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VOLUNTEERING: AVOIDING THE VOLUNTEARS LESSONS FROM 6 MEGA-SPORT EVENTS (MSE) IN 5 COUNTRIES

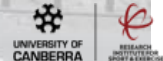
Some background

A little about me:

- Accountant, then outdoor educator, then academic
- Curiosity led to a few degrees
 - BCom (Accounting)
 - GradDipEd (Adult Ed)
 - MEd (Adult Ed)
 - MCom (HRM)
 - PhD (Experiential Learning)
 - M Public Health (Injury Epidemiology)
- Research themes:
 - **Volunteer legacies of mega sport events (MSE)**
 - Accessible tourism
 - Snowsport injury prevention, including concussion

About this volunteer research:

- 2008: In Whistler they expected a legacy of volunteers from hosting 2010 Vancouver Olympic and Paralympic Winter Games.
 - *I wondered....?*
- So we researched:
 - 2009 Sydney Masters Games
 - 2010 Vancouver Winter OPG
 - 2012 London OPG
 - 2014 Sochi Winter OPG
 - 2015 FIFA Women's World Cup
 - 2016 Rio OPG
- Database of 23,630 volunteers
- Key collaborator, Prof Simon Darcy, UTS



Our research: what and how

Key questions

- **Who** volunteers? e.g.,
 - Gender, age, previous volunteering
- Why? Volunteering **motivations**
- **Skills** they develop
- **Satisfaction** with diff. aspects of volunteer experience
- **Legacy** = volunteer more after the event

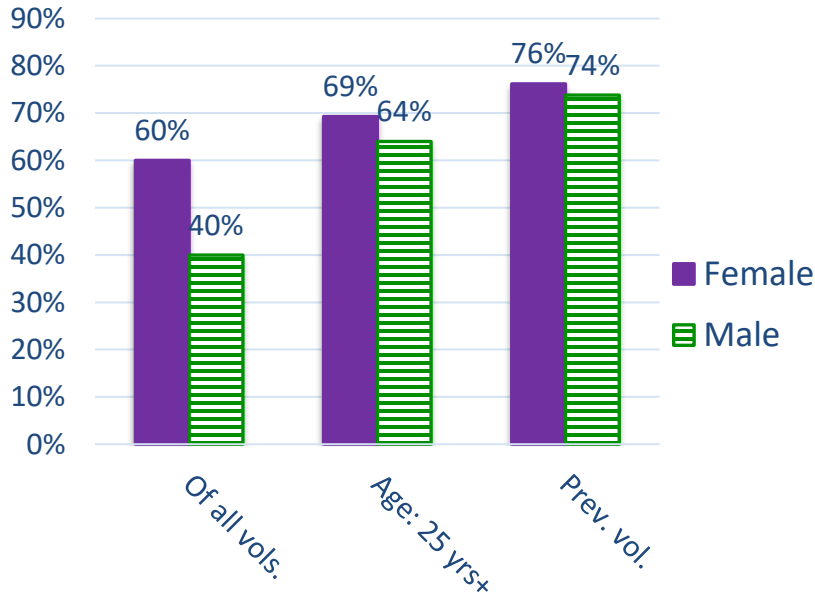
Method

- Online survey
 - Bilingual for Sochi14, FIFA15, Rio16.
- Distributed by OCOG
- Timing
 - Usually at the end of the event
 - Legacy survey timing varied
 - Sydney09: 3 months (not really a legacy)
 - Sochi14: 3 years

Who volunteers? (n=23,630)

29% = female
>25 yrs
ALREADY
volunteering

Who volunteers?

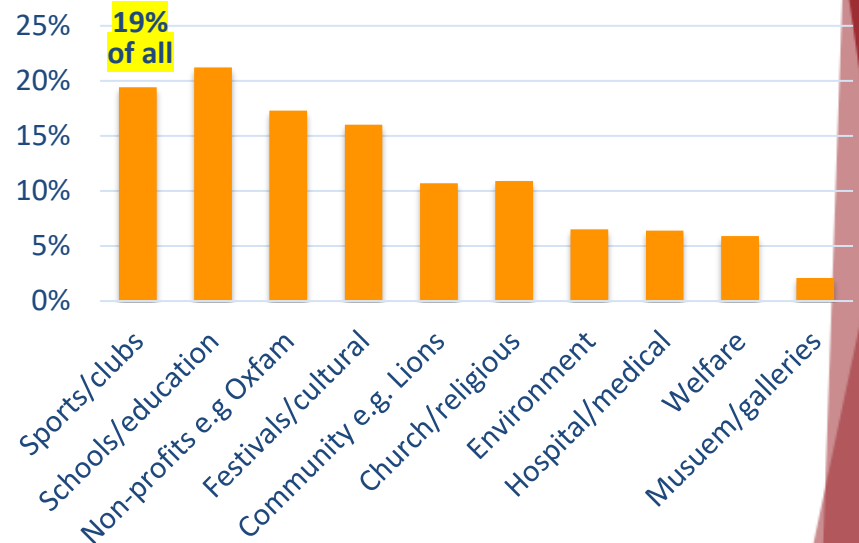


Imagine we only have a 'cup' of volunteering to share, how will we share that cup & why?

VOLUNTEER
I'LL BE THERE FOR YOU



What is the other volunteer involvement for the 75% already volunteering?



What are their motivations? (top 5 factors by age)

< 25 years	25 years+
Application, e.g. use skills	Variety
Transactional, e.g. make job contacts	Altruistic, e.g., giving back to community
Volunteering tradition in family/friends	It's all about the Games!
It's all about the Games!	Volunteering tradition
Variety	Availability

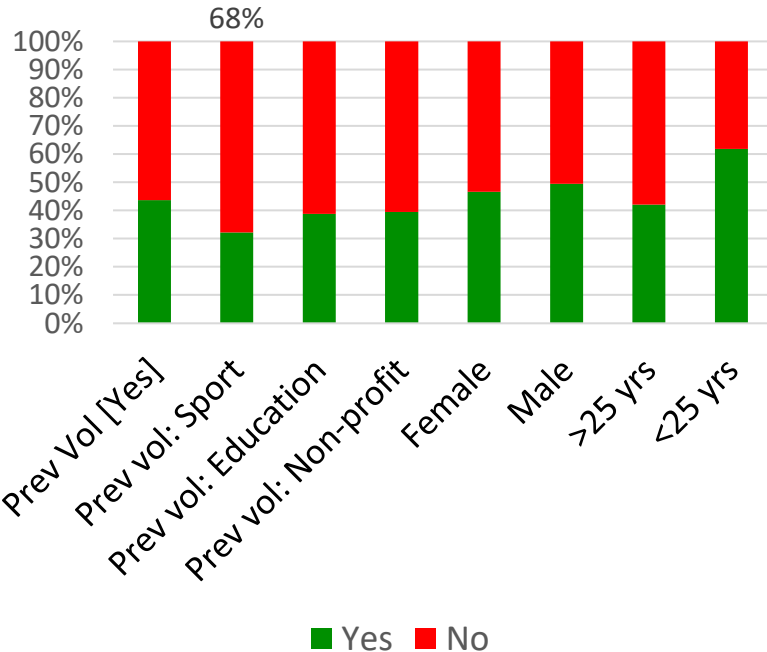
So, from a HR perspective:

- Ask about their **motivations**
- **Allocate jobs** according to skills, motivations and post-event plans
- **Less skilled** may need,
 - More training (\$\$\$)
 - More experienced supervision

Will there be a volunteering legacy?

LEGACY
That which
remains

Plan to volunteer more?



Who is most likely to plan to volunteer more?

- No previous volunteering
- Younger
- Lower socio-economic
- Those who speak other languages at home
- Employed casually, fulltime student, unemployed

How will you help move PLANS to behaviour CHANGE?

Who is more likely to plan to volunteer same/less?

- People who are already busy!
 - Those already volunteering
 - First Nations volunteers
 - Volunteers with disabilities
 - Employed (F/T & P/T)

Different groups what do we know?

Important that they are providers of services

Volunteers with disabilities (n=786)

(Targetted for London 2012)

- 7% of respondents, *c.f.* 19% of popⁿ
- 79% had disability, but no access needs
- 85% previously volunteered e.g.,
 - Charities (20%)
 - Education (17%)
 - Sport clubs (15%)
- 58% working, 22% retired
- Motivations: Games & Altruism
- Legacy: 44% expected to inc vol
- Barriers: poor HR e.g., inappropriate roles or scheduling; poor training; poor management...



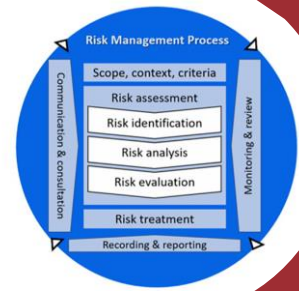
First Nations volunteers: typically not a research focus

- Only 1.3% of respondents
- Compared to all others:
 - Less females (52% vs 56%)
 - Older (25yrs+ 69% vs 43%)
 - More previously volunteered (82% vs 74%)
 - More employed (67% vs 57%)
 - None unemployed (0% vs 9%)
 - Legacy: Less likely to intend to volunteer more (46% vs 53%)

*Neither reflect their broader populations
What are the barriers for others?*



If volunteers are essential for your organisational success, a how can ISO 31000 Risk Management help?



Identify & analyse the risks e.g.,

- unsupportive volunteering culture
- insufficient, or too many!, volunteers
- inadequate supervision
- no role clarity
- insufficient training resources
- legislative/compliance barriers to volunteering
- insurance issues
- Impact of MSE upon,
 - Volunteer supply
 - Volunteer expectations

Managing the risks, e.g.,

- Explore the motivations of each of your volunteers and check-in regularly
- Have clear/diverse roles for volunteers, not everyone can do weekly
- Have succession plans for key roles to recruiting & training next generations.
- Diversify your volunteer base: e.g., age, gender, ethnicity, employment status
- Conduct exit interviews for those who are, or have, left.
- Have a strategy in place to adapt to MSE demands

Whistler Adaptive Sports (WAS):

An example of leveraging legacy for sport & volunteering



5 Years pre-event

- Develop a strategy & lobby OCOG to be involved. 4 pillars were:
 1. Volunteer and staffing,
 2. Marketing and media,
 3. Infrastructure,
 4. Funding to enhance programming.
- Develop & implement a strategy to attract large events after 2010

1 year pre-event

- imbed volunteers into Test events

Event-time

- Many WAS vols were OCOG vols
- OCOG volunteers not involved with WAS were encourage to join

Post-event

- Key themes:
 - Innovation – new products
 - Partnerships - sponsorships
- Stewarding volunteers
- Ongoing recruitment to build & replace itinerant volunteer base



Take some strategic steps to a legacy

1. What do you want from your event?

Set your **KPIs**, e.g.:

- Event experience
- Legacies: e.g., volunteering, sport participation

2. What will you do to **leverage** the event to achieve legacies?

- When?
- Who?
- What will it cost?

3. What **resources** will you need to achieve your KPIs?, e.g.,

- Existing human and social capitals
- Time frames
- Financial/budget
- Political will

4. How & when will you **evaluate** your legacies?

- Existing methods help comparison
- Pre and post measurement in time frames that reflect a legacy, e.g. 3+ years

5. How will you **share** this **knowledge** to apply in future events?, i.e.,

- Knowledge management
- Knowledge transfer

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Unique social context of mega-sport events

