
Chapter 4

Managing volunteers

Learning objectives

After reading through this chapter you will be able to:

- Describe the roles played by volunteers in the event workforce
- Analyse the research on volunteer motivation
- Evaluate when the use of volunteers is appropriate
- Develop a code of conduct for managing volunteers
- Develop strategies for volunteer recruitment
- Provide a best practice example of volunteer management.

Introduction

While it would seem premature to introduce volunteering at this early stage of the text, best practice volunteer management is also best practice human resource management. Therefore, in order to create the appropriate context for activities such as recruitment, induction and training, this and the next chapter will deal briefly with two potential components of the event workforce: volunteers and contractors. Subsequent chapters on leadership, policy development, recognition and reward will thus apply to the combined workforce.

Incidentally, for mega events, the term 'inside the fence' is useful to identify the workforce as those people carrying event accreditation in the form of a badge or lanyard. For this type of event, therefore, the workforce might include paid staff, contractor employees, sponsor employees, volunteers, government officials and emergency services crews. All these people work within the event to make it successful, and it is the responsibility of the human resource department or the area managers to ensure that the workforce is cohesive and striving towards the same purpose: presenting flawless and integrated service to visitors (Byrne *et al.*, 2002).

For a mega event, there are also many people working 'outside the fence' to support the programme. These include staff working in hotels, restaurants, train stations and information centres. This is a useful clarification, as human resource departments in the mega event environment often have a role to play in analysing workforce requirements in these sectors where the event has an impact. Even in the case of smaller events, such as hallmark events, the event organizers are similarly concerned with service levels

'outside the fence' as well as inside, since all form part of the consumer's event experience. Event organizers are often asked to provide or approve training materials issued to personnel working in these service areas. The Beijing Olympic Games Organising Committee was pro-active to this end, releasing pre-Games training material on the Internet in 2005 for this event, which will be held in 2008. This included an introduction to China, and Beijing in particular, an overview of the Olympic Games and materials relating to training sites by facilities and regions (Beijing Olympic Committee, 2005).

Scope of volunteering

Volunteers can form a significant part of the event workforce. At the Winter Olympics held at Torino in 2006, for example, there were 25 000 volunteers, 5000 of whom were part of the ceremonies programme. Of these, 3500 worked as dancers, actors, gymnasts, acrobats and musicians, while 1500 worked behind the scenes as production assistants. For the Korean Jeonju International Film Festival (JIFF) 260 volunteers were divided into different teams, such as subtitles, ticket sales, information and traffic control. One of these volunteers, Kwak Won-hyeok, shares his experiences in Case study 4.1 (Giammarco, 2005).

Case study 4.1

Volunteers: a film festival's hidden strength

If you have ever attended a film festival in Korea, one of the things that may surprise you are the numbers of volunteer workers you will see. Of course, volunteers work at festivals around the world, but film festivals in Korea inspire thousands to apply for unpaid positions. At a recent film event in Europe, I asked a staff member if they could spare a volunteer to help me with something and he answered with a laugh, 'Sorry, but we don't have armies of volunteers like you have in Pusan.' So what is it that drives these people, usually students, to work at festivals for long hours and no pay? This year, one of my students, Kwak Won-hyeok, was working as a volunteer at the Jeonju International Film Festival so I took the opportunity to ask him about his experience.

Congratulations on being selected as a volunteer. I hear that the competition is pretty fierce.

Thanks, but actually, I wasn't selected at first. I was in China when the first round of selections were made so I was put on a waiting list. I just was lucky because some people who were originally selected weren't able to make it. The application process begins very early. The deadline for applying as a volunteer is in December. On the application we can select what part we are interested in doing like ticketing or information ... Then in early spring, we were interviewed. The interview lasted about 30 minutes. I had written on my application that I wanted to meet guests so part of my interview was in English and Chinese. I couldn't answer the questions in Chinese well – I have only studied the language since last winter.

What questions did they ask at the interview?

First they asked me about my experiences. I had mentioned that I was part of a leadership training programme and I am vice-president of my club at university. They also asked me why I had chosen to study English in England rather than another country. Finally, they asked me about what I thought of JIFF.

I was worried about that question because, even though I am from Jeonju, I had never attended the films screened at JIFF. I would always enjoy the downtown atmosphere while JIFF was going on, but I had never thought that I would be interested in the kind of films they show. This experience has changed that. I have been very surprised at how excited people get about these independent and short films and I hope to have the chance to start watching more of them.

What do you do as a volunteer?

Well, I was part of the foreign support team so my job was to pick up guests from the bus terminal and bring them to the hotel. Or to meet them at the hotels and take them to the guest center downtown. I also had to answer questions about Jeonju such as what to see or where and what to eat, manage the guests' interview schedules and take them to their appointments. JIFF had hired three taxis so we would call them whenever we needed.

It sounds like you got to meet many filmmakers

*Well – not so many. Each of the volunteers in my team were in charge of seven or eight guests. I was in charge of some of the English speaking guests, but we had volunteers who could also speak Japanese, Chinese and French. Sosuke Ikematsu was probably the most popular out of all the guests among the volunteers. He was the little boy who appeared in *The Last Samurai*. He came with his mother and he was very bright and interested in everything. All the female volunteers wanted to show him around.*

How many volunteers were there?

My team had twenty-six volunteers and five or six regular staff members. The whole festival had, I think, 260 volunteers divided into different teams like Subtitles, Ticket Sales, Information, and Traffic Control. I think I was lucky because some people on my team had to stay in the hotels or in the guest room just checking IDs. I was able to come and go if I was not needed, but we were on call constantly.

What hours did you work?

We began in the morning, usually about 10, and we were supposed to finish at 10 pm, but usually we were needed until about 12 midnight.

Those are long hours. What kind of benefits did JIFF provide for volunteers?

Well ... they gave us ₩10 000 a day for lunch and dinner. (That's about US\$10.) And we were able to go to the guest and press parties, I think there were five in all, but I was too tired by the end of the day to attend.

Well, you must have seen a lot of films

*No! Volunteers can't watch the movies. Also, we weren't allowed to eat or drink with guests or press. They did have a special screening for volunteers of the short film *M* and a British animation called *The Magic Roundabout*. Those were the only movies I saw.*

Wait. You don't get to see any movies, you work all day, and you can't spend much time with guests. What DO you get out of this experience?

I got to feel and experience the atmosphere of JIFF from a different perspective. It is a lot of fun but it's also a lot of work. I never realized what went into organizing and running a festival smoothly. Also, my team grew very close in the preparations before the festival and during our working days and I have made many valuable friendships. Also, the closer it got to the festival, the less important my reasons for

joining became. I got caught up in the excitement of making this festival a success and I really didn't mind that I couldn't watch the films. I felt a sense of satisfaction with the way things were going and I really value this experience.

Is there anything that you would like to see improved or changed next year?

The only thing I would suggest is about organization. They need to give the volunteers in charge of guests a list of who is where. I was sometimes told to go to meet guests coming by shuttle bus from the airport, but I would have no idea who or how many people I was supposed to meet. I could only stand there with the JIFF sign and hope that they would find me.

(Reproduced with permission; for further information see <http://koreanfilm.org/jiff05.html>)

Reflective practice 4.1

- 1 Summarize the feelings of this volunteer towards the volunteering experience.
- 2 Explain how the volunteer's expectations in this situation might not be met.
- 3 This volunteer had one suggestion – explain what he meant.
- 4 Interview someone who has volunteered for an event and find out about their experiences. Then develop five recommendations for volunteer management.

Before exploring some specific event volunteering issues, it is useful to look at the status of volunteering in world communities as the volunteering ethic varies from country to country, and this has important implications for organizers of social impact events such as fundraisers, arts festivals and the like.

In the United States about 64.5 million persons, or 28.8 per cent of the civilian population aged 16 and over, volunteered through or for an organization at least once between September 2004 and September 2005. During the same year, 25 per cent of volunteers were men and about 33 per cent were women, about the same proportions as in the previous year. Women volunteered at a higher rate than men across age groups, education levels and other major characteristics. Among the different age groups, persons aged 35 to 44 were the most likely to volunteer, closely followed by 45- to 54-year olds (United States Department of Labor, 2005).

Interestingly, the rate of volunteering for employed persons was higher than for unemployed persons. Among employed persons, 31.1 per cent had volunteered during the year ending September 2005. By comparison, the volunteer rates of persons who were unemployed (26.4 per cent) or not in the labour force (24.4 per cent) were lower.

Table 4.1 provides additional information on the characteristics of volunteers in the United States from September 2002 to September 2005.

In Australia, 34 per cent of adults undertook voluntary work in the twelve months prior to an Australian Bureau of Statistics survey in 2002, with the rate of volunteering highest in the 35- to 44-year-old age group. Volunteering rates were lower in major cities than elsewhere.

In Canada, nonprofit and voluntary organizations employ over 2 million full-time equivalent (FTE) workers, two-thirds in paid positions and the remainder as volunteers. This represents about 12 per cent of the country's economically active population and about 13 per cent of its nonagricultural employment.

In an important Canadian study, voluntary organizations were classified according to service and expressive functions. *Service functions* involve the delivery of direct services

Table 4.1 Volunteers by selected characteristics, September 2002–2005 (Numbers in thousands) in the USA

<i>Characteristic</i>	<i>September 2002</i>		<i>September 2003</i>		<i>September 2004</i>		<i>September 2005</i>	
	<i>Number</i>	<i>Per cent of population</i>						
Sex								
Total, both sexes	59 783	27.4	63 791	28.8	64 542	28.8	65 357	28.8
Men	24 706	23.6	26 805	25.1	27 011	25.0	27 370	25.0
Women	35 076	31.0	36 987	32.2	37 530	32.4	37 987	32.4
Age								
Total, 16 years and over	59 783	27.4	63 791	28.8	64 542	28.8	65 357	28.8
16 to 24 years	7 742	21.9	8 671	24.1	8 821	24.2	8 955	24.4
25 to 34 years	9 574	24.8	10 337	26.5	10 046	25.8	9 881	25.3
35 to 44 years	14 971	34.1	15 165	34.7	14 783	34.2	14 809	34.5
45 to 54 years	12 477	31.3	13 302	32.7	13 584	32.8	13 826	32.7
55 to 64 years	7 331	27.5	8 170	29.2	8 784	30.1	9 173	30.2
65 years and over	7 687	22.7	8 146	23.7	8 524	24.6	8 712	24.8
Employment status								
Civilian labour force	42 773	29.3	45 499	30.9	45 896	30.9	46 872	31.1
Employed	40 742	29.5	43 138	31.2	43 886	31.2	44 894	31.3
Full time (6)	32 210	28.3	33 599	29.6	34 237	29.6	35 225	29.8
Part time (7)	8 532	35.4	9 539	38.4	9 649	38.5	9 669	38.2
Unemployed	2 031	25.1	2 361	26.7	2 010	25.6	1 978	26.4
Not in the labour force	17 010	23.7	18 293	24.6	18 646	24.7	18 485	24.4

1 Beginning in 2003, persons who selected this race group only; persons who selected more than one race group are not included. Prior to 2003, persons who reported more than one race group were included in the group they identified as their main race.

2 Data for Asians were not tabulated in 2002.

3 Data refer to persons 25 years and over.

4 Includes high school diploma or equivalent.

5 Includes the categories, some college, no degree; and associate degree.

6 Usually work 35 hours or more a week at all jobs.

7 Usually work less than 35 hours a week at all jobs.

Note: Estimates for the above race groups (white, black or African American, and Asian) do not sum to totals because data are not presented for all races. In addition, persons whose ethnicity is identified as Hispanic or Latino may be of any race and, therefore, are classified by ethnicity as well as by race. Due to the introduction of revised population controls in January 2003, 2004, and 2005, estimated levels for 2003, 2004, and 2005 are not strictly comparable with each other or with those for 2002. See the Technical Note for further information. (United States Department of Labor (2005). Volunteering in the United States; for further information see www.bls.gov/news.release/volun.nr0.htm)

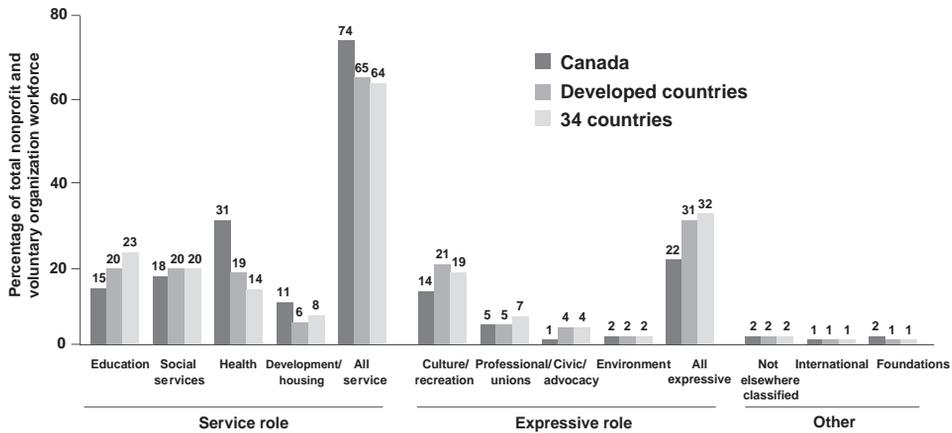


Figure 4.1 Composition of the nonprofit and voluntary organization workforce in Canada (Reproduced with permission of Imagine Canada; for further information see www.nonprofitscan.ca/files/misc/jhu_report_en.pdf)

such as education, health, housing, economic development promotion, and the like. *Expressive functions* involve activities that provide avenues for the expression of cultural, spiritual, professional or policy values, interests and beliefs. Included here are cultural institutions, recreation groups, professional associations, advocacy groups, community organizations, environmental organizations, human rights groups and social movements. Most event volunteering would be classified as having an expressive function.

Figure 4.1 compares the composition of the nonprofit and voluntary organization workforce of Canada with that of other developed countries.

Hall *et al.* (2005, p. 11) also show that nonprofit and voluntary organizations are not simply places of employment:

What makes them significant are the functions they perform, and these functions are multiple. For one thing, these organizations deliver a variety of human services, from health care and education to social services and community development. Also important is the sector's advocacy role, its role in identifying unaddressed problems and bringing them to public attention, in protecting basic human rights, and in giving voice to a wide assortment of social, political, environmental and community interests and concerns. Beyond political and policy concerns, the nonprofit and voluntary sector also performs a broader expressive function, providing the vehicles through which an enormous variety of other sentiments and impulses – artistic, spiritual, cultural, occupational, social and recreational – also find expression. Opera companies, symphonies, soccer clubs, hobby associations, places of worship, fraternal societies, professional associations, book clubs, and youth groups are just some of the manifestations of this expressive function. Finally, nonprofit and voluntary organizations have also been credited with contributing to what scholars are increasingly coming to call 'social capital', those bonds of trust and reciprocity that seem to be crucial for a democracy and a market economy to function effectively. By establishing connections among individuals, involvement in associations teaches norms of co-operation that carry over into political and economic life.

Figure 4.2 shows the top twenty countries in terms of nonprofit and voluntary workforce as a share of the economically active population.

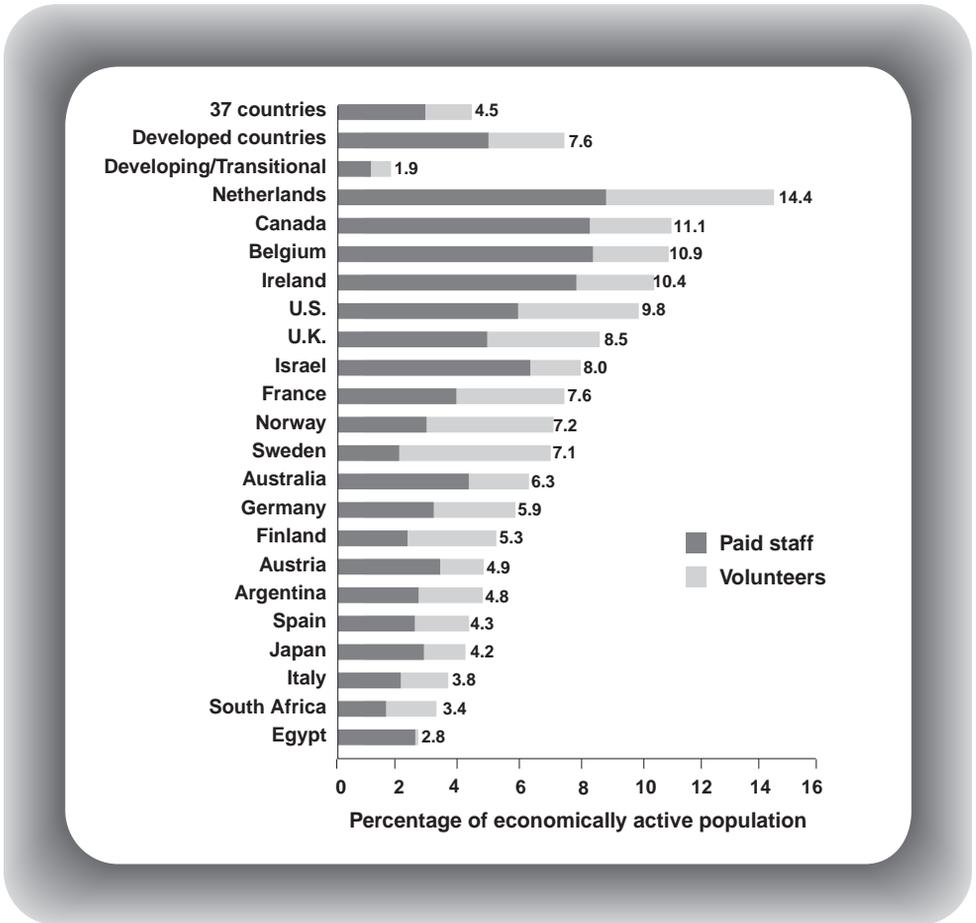


Figure 4.2 Nonprofit and voluntary organization workforce as a share of the economically active population by country
 (Reproduced with permission of Imagine Canada; for further information see www.nonprofitscan.ca/files/misc/jhu_report_en.pdf)

In the United Kingdom, 22 million adults are involved in formal volunteering each year and 90 million hours of formal voluntary work takes place each week. Six out of ten volunteers say that volunteering gives them an opportunity to learn new skills. Half of all volunteers become involved because they were asked to help, and 90 per cent of the population agree with the notion that a society with volunteers shows a caring society (Institute for Volunteering).

These figures demonstrate a strong volunteering ethos in all four countries.

Volunteer motivation

A person’s motivation for volunteering is closely linked to social interest and this in turn leads to satisfaction with the volunteering experience. As discussed above, volunteers



Commonwealth Games volunteer takes a break outside the Exhibition Centre in Melbourne

(Tim Clayton/Fairfaxphotos.com; reproduced with permission.)

may participate in service or expressive functions (Hall *et al.*, 2005). In both contexts, their desire is to see that relevant outcomes are achieved in line with the mission and purpose of the event. This is equally true of the event business in which many event organizations rely on volunteers.

The following quote from a United Nations report (2003) stresses the value of sports volunteering to the community and in doing so highlights many of the reasons why a volunteer contributes his or her time:

Once involved through sport, volunteers can then be mobilized to donate their time to other activities. Given that sport is a key site for volunteer involvement, sport should be used to promote volunteerism, especially among youth whose participation is a strong predictor of volunteering in later life. Volunteerism provides benefits to the individual, such as self-fulfilment, skill acquisition, increased understanding and social integration. It also benefits society, through impacts including economic growth, social welfare, community participation, generation of trust and reciprocity, and the broadening of social interaction through new networks. Consequently, volunteerism creates social capital, helping to build and consolidate social cohesion and stability. Sport is a key way to encourage volunteerism within societies and achieve the resulting social benefits. In the UK, the contribution made by volunteers to sport is estimated to be greater than government and lottery funding combined.

Motivation is the one significant distinguishing difference between human resource management for volunteers and paid staff. Retention is a major issue for HR managers and needs to be addressed at all stages during recruitment, induction and training to ensure that volunteers have accurate expectations of the work and that the work will meet their needs. Volunteers generally have a much shorter commitment to the job and, in the case of a large event, it may not even be noticed if they leave before their allocated time has finished. While there would be repercussions for a paid employee who walked off the job, there are none for the volunteer. Ongoing communication at all stages, from recruitment to close of an event, is vitally important in ensuring that retention of volunteers does not become a problem for HR managers during the execution of an event (Byrne *et al.*, 2002).

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During a detailed study of event volunteers participating in a regional marathon, Strigas and Newton Jackson (2003) conducted a factor analysis which produced a five-factor model for explaining motivation of event volunteers at this type of event:

- 1 *Material factor*. This includes incentives where the volunteer calculates the expected utility gain, which can include material rewards (such as goods and services) or social status that carries a material value. This may be represented by complimentary items, for example.
- 2 *Purposive factor*. Here the motives of volunteers were compatible with those of the event and the community: 'volunteering creates a better society'.
- 3 *Leisure factor*. In some cases, volunteering was seen as a leisure choice, an escape from everyday life and an opportunity to develop new interests.
- 4 *Egoistic factor*. Social interaction, networking and building self-esteem were motivations where the individual sought social contact as an affective incentive.
- 5 *External factor*. These factors were outside the individual's immediate control and linked to family traditions or course completion requirements.

In an analysis of motives and their importance, Strigas and Newton Jackson (2003) found the highest and lowest ranking reasons as illustrated in Table 4.2.

It would seem that there are often almost as many reasons to volunteer as there are volunteers. Many attempts have been made to analyse motivations according to demographic characteristics, but in a study of the motivational needs of adolescent volunteers, Schondel and Boehm (2000) found that there were similarities between the motivations of adolescents and those of adults and college students. These included helping others, social interaction and recognition of contributions. There were also differences, indicating that developmental stages of identity formation may influence motivation of this age group. Callow (2004) argues that the senior citizen segment is far from homogenous in its motives for, and behaviour towards, volunteering, which may have an impact on the effectiveness of recruitment campaigns.

Research efforts assist in clarifying and classifying the many and varied volunteer motivations. A consistent theme appears to be the importance of volunteers understanding the strategic purpose of the event and the important role that they will play in

Table 4.2 Highest and lowest ranking motives for volunteering for a sporting event

<i>Highest ranking reasons</i>	<i>Lowest ranking reasons</i>
<ul style="list-style-type: none">• Volunteering creates a better society• Wanting to help make the event a success• Fun in volunteering for a marathon event• Putting something back into the community• Volunteering enables the organizational committee to provide more services for less money	<ul style="list-style-type: none">• Wanting to gain some practical experience• Extra bonus/credit for volunteering from employer/school• Receiving complimentary items• Volunteering will look good on résumé• Volunteering makes person feel less lonely• Wanting to be recognized for doing this volunteer work

(Adapted from Strigas and Newton Jackson, 2003, p. 117)

its success. As discussed in the previous chapters, an event is a major project with multiple subprojects. Knowing that the project is temporal and finite is important both for volunteer and paid staff. If progress and tangible success are evident, then the whole team will be better motivated. This is illustrated in Case study 4.1: the volunteer does not see any of the films shown at the film festival but feels that, despite the lack of tangible reward, he has played an important role in the successful outcome of the project.

Leadership and motivation will be covered in detail in later chapters of this book, and in the remainder of the text the workforce will be discussed in the context of 'one team, one fence' (Byrne *et al.*, 2002), with occasional references to specific volunteer issues.

Deciding on the use of volunteers

Whether to involve volunteers in an event or not is a significant strategic decision. Volunteers are not 'free' as they need to be recruited, selected, trained, supervised, uniformed and fed. The total cost per volunteer, excluding management, for the Sydney 2000 Olympic Games was A\$750 (Tourism Training Victoria, 2002).

There are many reasons why an event organization would recruit volunteers as a component of the workforce or, in some cases, as the complete workforce:

- 1 *Establishing the event.* Some events emerge as a result of the combined efforts of a group of individuals who have a cause-related reason to develop and run an event. These volunteers form a committee and the concept grows from there. Many music festivals start from small beginnings and grow over time, as do many historical celebrations.
- 2 *Expanding the workforce.* One of the most common reasons for involving volunteers is to expand the workforce in a cost-effective way. Without the contribution of volunteers many mega events and hallmark events would not be able to run in their present format as the contribution of volunteers is so significant in terms of the total hours contributed (for example, total volunteer hours for the Manchester Commonwealth Games were 1 260 000).
- 3 *Expanding the level of customer service.* Volunteers are primarily employed in customer contact roles and can contribute to the ambience of an event in important ways. At the Winter Olympics in Salt Lake City in 2002, for example, the level of service was so high that it attracted the interest of the media, including NBC's *Today Show* and the *Wall Street Journal* (Walker, 2002).
- 4 *Contributing to community spirit.* While it is true that events can contribute in important ways to developing community spirit, this is not typically the sole reason why an event is staffed by volunteers.
- 5 *Creating a social impact.* By using volunteers in a developmental role, thus improving their qualifications and employment prospects, events can have a long-term social impact. In South Africa, for example, events are widely regarded as part of 'capacity building'. The expectation of social impacts was also behind the bid for World Cup Soccer (see Case study 4.2).
- 6 *Contribution to diversity.* Event volunteers come from a remarkable range of backgrounds. This can be helpful in providing representative languages and cultures

- for sporting competitions or world music festivals. Volunteers with diverse backgrounds also bring new ideas to problem situations that can be enlightening.
- 7 *Expanding the network.* Volunteers are often co-opted by family and friends. In this way the volunteering network can grow, leading to contacts with new sponsors and contractors.
 - 8 *Belief in the ethos of volunteerism.* Some organizations have a strong belief in volunteerism, exhibited by their taking on volunteers and also by providing volunteers to work at events. This can lead to enhanced learning and organizational development.

While many of the above reasons are altruistic, it is essential for an organization to be honest about their reasons for recruiting volunteers. The motive of reducing labour costs is generally quite apparent to volunteers, and this can be stressed in recruitment efforts along the theme of 'we can't do this without you'.

Case study 4.2

Volunteers 2006™: Play a vital role at the football event in Germany!

One of the fundamental components of a successful 2006 FIFA World Cup™ is the passion, friendliness and helpfulness shown by volunteers. Foreign visitors form a lasting impression of the host nation from their frequent contacts with volunteers. Volunteers can expect to take away some unforgettable memories. They are offered a unique opportunity to play a crucial role at the 2006 FIFA World Cup™, experiencing the atmosphere at first hand in a number of interesting jobs. The importance of voluntary work to the community and its potential in Germany will be thrown into sharp relief by the enthusiastic efforts of our volunteers. We will recruit our team of volunteers for the 2006 FIFA World Cup™ over the course of the next few months. The unpaid helpers will play a pivotal role in bringing to life the official slogan of the 2006 FIFA World Cup™: 'A time to make friends™'.

(Reproduced with permission of FIFA World Cup Germany 2006; for further information see <http://fifaworldcup.yahoo.com/06/en/o/volunteers/vpp.html>)

Reflective practice 4.2

- 1 What would you identify as the primary reason for volunteering for the Soccer World Cup?
- 2 Do you think that volunteers for this event have realistic expectations of their event experience? Explain your reasoning.

Code of conduct for managing volunteers

Most professional event organizations have a code of conduct for managing volunteers and such guidelines are also provided by many volunteer associations. Following is a summary of the important elements of a code of conduct for organizations utilizing the services of volunteers.

The event organization will:

- Meet all legal obligations such as anti-discrimination legislation
- Provide a healthy and safe workplace
- Plan and document safe work practices
- Provide insurance cover for volunteer staff
- Provide clear and accurate information about how volunteer expectations will be met
- Provide orientation and training
- Avoid placing volunteers in positions more suitable for paid staff
- Treat volunteers as an integral part of the team
- Avoid placing volunteers in situations that are difficult or dangerous
- Provide meals, drinks and breaks as required
- Provide protection from the sun and the elements
- Provide adequate levels of supervision and support
- Define jobs and issue job descriptions or checklists
- Develop human resources policies and make these available to volunteers, including procedures for grievance resolution
- Acknowledge the rights of volunteers
- Offer opportunities for learning and development where possible
- Meet out-of-pocket expenses such as transportation
- Keep volunteers up to date with important information
- Constantly acknowledge the contribution of volunteers on both an individual and a group basis.

Long- and short-term volunteers

Volunteers contribute at various stages of an event project, including working as the organizing committee for many community events. In some event organizations this affiliation can last for years. For example, Cross Country Canada (2001) recognized the contribution of Tony Daffern for his lifetime commitment to the sport, including his many competition and organizational roles.

For larger annual events or mega events such as an Olympic Games, some volunteers come on board very early and stay with the planning group for an extended period. In Manchester these volunteers were known as Long Term Volunteers (LTVs) while in Sydney they were known as Pioneer Volunteers, both groups working with the respective organizing committees for a year or more. For events such as the Honda Classic, there are many veteran volunteers who have worked on this annual golf tournament every year over a long period (Coyne and Coyne, 2001). However, the majority of event volunteers work for a short time only, ranging from a few hours to a few days or weeks.

Source of volunteers

While recruitment is the topic of Chapter 8, it is useful to point out here that there are several specific contact points for finding volunteers, particularly those with relevant

expertise and experience. Many of these associations work with event organizers in a partnership arrangement to ensure the success of the volunteering programme.

Volunteering associations

There are volunteering associations at local, state and national levels in most countries. Organizations such as AVA (Association for Volunteer Administration) in the United States and CSV (Community Services Volunteers) in the United Kingdom provide guidelines for volunteer management, statistics, and other publications and services.

Related associations

Many associations in the sporting arena support events by supplying qualified officials and judges; similarly in the arts, where organizations provide expertise in supporting exhibitions, competitions and concerts. In fact, many such associations provide grants to support events and can provide advice in relation to volunteer programmes.

Sponsor organizations

Sponsor organizations are often keen to have their staff involved in an event for the purpose of professional development or simply for the incentive that this provides to their staff.

Universities and colleges

Internship programmes and work experience programmes that form a compulsory course component are an invaluable source of volunteers, providing students who are interested in a particular field with valuable hands-on experience. Some students work for the event organization for a long period, participating fully in the planning process; others work for just a week or so on several events in order to widen the scope of their experience.

Special interest groups

Event volunteering can form part of an affirmative action programme. For example, a youth concert may be organized by a group of unemployed youths involved in a special programme.

Typical roles for volunteers at events

The outline of a code of conduct above stressed that the roles allocated to volunteers should not be roles that are typically paid jobs. If this were the case, it would certainly get the unions and other employee associations agitated. Using volunteer workers in paid jobs such as cleaning is regarded as exploitation.

Cuskelly and Auld (2000) have produced a guide to volunteer management which, among other things, presents a summary of comments from the national and state winners of the National Australia Bank Community Link Awards (see Table 4.3). One of the strongest themes emerging from this summary is the importance of workforce integration. Volunteers want to be treated the same as paid workers, feel part of the team and have their services recognized. Most importantly, they do not want to be taken for granted.

Table 4.3 Good practice advice for volunteer management

<i>Good practice advice</i>		
	<i>DO</i>	<i>DON'T</i>
National winner Bicycle South Australia	<ul style="list-style-type: none"> ● Provide written job descriptions for volunteers ● Ensure training sessions are relevant ● Acknowledge their achievements 	<ul style="list-style-type: none"> ● Neglect the recruitment of new volunteers ● Ignore their interests ● Treat them differently from paid staff
State winner Queensland Q-Rapid	<ul style="list-style-type: none"> ● Identify clear paths for volunteers ● Value each person's qualities, skills and efforts ● Provide real responsibilities for volunteers through training 	<ul style="list-style-type: none"> ● Take people for granted ● Provide ineffective information ● Ignore volunteer services
State winner NSW Coonamble Rodeo Association	<ul style="list-style-type: none"> ● Use time efficiently ● Delegate according to skills ● Openly discuss all issues 	<ul style="list-style-type: none"> ● Neglect to guide new volunteers ● Forget to acknowledge contributors
State winner Victoria Kilmany Family Care	<ul style="list-style-type: none"> ● Respect the role of volunteers ● Ensure they have access to debriefing ● Ensure that fun is part of the work 	<ul style="list-style-type: none"> ● Put barriers up to communication ● Assume volunteers have all the required knowledge ● Take anyone for granted
State winner Tasmania Tasmanian Trail Association	<ul style="list-style-type: none"> ● Accept volunteers for what they can do ● Listen to all viewpoints, including those of paid officials 	<ul style="list-style-type: none"> ● Lose patience ● Be inflexible ● Take anyone for granted
State winner WA Recreation and respite	<ul style="list-style-type: none"> ● Include volunteers as part of the team ● Listen to their ideas ● Show appreciation of their efforts 	<ul style="list-style-type: none"> ● Overload volunteers with work ● Isolate volunteers from staff ● Put volunteers in difficult and dangerous situations
State winner ACT Australian Football International Youth Trophy	<ul style="list-style-type: none"> ● Choose people according to their talents and desires ● Involve those who can raise the group's profile ● Make tasks enjoyable ● Give positive feedback 	<ul style="list-style-type: none"> ● Give too few people too much work ● Spring jobs on volunteers at the last minute ● Assign jobs that are too difficult

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Management of volunteer programmes

Volunteer programmes require careful planning and go well beyond recruitment and training. Volunteer management includes logistics: rosters, meals, uniforms, transportation, safety, and sometimes accommodation. Added to this is the need to develop recognition and reward programmes. Problem solving and communication are key elements during the operational phase.

While the topic of job descriptions will follow in Chapter 8, the example of a job description for a Human Resource Manager in Case study 4.3 demonstrates the volunteer management role in detail.

Case study 4.3

National Folk Festival – volunteer co-ordinator position

National Folk Festival

Human Resources & Administration Manager

Duty Statement & Selection Criteria



Position outline

- Reports to:** Festival Director
Position type: Full time
Salary range: \$44 000–\$50 000 p.a.
Duration: Two-year contract with scope for renewal

The Human Resources and Administration Manager reports to the Festival Director and is a key role within the management team. This is a key role both in the organisation of the festival as an annual event, and in the ongoing running of the festival as a company. The Human Resources and Administration Manager has responsibility for the efficient day-to-day running of the festival office, management of a dedicated volunteer budget, and the recruitment, maintenance and deployment of volunteers. Some of these duties are shared with the Production Manager.

The success of the National Folk Festival is built on its volunteer community. The volunteer team is one of the festival's most important resources and this position is crucial to the success of developing and maintaining volunteer morale. The successful applicant will be a strong advocate for volunteering in the community and will be expected to play a key advocacy role within the community on behalf of our festival volunteers.

Duties

Volunteer Programme

- Manage volunteer recruitment, rostering, training and deployment, including the identification of some 70 coordinators (across 45 teams) of major areas during the festival.
- Manage on-site volunteer support services such as volunteer reception and the volunteer kitchen.
- Build morale and motivation within the volunteer team.
- Manage coordinator recruitment and support.
- Implement, enforce and revise volunteer policies, ensuring that all procedures are documented and comply with risk management/organisational policy.
- Prepare and manage a budget for volunteer services, including volunteer training, co-ordinator meetings, debriefings and documentation of volunteer activities.
- Facilitate and organise volunteer and co-ordinator meetings, debriefings and social functions.
- Manage the preparation, publication and distribution of quarterly newsletters to some 1500 volunteers in conjunction with the Publications Manager.
- In areas where a coordinator has not been found, or is not functioning properly, act as contingency manager until a replacement is found.

Year-round administration

- In conjunction with the Festival Director, Production and Programme Manager, identify and develop timelines and checklists for the different streams of festival operations (i.e. performers, stalls, ticketing, marketing, etc.).
- As part of the management team be involved in the forward planning of the festival as a company and an annual event.
- Manage pre-festival volunteer teams, recruiting, training and deploying volunteers so as to meet projected timelines in any or all areas.
- Manage administration systems throughout the year, including large mail-outs, phones, fax, emails, stationery and volunteer staffing.
- Develop and improve advance purchase ticketing system.

Computing

- Assist in development of advance purchase ticketing database and systems.
- Assist in development of the master and volunteer databases.
- Assist in production of newsletters and forms.
- Manage data entry into all databases.

On-site (i.e. during the festival)

- Manage the reception and deployment of some 1100 volunteers.
- Liaise with coordinators to ensure their volunteer staffing needs are being met.
- Manage 'top up' volunteers for unforeseen emergencies, and no-shows in other areas.
- Act as contingency manager as and when required during the festival.

General

- Secretariat services to the Festival Board, including record keeping, minute taking and meeting organisation.

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- Troubleshooting and problem solving, in any festival-related area, as necessary.
- Research, analysis and report preparation.
- As a team member attend regular staff meetings and follow up on requested actions.
- Manage the personnel functions for the festival, including worker's compensation, income tax and maintenance of personnel records.
- Other duties as requested by the Festival Director.

Selection criteria – essential

1 **Personal qualities.** The Human Resources and Administration Manager plays a critical role in the ongoing success of the National Folk Festival. The National Folk Festival is a dynamic and constantly evolving organisation. The Human Resources and Administration Manager needs to be adaptable and responsive to the needs of our volunteers and the strategic directions as set down by the Board.

Communication skills. The successful applicant will have well-developed communication skills, being required to communicate professionally, efficiently and respectfully with volunteers, professional colleagues/stakeholders, sponsors and staff. This role requires highly developed negotiation and interpersonal skills. This position requires the ability to work with an enormous variety of people. The successful applicant will be able to communicate effectively with people from differing cultural and educational backgrounds and age groups. The role requires patience, tolerance, compassion and the ability to assert boundaries where appropriate. The Human Resources and Administration Manager will, on occasion, be required to speak publicly at conferences and forums.

2 **High level of initiative and motivation.** The nature of the position is often deadline-driven. It is important that the Human Resources and Administration Manager has the ability to remain calm and clear-headed in busy times and is self-motivated and able to work unsupervised.

3 **Ability to work within budget.** The Human Resources and Administration Manager will be given an annual budget. It is essential that the Human Resources and Administration Manager has the ability to operate within this budget. Operational budgetary areas include volunteer training, onsite volunteer kitchen, overall volunteer needs/services (e.g. stationery/equipment), volunteer activity documentation, newsletters and social functions.

4 **Demonstrated ability to work as a part of a team.** The success of the National Folk Festival past and future is dependent upon the hard work, commitment, skills and cohesiveness of its operational team. This team includes both paid staff and a large number of volunteers. The Human Resources and Administration Manager must have the demonstrated ability to work well in a team environment. This environment is collaborative and productive.

5 **Computer skills.** The Human Resources and Administration Manager is required to manage and maintain the volunteer database and to use and train volunteers in the use of the operating systems within the festival office. Knowledge and experience of Filemaker Pro (or similar database applications) and Microsoft Office products is essential as is computer literacy with Apple OSX and associated programmes.

Selection criteria – desired

6 **Areas of knowledge.** The National Folk Festival has gained a reputation as Australia's premier folk festival. Knowledge of and a demonstrated commitment to the National Folk Festival is important. Knowledge of the national folk scene and the key stakeholders would also be highly advantageous.

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Reflective practice 4.3

- 1 Describe the primary purpose of the volunteer co-ordinator's role in a single sentence.
- 2 Discuss the following statement: 'The volunteer co-ordinator has to act as advocate for the volunteers in order to avoid them being exploited.'
- 3 Describe the planning activities that are undertaken by a volunteer co-ordinator.

Chapter summary and key points

This chapter has highlighted strategic decisions regarding the volunteer component of the event workforce. Volunteer motivations have been discussed in some detail with research studies indicating that there is a diverse range of reasons why people volunteer. Demographic and other forms of analysis show few consistent trends and therefore the event organizer has to acknowledge that for any event there will be a wide range of different motivations and expectations to be met. Acknowledgement and recognition of the important role that volunteers play appear to be significant factors in volunteer management in most studies, as does the event organization's expressed purpose of the event. Integration of a cohesive workforce is a priority, with one team 'inside the fence'. Everyone wants to feel the buzz, the sense of involvement in something big, something exciting and something that is going to be good.

Revision questions

- 1 Compare the volunteering rate in your community or country with those in this chapter.
- 2 Differentiate between service and expressive functions.
- 3 Investigate one mega event and discover the number of volunteers and the types of roles they have played.
- 4 List and explain five reasons why people volunteer for sporting events.
- 5 Provide a rationale for including volunteers at a specific event.
- 6 List and describe three sources of volunteers.

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