event days;
- b. Coordinate with the Host Manager in Operation Department to ensure artists' on-time arrival to performance location, allowing sufficient time for preparation and performance commencement.

[above]

8.1 Artistic Sub-Committee Manager (s)

Relevant Sections

SECTION 8 Artistic Program Director
SECTION 8.2 Artistic Production Manager
SECTION 8.2.1 Décor Coordinator
SECTION 8.2.2 Technical Services Coordinator
SECTION 8.2.3 Scheduling Coordinator
SECTION 8.2.4 EMCEE Coordinator
SECTION 8.3 Artistic Administration Manager
SECTION 8.3.1 Artistic Administration Coordinator
SECTION 8.3.2 Ambassador Coordinator
SECTION 8.4 Artistic Publicist Coordinator
SECTION 9.3 Host Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage artistic subcommittee tasks and duties essential to Tirgan needs and requirements;
- b. In consultation with and approval from Artistic Program director, construct an Artistic sub-committee. Members of each sub-committee are selected based on their specific experience and knowledge. Sub-committee members will provide advisory services to Artistic Program director and Artistic Sub-committee manager;
- c. In consultation with, and approval from the Artistic Program director, manage and coordinate all sub-committee members with activities involving research and selection of artists for the respective programs based on the theme of the year for the festival;
- d. must ensure that review of the 'call for artist' applications is successfully conducted by the sub-committee members;
- e. In coordination with the Artistic Program director, prepare the artistic program proposal;
- f. Undertake the second contact with an artist, in which detailed information is conveyed to the artist. This information includes the type of program, and any special requirements requested by the artist. The proposed fee for an artist and any additional costs are collected.

This information must be validated by the Artistic Program director – Artistic sub-committee managers do not make any decisions at this point;

- g. Assist in keeping the program up to date at all times; maintain minutes from each meeting with the respective Artistic sub-committee members;
- h. Place a request through Artistic Administration for the artist file, which includes the following items for each artist:
 - Contract preparation
 - Invitation letter
 - Tax waiver documentation

- Artist publicity information
 - Flight booking/Hotel reservation
 - Artist welcome package (including the essential staff contact list)
- i. Notify the artist that a Artistic Administration personnel will contact the artist to develop an artist file;
 - j. Ensure the accuracy and completion of the artist files. Managers need to have these approved by the Artistic Program director and further communicate them with the respective artist;
 - k. Follow up with Artistic Production, ensuring that Décor set up requirements have been achieved, schedules are precise and up to date, and that technical requirements specified by the artist have been precisely met;
 - l. Coordinate the artist's media appearances through Artist Publicity, Public Relations department, two weeks prior the performance and must be clearly communicated with the artist;
 - m. Communicate with the Coordinator of Master of Ceremony (MC), ensuring that artist's information is accurate and up to date;
 - n. Prepare performance/event pamphlets and furthermore monitor accuracy of its content.

Day of Event

- a. On all Tirgan event days, ensure smooth execution of the artistic program;
- b. Coordinate with the Host Manager, Operation department, ensuring artists' on-time arrival to performance location, allowing sufficient time for preparation and performance commencement;
- c. With approval from Artistic Program director, ensure final payments (if any) once an artist has completed performance;
- d. Ensure artists' on-time pick up and drop off from/to the airport;
- e. Ensure full pamphlet coverage and distribution amongst the audience.

[above]

8.2 Artistic Production Manager

Relevant Sections

SECTION 8 Artistic Program Director
SECTION 8.1 Artistic Sub-Committee Manager(s)
SECTION 8.2.1 Décor Coordinator
SECTION 8.2.2 Technical Services Coordinator
SECTION 8.2.3 Scheduling Coordinator
SECTION 8.2.4 EMCEE Coordinator
SECTION 9.1 Event Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage artistic production tasks and duties essential to Tirgan needs and requirements;
- b. Establish a tentative schedule; confirm, and finalize the schedule with Guest Reception;
- c. Develop a production schedule;
- d. Account for décor tasks and duties, in conjunction with opening and closing activities for each Tirgan event day;
- e. Provide to the Artistic sub-committee, advisory services (i.e. technical consultation) on feasibility of the developed artistic program;
- f. In collaboration with Artistic sub-committee manager(s), collect technical requirements of artists and provide consultation;
- g. Account for performance accessories and props arrangement;
- h. Prior to the Tirgan event days (e.g. 2 months), submit a request to Human Resources, identifying the number of volunteers required and the type of expertise.
- i. Conduct necessary training sessions for the existing and new volunteers;
- j. Arrange for desirable opportunities, allowing for artists' practice and preparation (i.e. time and location);
- k. Notify the Artistic sub-committee manager about the rehearsal schedule and arrange for artist's technical requirements during rehearsal and performance (e.g. transportation and accommodation of technical tools and instruments);
- l. Purchase of technical tools and arrange for supplies required by the artists;
- m. Arrange for storage space for décor and other supplies (artists' logistics);
- n. Ensure alignment of décor designs with artist's requirement and festival theme;
- o. In consultation and approval from the Artistic Program director, research, select, and assist in recruiting MCs for the respective programs based on Tirgan's theme of the year;
- p. Prior to the Tirgan event days (e.g. 2 months), account for training of the MCs to ensure alignment with Tirgan's theme of the year.

Day of Event

- a. In case of an unpredictable incidence, ensure calm and smooth execution of the artistic program, in coordination with the relevant Artistic sub-committee manager(s), forming a decision, which is aligned with the approval from the Artistic Program director.

[above]

8.2.1 Décor Coordinator

Relevant Sections

SECTION 6.1.2 Lead Graphic Designer

SECTION 8.1 Artistic Sub-Committee Manager(s)

SECTION 8.2 Artistic Production Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under GENERAL DUTIES.

Specific Duties

- a. Coordinate décor tasks and duties essential to Tirgan needs and requirements;
- b. Ensure alignment of décor designs with the artist's requirements and Tirgan theme;
- c. Provide a décor proposal to Artistic Production manager;
- d. Purchase all essential materials;
- e. Develop all décor elements;
- f. Conduct all installations and set ups;
- g. Conduct all essential dismounting duties.

[above]

8.2.2 Technical Services Coordinator

Relevant Sections

SECTION 8.1 Artistic Sub-Committee Manager(s)

SECTION 8.2 Artistic Production Manager

SECTION 9.6 Logistics Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate technical services tasks and duties essential to Tirgan needs and requirements;
- b. Collect technical requirements of artists;
- c. Provide feasibility advisory services (i.e. technical consultation) to Artistic Program;
- d. Acquire performance accessories and props arrangement;
- e. Undertake all purchasing duties as well as all the installation tasks of the Props;
- f. Arrange an opportunity for artists' practice;
- g. Propose the number of volunteers required for each Tirgan day of event (i.e. approximately 4 month prior to the event);
- h. Account for necessary training of new and existing volunteers.

[above]

8.2.3 Scheduling Coordinator

Relevant Sections

SECTION 5.3 Information System Manager
SECTION 6.1.2 Lead Graphic Designer
SECTION 6.7 Event Ticketing Manager
SECTION 8 Artistic Program Director
SECTION 8.1 Artistic Sub-Committee Manager(s)
SECTION 8.2 Artistic Production Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate scheduling tasks and duties essential to Tirgan needs and requirements;
- b. Prepare and submit a feasibility advisory report to ensure maximum usage of space available to Tirgan;
- c. Establish a tentative production schedule;
- d. Establish a tentative maintenance schedule;
- e. Issue a final Schedule at least 1 month prior to the start of the Tirgan events;
- f. Ensure that the updated schedule is published in local newspaper and all marketing materials, in conjunction with Marketing and Sales department.

[above]

8.2.4 EMCEE Coordinator

Relevant Sections

SECTION 6 Marketing and Sales Director

SECTION 6.1 Marketing Manager

SECTION 8 Artistic Program Director

SECTION 8.1 Artistic Sub-Committee Manager(s)

SECTION 8.2 Artistic Production Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate EMCEE tasks and duties essential to Tirgan needs and requirements;
- b. Prepare and submit a EMCEE proposal to the Production manager;
- c. Attend rehearsal training sessions;
- d. Follow all guide lines set by Production manager;
- e. Ensure presence at the stage, at least 2 hour prior to the start of a Tirgan event;
- f. Report to Production manager any last minute changes/updates;
- g. Follow and execute all desired instructions based on a written plan.

[above]

8.3 Artistic Administration Manager

Relevant Sections

SECTION 8 Artistic Program Director
SECTION 8.1 Artistic Sub-Committee Manager(s)
SECTION 8.3.1 Artistic Administration Coordinator
SECTION 8.3.2 Ambassador Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage artistic administration tasks and duties essential to Tirgan needs and requirements;
- b. Ensure proper handling of communications by the Artistic Administration coordinator;
- c. Recruit sufficient number of Ambassadors, as the main contact body with artists;
- d. Ensure continuous availability of assigned Ambassadors throughout Tirgan event days, carrying out services with respect to artists during the artists' stay;
- e. Recruit sufficient number of Artistic Administration coordinators;
- f. In coordination with Artistic Sub-committee managers, provide consultation service to Sub-committee members;
- g. Coordinate with Legal Services, obtaining approval for changes to the base contract;
- h. Supervise preparation of Tax Waiver documents for each artist;
- i. Ensure that all approved artist publicity information is communicated, in full, to the Secretariat Manager;
- j. Derive and supervise preparation of the following items in relation to all artist:
 - Contract preparation
 - Invitation letter
 - Tax waiver documentation
 - Artist publicity information
 - Flight booking/Hotel reservation
 - Artist welcome package (including the essential staff contact list)
- k. Ensure completeness of the artist media Interview schedule and supervise on-time communication of this schedule to artists;
- l. Coordinate visa application-related and travel tickets expenses with Financial Analysis assistant;
- m. Supervise obtaining of tax waiver confirmations from Canada Revenue Agency (CRA).

[above]

8.3.1 Artistic Administration Coordinator

Relevant Sections

SECTION 8.1 Artistic Sub-Committee Manager(s)

SECTION 8.3 Artistic Administration Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate artistic administration tasks and duties essential to Tirgan needs and requirements;
- b. Compile up-to-date contact information of artists;
- c. Prepare invitation letters and other related correspondence;
- d. Generate Tax Waiver documentations and other related correspondence;
- e. Collect artists' public publicity information through the Ambassador and furthermore forward that information to the General Administration/Secretariat manager;
- f. Manage flight booking tasks and duties (i.e. reservation and purchase);
- g. Manage hotel reservations;
- h. Prepare the content for the artists welcome package;
- i. Distribute incoming correspondences to the appropriate Artistic sub-committees.

[above]

8.3.2 Ambassador Coordinator

Relevant Sections

SECTION 8.1 Artistic Sub-Committee Manager(s)

SECTION 8.3 Artistic Administration Manager

SECTION 9.3 Host Manager

SECTION 9.3.1 Guests Transportation Coordinator

SECTION 9.3.2 Guest Services Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate ambassador tasks and duties essential to Tirgan needs and requirements;
- b. Aligned with decisions formed by the Artistic Sub-committee manager and in harmony with the artists' needs and specifications, Ambassadors must accommodate for artists' requirements through placing a request to Artistic Administration manger.
- c. Obtain artist publicity information and submit this information to the Artistic Administration coordinator;
- d. Obtain artists' tax waiver forms and submit these forms to the Artistic Administration Coordinator;
- e. Obtain artists' visa applications and all other related documentations;
- f. During the day of the day of the event, remain in touch with Host manager to fulfil artists' requests.

[above]

8.4 Artistic Publicity Coordinator

Relevant Sections

SECTION 7.2 Media Relations Manager
SECTION 7.3 Magazine Editor-In-Chief
SECTION 8 Artistic Program Director
SECTION 8.1 Artistic Sub-Committee Manager(s)
SECTION 9.3 Host Manager
SECTION 9.5 Site Operations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate artistic publicity tasks and duties essential to Tirgan needs and requirements;
- b. Document artists' information (i.e. biography, professional work description, pamphlet content, etc.) collected by the Artistic Administration, and ensure that the details of this information is consistent for all artists, aligned with the theme of Tirgan;
- c. Forward this document to Administration Program department to be published on the site by the General Administration/Secretariat Manager;
- d. Write up and edit material related to an artist (website, day of event pamphlet, brochures, etc.);
- e. With consultation with and approval from the Artistic Program director, and guidance from the Artistic Sub-committee managers, ensure that all marketing and public relations material convey adequate exposure for all artists for each artistic sub-committee;
- f. In collaboration with public relations, schedule interviews with artists prior/during Tirgan event days;
- g. Should a partnership exist with an external organization; there must be a coordination to exchange information/data amongst the Artists' publicists and those for the external organization;
- h. Prepare a table be submitted to HFC and media monitors as a requirement for artists media coverage.

[above]

SECTION 9. **Operation Director**

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)
SECTION 2 Development Services Manager
SECTION 3.1 Financial Analysis Assistant
SECTION 3.2 Accounting Assistant
SECTION 5 Administration Director
SECTION 5.1 General Administration/Secretariat Manager
SECTION 5.2 Human Resources Manager
SECTION 5.3 Information System Manager
SECTION 5.4 Surveys and Statistics Manager
SECTION 6 Marketing and Sales Director
SECTION 6.1.4 Photography/Video Coordinator
SECTION 9.1 Event Manager
SECTION 9.2 VIP Services Manager
SECTION 9.3 Host Manager
SECTION 9.4 Volunteer Engagement Manager
SECTION 9.5 Site Operations Manager
SECTION 9.6 Logistics Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Direct operation tasks and duties essential to Tirgan needs and requirements;
- b. Upon consultation with Tirgan departments, develop a plan and a set of policies, essential to Tirgan operation needs, with consensus from Tirgan CEO;
- c. Ensure smooth execution of the plan and policies;
- d. Generate work progress reports and document up-dates on team performance;
- e. Remain in close coordination with Artistic Program department regarding their planned activities.

[above]

9.1 Event Manager

Relevant Sections

SECTION 6.1 Marketing Manager
SECTION 6.7 Event Ticketing Manager
SECTION 7.1.1 Community Relations Coordinator
SECTION 8.2 Artistic Production Manager
SECTION 9 Operation Director
SECTION 9.2 VIP Services Manager
SECTION 9.3 Host Manager
SECTION 9.4 Volunteer Engagement Manager
SECTION 9.6 Logistics Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate event tasks and duties essential to Tirgan needs and requirements;
- b. Plan, manage, and execute events, including opening/closing, and fundraising activities of Tirgan;
- c. Plan and execute all requirements, including security, sound, entertainment, décor, food, furniture etc;
- d. Ensure all activities, including opening and closing activities, are aligned with the theme of the festival, carrying approval from the CEO;
- e. Consult available Tirgan resources and plan for their utilization (i.e. for entertainment related matters, Artistic department can be consulted), before out sourcing any of the events and duties.

[above]

9.2 *VIP Services Manager*

Relevant Sections

SECTION 1 Tirgan Festival Chief Executive Officer (CEO)
SECTION 6 Marketing and Sales Director
SECTION 6.7 Event Ticketing Manager
SECTION 7 Public Relations Director
SECTION 7.1 Public Affairs Manager
SECTION 7.1.3 Honorary Patrons Coordinator
SECTION 7.1.4 Guests and Dignitaries Coordinator
SECTION 8 Artistic Program Director
SECTION 8.1 Artistic Sub-Committee Manager(s)
SECTION 9 Operation Director
SECTION 9.1 Event Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage Tirgan services tasks and duties, including those related to host and operation of VIP Lounge;
- b. Obtain guidelines from Artistic, Sponsorship, Honorary Patrons, Grant, and Guest and Dignitaries Committees for VIP services provided to the VIPs , from the opening ceremony through the closing Gala;
- c. Ensure accessibility of high quality services to the VIP guests;
- d. Manage priority tickets for VIP Guests;
- e. Prepare a resource plan, identifying VIP Lounge representatives, their positions and duties, as well as back-up staff during unexpected instances.

[above]

9.3 Guest Reception Manager

Relevant Sections

SECTION 8 Artistic Program Director
SECTION 8.1 Artistic Sub-Committee Manager(s)
SECTION 8.3.2 Ambassador Coordinator
SECTION 8.4 Artistic Publicist Coordinator
SECTION 9 Operation Director
SECTION 9.1 Event Manager
SECTION 9.3.1 Guests Transportation Coordinator
SECTION 9.3.2 Guest Services Coordinator
SECTION 9.4 Volunteer Engagement Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage guest reception tasks and duties during their stay, essential to Tirgan needs and requirements, such as transportation needs and other related services;
- b. Develop a transportation services plan/schedule based on guests' arrival schedules;
- c. During the day of the event, maintain close coordination with the Ambassador coordinator to address artist's requests.
- d. Manage a resource plan, identifying required staff, their positions and duties, as well as back-up staff during unexpected instances.

[above]

9.3.1 Guests Transportation Coordinator

Relevant Sections

SECTION 8.3.2 Ambassador Coordinator

SECTION 9.3 Host Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate all transportation related needs and requirements of guests (i.e. artists) during the Tirgan event days (i.e. transportation to/from the airport, and transportation to the performance location);
- b. Prepare a resource plan, identifying required staff, their positions and duties, as well as back-up staff during unexpected instances.

[above]

9.3.2 Guest Services Coordinator

Relevant Sections

SECTION 8.3.2 Ambassador Coordinator

SECTION 9.3 Host Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate guest services tasks and duties essential to Tirgan needs and requirements;
- b. Accommodate guest services and requirements during their stay;
- c. Maintain close interaction with the Ambassador coordinator, acquiring necessary feedback to assist artists with their needs;
- d. Prepare a resource plan, identifying required staff, their positions and duties, as well as back-up staff during unexpected instances.

[above]

9.4 Volunteer Engagement Manager

Relevant Sections

SECTION 5.2 Human Resources Manager

SECTION 9 Operation Director

SECTION 9.1 Event Manager

SECTION 9.3 Host Manager

SECTION 9.5 Site Operations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage volunteer engagement tasks and duties essential to Tirgan needs and requirements;
- b. Engage and inform existing volunteer resources, as Tirgan messengers outreaching the public, to promote Tirgan, in general, and to ensure delivery of public relations, and marketing goals and objective, prior to and throughout the Tirgan event days;
- c. Utilize available Tirgan resources to promote volunteer activities and create awareness for potential new volunteers;
- d. Identify highly productive and committed volunteers;
- e. Maintain full engagement of all the volunteers and keep them informed about ongoing Tirgan progress (i.e. schedule all volunteers for meetings with CEO, Marketing and Sales director, Artist Program director, artists present in the city). Engagement sessions will be mostly for educational purposes focusing on the Tirgan general concepts, values and deliverables;
- f. Develop an appropriate strategy for recruitment of new volunteers;
- g. Maintain proper communication of news and updates in volunteer group – administration of the volunteer group through a volunteer communication tool.

[above]

9.5 Site Operations Manager

Relevant Sections

SECTION 6 Marketing and Sales Director
SECTION 6.5 Fundraising Manager
SECTION 8 Artistic Program Director
SECTION 8.4 Artistic Publicist Coordinator
SECTION 9 Operation Director
SECTION 9.4 Volunteer Engagement Manager
SECTION 9.5.1 Zone Leaders
SECTION 9.5.2 Public Assistants
SECTION 9.5.3 Sales and Distribution Assistants
SECTION 9.5.4 Front of House Assistants
SECTION 9.5.5 Security Monitors Assistants
SECTION 9.5.6 Media Monitors Assistants
SECTION 9.5.7 Festival Booth Assistants
SECTION 9.6 Logistics Coordinator

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Manage and coordinate Tirgan on-site operational activities during Tirgan event days;
- b. Based on the Tirgan general operation plan, received from the Operation Director, prepare and propose a resource plan and acquire consensus;
- c. Implement the resource plan to monitor performance of all sub-committees;
- d. Prepare a resource plan, identifying required personnel, their positions and duties, as well as back-up staff during unexpected instances.

[above]

9.5.1 Zone Leaders

Relevant Sections

SECTION 9.5 Site Operations Manager
SECTION 9.5.2 Public Assistants
SECTION 9.5.3 Sales and Distribution Assistants
SECTION 9.5.4 Front of House Assistants
SECTION 9.5.5 Security Monitors Assistants
SECTION 9.5.6 Media Monitors Assistants
SECTION 9.5.7 Festival Booth Assistants

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Conduct zone leading tasks and duties essential to Tirgan needs and requirements;
- b. Coordinate duties assigned to the Media Monitors, Security Monitors, Public Assistance, and Sales and Distribution personnel, at each designated zone;
- c. Identify violations and report promptly to the Site Operation manager;
- d. Ensure smooth operation of tasks and duties at designated zones.

[above]

9.5.2 Public Assistance Coordinator

Relevant Sections

SECTION 9.5 Site Operations Manager

SECTION 9.5.1 Zone Leaders

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate public assistance tasks and duties essential to Tirgan needs and requirements;
- b. Receive and welcome Tirgan visitors;
- c. Relay accurate and up to date information to the Tirgan guests and visitors;
- d. Account for accessibility measures, providing extra guidance and assistance to vulnerable visitors (i.e. seniors, children, visually or physically impaired individuals, etc.).

[above]

9.5.3 Distribution Coordinator

Relevant Sections

SECTION 9.5 Site Operations Manager

SECTION 9.5.1 Zone Leaders

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate distribution of Tirgan promotional, marketing, and informative materials (i.e. pamphlets, brochures, catalogues, maps, etc.);
- b. Maintain and collect all the income generated from on-site sales of Tirgan material, if any;
- c. Submit all income to Site Operation manager, if any;
- d. Prepare a resource plan, identifying required staff, their positions and duties, as well as back-up staff during unexpected instances.

[above]

9.5.4 Front of House Coordinator

Relevant Sections

SECTION 9.5 Site Operations Manager

SECTION 9.5.1 Zone Leaders

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. For every Tirgan venue, based on guidelines received from the Site Operation manager, assign personnel and coordinate smooth acceptance of attendees (i.e. VIP, media, and visitors) to the venue at the main entrance;
- b. Maintain close collaboration with official site personnel when undertaking duties;
- c. Deliver duties as acting decision maker, drawing final decisions and recommendations, during emergencies and unexpected events;
- d. Take appropriate measures to prevent conflicts of opinion or action – advise the available official security personnel in case of such disagreements;
- e. Prepare a resource plan, identifying required staff, their positions, and duties as well as back-up staff during unexpected instances.

[above]

9.5.5 Security Monitor Coordinator

Relevant Sections

SECTION 9.5 Site Operations Manager

SECTION 9.5.1 Zone Leaders

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Based on guidelines received from the Site Operation manager, coordinate for prevention of onsite disputes, and account for resolution and mitigation measures in case of such occurrence, during Tirgan event days;
- b. Identify violence and dispute instances and notify on-site security officials;
- c. Conduct regular site visits on every day of Tirgan event, ensuring sufficiency of supplies, staff, and other items essential to the well being of performances;
- d. Prepare a security resource plan, identifying required staff, their positions, and duties as well as back-up staff during unexpected instances.

[above]

9.5.6 Media Monitor Coordinator

Relevant Sections

SECTION 9.5 Site Operations Manager

SECTION 9.5.1 Zone Leaders

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate media monitor tasks and duties essential to Tirgan needs and requirements;
- b. Coordinate prompt delivery of a schedule, received from Artistic Program department, and address unexpected instances of violation in a proper fashion, resolved through consultation with proper personnel;
- c. Conduct at least one site visit on every day of Tirgan event, ensuring sufficiency of supplies, staff, and other items essential to the well being of performances;
- d. Receive and redirect on-site requests to proper personnel;
- e. Prepare a resource plan, identifying required staff, their positions, and duties as well as back-up staff during unexpected instances.

[above]

9.5.7 Tirgan Information Desk Coordinator

Relevant Sections

SECTION 9.5 Site Operations Manager

SECTION 9.5.1 Zone Leaders

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. During all Tirgan event days, manage and operate information desk duties essential to Tirgan needs;
- b. Account for reasonable responses to inquiries/questions/clarifications received by the public during the Tirgan event days;
- c. Prepare a Tirgan information desk schedule, follow the schedule and account for back-up resources, ensuring availability of sufficient number of representatives at each desk;
- d. Remain responsible for all tasks and duties assigned by the Site Operation manager, including collection of donations, selling Tirgan closing Gala tickets, Tirgan merchandises, etc.

[above]

9.6 Logistics Coordinator

Relevant Sections

SECTION 8.2.2 Technical Services Coordinator

SECTION 9 Operation Director

SECTION 9.1 Event Manager

SECTION 9.5 Site Operations Manager

General Duties

Adhere to the values, duties, and responsibilities, defined under *GENERAL DUTIES*.

Specific Duties

- a. Coordinate logistics tasks and duties essential to Tirgan needs and requirements;
- b. Account for all logistics needs and expectations (e.g. merchandise purchases, deliveries, and relocations) in advance to and during Tirgan event days;
- c. Acquire for available logistics funding, received from the Operation director, and keep all official receipts for accounting purposes.

[above]