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VOLUNTARIADO EN EVENTOS

MANUAL

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Volunteering

Voluntariado en Eventos - Manual

Note: Text translated in the context of a Translation Work Experience module by students in the School of Politics, Philosophy, Language and Communication Studies at the University of East Anglia, Norwich, NR4 7TJ UK.



The Toolkit has been translated from page 1 to page 11. You can read the full Toolkit in English clicking here: [Volunteering in Events - Tool Kit](#)

Introducción

¿Para quién puede ser útil este manual?



Autoridades públicas encargadas de emitir los permisos y las licencias de los eventos en los que participan voluntarios



Organizadores de eventos en los que participan voluntarios



Entidades que intervienen en el reclutamiento, la formación y la gestión de voluntarios en eventos



Personas que estén considerando participar como voluntarias en un evento

¿Para qué es útil este manual?



La crisis del COVID-19 ha cambiado muchos aspectos de nuestra vida, incluyendo la cancelación y el aplazamiento de muchos eventos en los que habrían participado voluntarios. Sin embargo, en el futuro, los ciudadanos podrán volver a colaborar entre si como voluntarios en el marco de la organización y la producción de eventos en una gran variedad de contextos y para una amplia gama de causas.

El manual tiene como objetivos:



1 Reflejar cómo es el período actual de recuperación pos-COVID 19 en Europa.



2 Proporcionar un plan a largo plazo para asegurar oportunidades de voluntariado de calidad en los eventos.



Debido a las enormes diferencias en los marcos jurídicos del ámbito del voluntariado, así como en las culturas y tradiciones de éste en Europa, este manual no pretende dar respuestas o soluciones específicas. El objetivo es más bien invitar a la reflexión y a la debida consideración de los temas relacionados. Así, se ayudará a los interesados a tomar decisiones adecuadas y bien fundamentadas con el fin de que los eventos de voluntariado sean de mayor calidad y evitar de esta manera la explotación y deficiencias relativas a las posibles repercusiones en las personas, el evento y la comunidad en general.

Este manual:

1

Está basado en las declaraciones de políticas del CEV (Centre for European Volunteering) en "Volunteering in Big Sports Events" (2016) (Voluntariado en grandes eventos deportivos) y "Volunteering in Music Festivals & Concerts" (2017) (Voluntariado en festivales y conciertos de música) (Anexo 1).

2

Incluye orientación sobre cómo fomentar, apoyar y garantizar que los voluntarios de eventos puedan continuar el voluntariado en otros contextos y, de esta manera, posibilitar a aquellos que quieran oportunidades de trabajo voluntario durante más tiempo.

3

Muestra que mantener la solidaridad como un concepto básico central del voluntariado en eventos es también una parte importante del manual.

Después de esta sección introductoria, este manual incluye:

1

Solidaridad

Un enfoque en el aspecto solidario del voluntariado y las diferencias entre voluntarios y empleados.

2

Voluntarios

Una visión general de los modelos de captación de voluntarios y su predominio en eventos europeos.

3

Preguntas

Una serie de preguntas para que los usuarios reflexionen tanto de forma individual como colectiva.

Los usuarios del manual podrán **tomar decisiones más fundamentadas** sobre la posibilidad de:



Emitir los permisos y licencias necesarios para un evento que depende de voluntarios para su organización.



Organizar un evento que requiera de la participación de voluntarios para su realización.



Asumir la responsabilidad de reclutar, formar y dirigir a los voluntarios en un evento.



Formar parte de un evento como voluntario.

Las preguntas están divididas en cuatro secciones relacionadas con:

1

Los permisos, el reclutamiento y la gestión de voluntarios.

2

La comprensión del impacto de los voluntarios de eventos.

3

La evaluación de habilidades y competencias adquiridas durante el voluntariado en eventos.

4

Las oportunidades para participar como voluntario en el futuro tras haberlo hecho anteriormente en un evento.

Este manual concluye con una sección dedicada a ejemplos, plantillas y diseño de programas para el voluntariado en eventos de toda Europa.

1. Voluntariado y solidaridad



SOLIDARIDAD

Acción que se realiza en **defensa de los derechos de los demás**, sin la intención de obtener ningún beneficio a cambio.

Es una muestra de **apoyo a los demás**, y en particular, a aquellos que son menos afortunados que nosotros.

Esto quiere decir que, sin preocuparse o estar motivados por ningún beneficio personal, ni por generar una ganancia personal (lucro) para otras personas, **ayudemos a otros** tanto de forma oral como escrita, o bien mediante otras acciones y actividades que generen valor añadido para el bien común.

Al actuar de manera solidaria expresamos valores acordes a los nuestros y a los que demuestran respeto por los derechos de los demás, y al hacerlo, damos un ejemplo innovador a todo el mundo.



El voluntariado es una de las muestras más visibles de solidaridad

Cuando alguien se ofrece como voluntario lo hace por el bien de los demás y sin esperar que revierta en su propio beneficio. Mostrar solidaridad a través del voluntariado promueve la inclusión social, apoya a la ciudadanía activa y el compromiso social, promueve las responsabilidades comunes y los valores europeos.

VOLUNTARIADO:



1

Contribuye

al modelo social europeo, a la seguridad, a la paz y a la prosperidad.

2

Establece

un marco para fomentar un discurso alternativo a las opiniones y acciones extremistas y populistas, de manera que pueda contribuir a su prevención.

3

Evita

el discurso de odio, promueve la inclusión y la tolerancia y permite que los ciudadanos participen directamente en el desarrollo de la Europa por la que luchan.

Las organizaciones de voluntariado vinculan los esfuerzos individuales o colectivos de los voluntarios en la promoción y la defensa tanto de los derechos como de los valores europeos al contexto europeo, al igual que las estrategias de voluntariado locales y nacionales con los marcos políticos europeos.

Es importante garantizar la integridad y los valores del voluntariado, así como su impacto, tanto en la sociedad en su conjunto como en los propios voluntarios, a la vez que se ofrecen oportunidades significativas, atractivas y variadas para la participación ciudadana. En el voluntariado de eventos, mantener como punto central este aspecto de solidaridad es un desafío para todos los interesados. Asimismo, es fundamental establecer una distinción clara y apropiada entre los voluntarios y los empleados encargados de la preparación, la realización y el seguimiento del evento.



La participación de voluntarios en eventos puede requerir diferentes niveles de formación y compromiso y, por consiguiente, diferentes niveles y enfoques en lo que respecta al apoyo y al seguimiento de estos. Observar la **duración de la participación de un voluntariado** es un buen factor de diferenciación.



Voluntarios a largo plazo: participan en la planificación a largo plazo del evento, a menudo durante meses e incluso años. Es más común en eventos locales que pueden ser habituales, como, por ejemplo, eventos culturales, artísticos o deportivos propios del lugar, o menos frecuentes, pero a menudo de mayor envergadura, los cuales también atraen a visitantes y participantes.

Voluntarios a corto plazo: son los que prestan su servicio a una organización durante un período de tiempo más limitado, tal vez solo durante la realización del evento, pero puede extenderse a varias semanas en algunos casos.

Voluntarios de un día: prestan un servicio poco frecuente a una organización, normalmente para eventos de un día o de varios días, pero con un sistema de rotación más específico.

Estas son algunas de las diferencias entre empleados y voluntarios:

EMPLEADOS

- Esperan que se les pague por su tiempo y servicios.
- Tienen un contrato de trabajo.
- La organización puede establecer las jornadas laborales y las horas de trabajo.
- Tienen derecho a cobrar una baja por enfermedad, vacaciones anuales o fiestas nacionales.
- Requieren un contrato de trabajo firmado.

VOLUNTARIOS

- No esperan que se les pague por su tiempo y servicios.
- No están sujetos a un contrato de trabajo.
- El voluntario y la organización establecen mediante un acuerdo las jornadas laborales y las horas de trabajo.
- No tienen derecho a cobrar una baja por enfermedad, vacaciones anuales o fiestas nacionales.
- No requieren un contrato de trabajo.

Basado en el "Volunteer Management Toolkit: A resource for arts organisations" (2014) (Manual para la gestión de voluntarios: Un recurso para las organizaciones artísticas).

Favorecer el **voluntariado de eventos inclusivo**

Los organizadores de eventos y/o los reclutadores de voluntarios pueden tomar algunas medidas para garantizar a todos el acceso al voluntariado.

1

Incluir el objetivo de **hacer partícipes a voluntarios de grupos desfavorecidos** como una parte específica del proceso de planificación del evento. Hacer todo lo posible para asegurar que las oportunidades de voluntariado ofrecidas en el evento estén disponibles a todo el mundo, independientemente de cuáles sean sus orígenes o situación.

2

Asegurar la **accesibilidad a la información** sobre el voluntariado en el evento, por ejemplo, se puede informar sobre los puestos de voluntario a una gran variedad de organizaciones que trabajan con grupos desfavorecidos y garantizar que la información en línea esté en formatos accesibles.

3

¡Mantén la mente abierta! Cualquiera puede aportar algo, **evita los prejuicios** sobre las habilidades de grupos sociales o personas.

4

Se debe evitar **cualquier tipo de barrera que impida la participación** debido a la infraestructura y/o el desplazamiento al sitio de voluntariado o al sitio de formación y de capacitación.

5

Se debería prever la existencia de una amplia gama de papeles y funciones para los voluntarios que pueda **tener en cuenta las diferentes aptitudes, competencias y situaciones personales** de estos. También se debería crear puestos de voluntarios y proponer tareas o actividades que sean aptas para las personas de diversos grupos, como las personas con discapacidad, con necesidades especiales, aquellas que viven en zonas rurales remotas y de difícil acceso, etc.

6

Los coordinadores de voluntarios deberían estar capacitados para tratar con voluntarios de diferentes grupos. Del mismo modo, los organizadores de eventos deberían crear un entorno en el que los voluntarios de diferentes orígenes y contextos sociales, culturales y religiosos puedan llevar a cabo acciones conjuntas.

7

En el proceso de formación, gestión y seguimiento de voluntarios, se debería tener en cuenta el hecho de que **algunos de ellos pueden necesitar apoyo adicional** para llevar a cabo su labor voluntaria de manera que se garantice la obtención del impacto deseado.

8

Contribuir a las actividades de promoción para asegurar que las organizaciones que participan en procesos de voluntariado en eventos cuenten con los recursos y la financiación adecuados. De esta manera se garantiza que el voluntariado esté abierto y sea accesible a todo el mundo, respetando los principios éticos y las directrices de calidad para realizar las acciones caracterizadas por su gran impacto, enriquecimiento y su carácter voluntario.

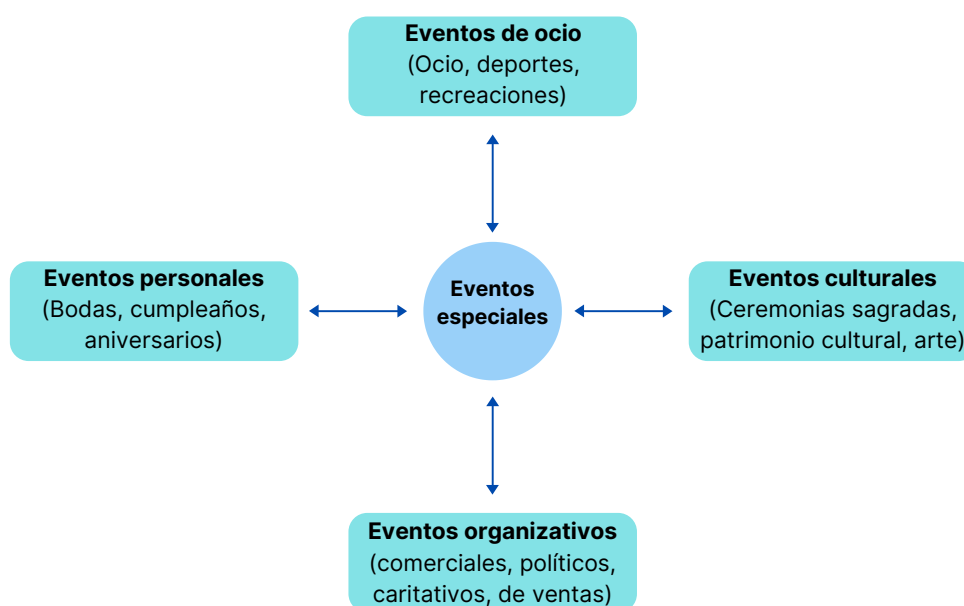
2. Características y tipología del voluntariado de eventos: una perspectiva académica

La gestión de voluntarios en eventos ha surgido como un área de investigación cada vez más importante. En esta especialización se han realizado numerosos estudios de gestión de voluntarios, aunque hay diferencias significativas entre la gestión de voluntarios en el ámbito de los eventos en comparación con la convencional. Dado que la mayoría de los eventos dependen en cierta medida del trabajo voluntario (Elstad, 2003), muchos organizadores de eventos invierten abundantes recursos en el reclutamiento de voluntarios. Esto no es un fenómeno nuevo; una encuesta realizada en el Reino Unido hace más de veinte años evaluó que el 76% de los eventos incluidos en la muestra hacían uso del servicio de voluntarios (Rolfe, 1992; C. Ryan y Bates, 1995).

Para reclutar y mantener voluntarios en eventos a corto plazo, las organizaciones de gestión de eventos deberán comprender los principios de la gestión de voluntarios en el ámbito de dichos eventos. Sin embargo, a pesar de un creciente interés en la investigación de voluntarios de eventos, hasta la fecha no ha habido evaluaciones sistemáticas de la gestión de voluntarios en eventos que ofrezcan una visión general en Europa.

El estudio de eventos es un campo académico emergente (Skirstad y Hanstad, 2013) que incluye análisis de una amplia gama de estos, desde los locales o regionales hasta los distintivos y macro eventos, de los que casi todos trabajan con voluntarios. Los macro eventos se han descrito como "eventos a corto plazo con valores a largo plazo" (Roche, 1994, p.1). Esta descripción señala los motivos económicos, políticos, sociales y culturales que incentivan a las ciudades y países a adjudicarse los derechos de organización de eventos de gran relevancia, como los campeonatos mundiales de deporte y los Juegos Olímpicos. Roche (2000) presentó además tales acontecimientos como "eventos impresionantes a gran escala que tienen un atractivo popular masivo y una importancia internacional", destacando el papel que los eventos pueden tener en el desarrollo del destino y la creación de imagen. Según Getz (2008), los eventos son un factor importante de motivación en los planes de desarrollo y comercialización de la mayoría de destinos.

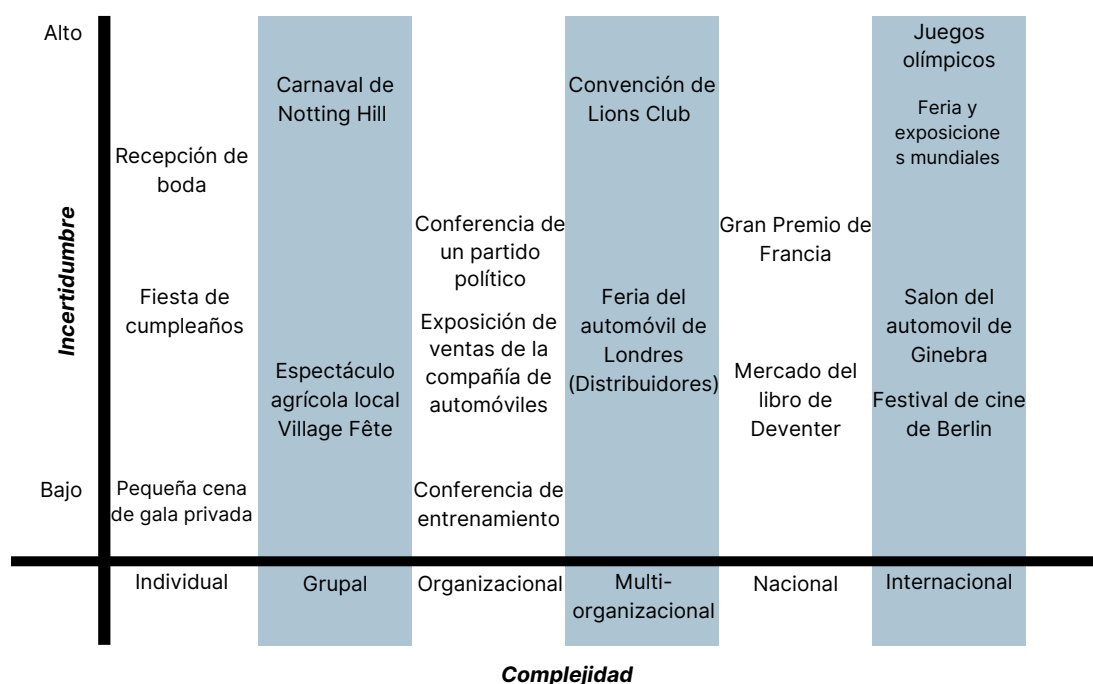
Teniendo en cuenta varios tipos de eventos especiales, ya sean personales, de ocio, culturales o de organizaciones, es posible identificar características comunes entre todos ellos. La siguiente imagen muestra 4 tipos diferentes de eventos que varían en tamaño y complejidad, desde simples y pequeños, hasta grandes, complejos e internacionales, como los Juegos Olímpicos (Anton Shone y Bryn Parry, 2004).



Anton Shone and Bryn Parry, (2004). Successful Event Management: A Practical Handbook (Gestión exitosa de eventos: un manual práctico).

Con el fin de comprender los niveles relativos de complejidad involucrados, los dos autores proporcionan una tipología. Hay que considerar que los eventos tienen tanto complejidad como incertidumbre, como por ejemplo, la incertidumbre sobre el coste, la planificación y las necesidades de la organización de los Juegos Olímpicos supera con creces la incertidumbre de una conferencia de formación o una pequeña celebración cultural a nivel local.

Para entender dicha complejidad, Shone y Parry utilizan un segundo diagrama, que abarca desde lo individual a lo multinacional. Utilizando esta tipología es posible proponer una clasificación de varios eventos, con el fin de comprender las exigencias competitivas que estos pueden suponer para los organizadores o los directores de los mismos.




Shone, A. and Parry, B. (2004) Gestión exitosa de eventos. Londres: Thomson page: 5

Incluso si el evento es simple, el número de personas puede ser muy complejo. Podemos organizar una cena con 8 o 10 personas, o un bufé para 40 o 50, pero después de eso podemos enfrentarnos a diferentes problemas, como que no haya suficiente espacio, equipamiento, gente que preste ayuda, etc. El negocio de la gestión de eventos, ya sea de una cena anual de municipios locales o un enorme campamento juvenil, necesita contar con personal y voluntarios cualificados, organizaciones especializadas y competencia profesional.

En muchos de los grandes eventos trabajan voluntarios para ayudar a organizarlos y ponerlos en marcha. Los eventos benéficos y los festivales dependen cada vez más de los voluntarios; estos no podrían tener éxito sin la dedicación y la contribución de los voluntarios involucrados (Baum, Lockstone 2007). Los que son locales y regionales, tienen posibles beneficios que pueden desarrollarse en la zona, como la promoción de la marca o la identidad de la ciudad, lo que daría lugar a un aumento de la población, inversión o comercio y a la expansión de la economía del turismo. Los grandes eventos tienden a contribuir a la comunidad local. Aunque no se aprecie de inmediato, se podría aducir que los voluntarios, al contribuir al éxito del evento, también están fomentando el bien común en solidaridad con los ciudadanos del área de interés de éste que se beneficiarían de estas circunstancias económicas mejoradas.

El artículo, "Improving Volunteer Scheduling for the Edmonton Folk Festival" (Mejorar la organización de voluntarios para el Festival Folclórico de Edmonton) de Gordan y Erkt sostiene que la organización de voluntarios para eventos de gran escala es el aspecto más importante para garantizar que los voluntarios re-



-gresen cada año, afirmando que “una buena organización puede hacer que la experiencia de un voluntario sea mucho más gratificante”. A continuación, recalcan la importancia de que los organizadores de eventos benéficos y festivales entiendan el voluntariado como un aspecto relacionado a los eventos, así como que tengan plenamente en cuenta que para llevar a cabo un evento o un festival con éxito es necesario reclutar, identificar y organizar a los voluntarios de manera efectiva.


Al tratarse de un macro evento, los Juegos Olímpicos reclutan a miles de voluntarios cada vez que se celebran. Este es un ejemplo extremadamente bueno para otros eventos, que pueden ver el papel que juegan los voluntarios en el éxito de cada uno de los Juegos Olímpicos. Cada vez que se celebran los Juegos Olímpicos, la ciudad anfitriona incorpora los sistemas de reclutamiento, identificación y motivación de voluntarios para que se reclute la cantidad adecuada de éstos, lo que después da lugar al éxito de los Juegos (LOCOG, 2012). Otro gran evento es la Copa Mundial de Fútbol de la FIFA, muy parecido a los Juegos Olímpicos; este requiere un gran número de voluntarios, lo que implica una organización extrema (Moragas et al., 2000). Los voluntarios de estos macro eventos viajan a los destinos de acogida cada vez que el evento se celebra para continuar participando como voluntarios. Esto es una gran ventaja para la organización del macro evento y para el voluntariado, ya que aporta voluntarios que tienen también experiencia en eventos anteriores. El voluntario tiene la oportunidad de viajar a otro país y participar en un evento que le apasiona (LOCOG, 2012). Sin embargo, la falta de ayuda financiera obtenida crea una barrera significativa en la participación de voluntarios de diversos orígenes y situaciones.

El voluntariado es beneficioso para los eventos porque los voluntarios pueden mejorar la experiencia de los participantes. Esto no quiere decir que los voluntarios sean un reemplazo del personal asalariado. Sin embargo, por ejemplo, un evento puede ser más agradable para un asistente por el entusiasmo, interés y el compromiso de los voluntarios (Holmes y Smith, 2009). Asimismo, la gama de habilidades, conocimientos y experiencias específicas aportadas por los voluntarios puede enriquecer un festival o evento (Nichols y Ojala, 2009). El voluntariado en eventos puede contribuir a las actividades sociales y al desarrollo comunitario local. Para comprender mejor las motivaciones, expectativas y satisfacciones de los voluntarios es esencial distinguir entre los tipos de voluntarios en eventos por sus ámbitos de actuación (Kim y Cuskelly, 2017). Una forma útil de diferenciar los tipos de voluntarios es examinar la duración del servicio. Los términos comunes más utilizados para describir la duración del servicio de un voluntario son “largo plazo”, “corto plazo” y “puntual” (Connors, 2011). Los voluntarios a largo plazo prestan servicios regularmente a una organización durante un período prolongado de tiempo sin una fecha específica de finalización. Los voluntarios a corto plazo prestan servicios regularmente a una organización durante un período de tiempo limitado. Para atraer a los voluntarios puntuales, los organizadores de voluntarios de eventos podrían necesitar utilizar procesos de gestión de los recursos humanos, como el reclutamiento, la selección, la supervisión, la formación, el reconocimiento y la evaluación, que son diferentes de los procesos utilizados para la gestión de voluntarios que participan en tareas de mayor duración o continuas (Macduff, 1999).

Las razones por las que las personas pueden querer participar como voluntarias en un evento son variadas. Según Smith (2016), podemos dividir la motivación en dos partes:

- Efectos cognitivos y emocionales positivos de carácter inmediato.
- Efectos positivos en la felicidad y bienestar a largo plazo.

Bradburn recopiló datos para mostrar que la felicidad o el bienestar psicológico (satisfacción vital) tienen aspectos y emociones, tanto positivos como negativos, e independientes unos de otros. Su investigación muestra que “las medidas de efecto positivo se correlacionaron con indicadores de implicación social y experiencias nuevas o variadas”. La pregunta que surge ahora es “¿está el voluntariado relacionado con el bienestar, la felicidad y la satisfacción vital? Moon y Moon (2009) compararon a los participantes con aquellos que no participaron en actividades de voluntariado entre estudiantes de Corea del Sur. Los resultados mostraron que los estudiantes que se ofrecieron como voluntarios tenían mucho más elevados los niveles de autoestima y de satisfacción vital que los que no participaron. Los académicos Ching y Lee (2005) mostraron que el voluntariado está significativamente relacionado con la satisfacción vital.



Lo que es importante en este caso no es la frecuencia del voluntariado, sino la actitud positiva hacia las actividades de este (Smith, Stebbins, Grotz, 2016). Dos estudios españoles (Ahmed-Mohamed et al. 2015) e (Hidalgo, Moreno-Jiménez y Quinonero, 2013) descubrieron que el voluntariado en asociaciones puede estar relacionado con la satisfacción vital; esta relación se atribuyó a la autoselección. Casi todos los académicos están de acuerdo en que los organizadores de voluntariados y el personal de las OSC deberían ser más conscientes y capaces de mostrar a los voluntarios tanto los efectos cognitivos y emocionales positivos inmediatos como los de largo plazo.

When considering the motivations of people to volunteer in events we can divide into different aspects:

- 1 Values based** - People believe in the cause and want to engage to support the cause.
- 2 Social based** - Making friends and approaching the engagement as a volunteer as a 'leisure' activity.
- 3 Personal development based** - Volunteers aim to acquire skills that will help with their career development as well as for networking and contact making reasons.
- 4 Self-Esteem.** Volunteers appreciate the experience as an 'ego boost' and as a root to greater feelings of empowerment and self-confidence.


Understanding better the motivation of event volunteers is an important aspect of the recent study in relation to the experience of recruiting and managing volunteers for the World Expo in Milan in 2015 and other experiences such as London 2012 Olympics, Turin's Winter Olympic games, Rome Jubilee 2000, Bologna festival, Mantova European Capital of Culture and different music festivals and concerts in London. Overall, the study provides a rich source of data and information about event volunteering trends and indicators for success in Europe!

For the vast majority of volunteers, 85.5%, Milan Expo was the first time they volunteered for an event, while 14.5% said they had already undertaken it. Furthermore, 45% never volunteered on a continuous basis and the remaining 55% is divided between those who were volunteering in this form (25%) and those who did it in the past, but then abandoned it (30%). Based on these data, the research identified two categories: Experienced 59% (who have volunteered) and Newcomers 41% (who entered the world of volunteering through the experience of Expo).

Concerning future intentions, the gathered data highlights the widespread will to continue to engage in the world of volunteering amongst the Expo volunteers (96.5%). Experienced volunteers confirmed that they want to keep volunteering both continuously and in other forms, seeking information from associations or Volunteer Service Centers or other channels. Newcomer volunteers preferred the sporadic form by consulting the websites of associations and waiting for the right opportunity to appear. Those who replied that they did not intend to volunteer in the future, indicated as the main problematic elements the time that would need to be dedicated to the training for the volunteer roles, especially the ones requiring a longer term commitment.

Some respondents highlighted how their introduction to volunteering was only because of the extraordinary nature of the Expo event and the consequent service requested in the form of a large scale volunteer recruitment campaign. The lack of social recognition for the service performed was frequently among the factors mentioned as inhibiting future voluntary commitment. On post volunteering activities after the Expo experience the study distinguishes between: Multifunctional volunteers, volunteers who have started a new volunteering activity different from the previous ones and from that relating to large events, they approached

¹ "VOLONTARIATO POST-MODERNO Da Expo Milano 2015 alle nuove forme di impegno sociale è stata condotta" da CSV Milano e CSV net insieme a Università di Pisa, Università di Verona, Università Cattolica Milano e coordinata dal prof. Maurizio Ambrosini (Università degli Studi di Milano) (2016).



Expo with one or more volunteering experiences behind them (21%); Volunteers looking around, volunteers who have looked for a new voluntary activity, but have not yet found it: they expressed the desire to continue volunteering after Expo, but they were still looking at the moment of the survey (9.48%). 50% of them are young people between 18 and 23 years old.

From these results and on the basis of the overall EXPO experience, Marta Moroni² drew up a decalog on how to best implement volunteering in events:

- 1** To accompany the volunteers in major events, it is necessary that the objective of the event has been defined taking into account the inclusion and support of volunteers, so that it is clear to future candidates how the volunteering program integrates with the organizational "machine" of the whole event.
- 2** The management of large numbers of candidates and volunteers needs a very careful organization: planning, implementation, data collection, ongoing evaluation, continuous adaptation.
- 3** The clearer the rules of engagement & specific volunteering activities, the more coherent the expectations of the volunteers will be towards experience.
- 4** The application must provide for the collection, in one go, of all the documentation necessary for the management of the candidates.
- 5** Always remember that ten thousand candidates are made up of 10 thousand times a person, and so the candidates must be accompanied.
- 6** Human beings need to "talk" with other human beings, the presence of relationships an asset for a good voluntary experience.
- 7** Training for volunteers is essential and must be carried out both on the general meaning of the event, and on the sense of volunteering, as well as on the details of the organization: the more specific it is, the more comfortable the volunteers will be.
- 8** Volunteers of big events are numerous, heterogeneous and often at the first experience: they need referenced team leaders, individuals who are their guide, the mirror of their fears, bringing clarity in chaos.
- 9** Carefully balance the rules and freedom of voluntary activities, so that everyone feels the protagonist of their voluntary action, without generating disservices and conflicts.
- 10** Plan immediately where to convey the enthusiasm of the volunteers at the end of the activity, so as to immediately offer proposals that grasp the emotional impetus that animates the volunteers at the end of the event.

² Project manager of the three volunteer programs during Expo Milano 2015 & Development and Communication manager at Ciessevi Milano Association

3. Permissions, recruitment & management - guiding questions for key stakeholders

3.1 Event Organisers



Public Authorities are often tasked with issuing permissions and licences for events that will engage volunteers. In order to assist you in making the appropriate decisions that will lead to good quality volunteering opportunities, that meet all the legal requirements, and provide the maximum possible benefit for the community and society we recommend that you reflect on the following questions. This will enable you to explore the factors that should be taken into account when giving permissions and licences for events that will engage volunteers in the delivery and implementation of the event.

1

Is it clear to you with what cause or issue the volunteers in the event would be showing solidarity with? (See Chapter 1 on the importance of solidarity in relation to volunteering).

Yes

No

2

Is the purpose of the event, and how volunteers will be showing solidarity, being made clear to potential volunteers?

.....

.....

.....

3

Does the volunteer programme demonstrate an inclusive approach and represents a high likelihood of engaging volunteers from diverse situations and backgrounds? (See Chapter 1 for more guidance on this issue).

Yes

No

4

Is the event a public or private event? Is it free entry or is there a ticket price charged? (If ticket prices are charged it can be important to know how these funds are used in order to assess the public benefit of the event and provide important information for understanding if volunteers are being exploited as cheap labour rather than being of added societal and community value).

Yes

No

5



What is the main aim of the event? (Understanding the aim of the event can assist with identifying the benefit of the event for the community and society and therefore help you to draw conclusions as to whether it is appropriate for volunteers to be involved).

- To make profit for the organisers to distribute to individuals.
- To raise funds for a 'good cause' e.g. a community project or an NGO.
- To promote social inclusion or another cause important to the local community.
- To facilitate competition in sport or other leisure activity.
- To enable access for local people to art, music or cultural experiences.
- To promote (advertise) the local area for touristic, cultural or business purposes.
- Other:

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.....

6



Why does the event want to engage volunteers?

- To save money on paying employees from salary costs and therefore increase the profit-margin of the event.
- Because without volunteers the event could not be implemented due to lack of resources.
- To develop the event involving the local community and giving local people the opportunity to contribute to local development.
- To provide a more diverse environment at the event through the engagement of volunteers.
- To give opportunities to people to develop their skills and competencies and increase employability through networking and contact-making.
- Other:

.....
.....

7

Does the event proposal to engage volunteers comply with the local/national volunteering policy and other relevant policies e.g. health and safety, etc.? For information about the relevant policies, you can consult the CEV publication "Volunteering Infrastructure in Europe".

- Yes
- No

8

Are there clear differences between the recruitment and engagement of employed staff and volunteers in the event delivery that comply with all relevant legislation? (See Chapter 1 for more guidance on this issue and Chapter 7 for a volunteer agreement template).
NB: Be cautious of volunteers agreements that "look like" labour contracts.

- Yes
- No

9

Does the event organiser make it clear if they are recruiting for both volunteers and employees and what are the procedures and differences for each e.g. in terms of tasks and responsibilities?

- Yes
- No

10

Do you know if the entity tasked with recruiting, training and managing the volunteers has the necessary skills and knowledge in this field and whether sufficient budget for this has been allocated from the project organisers?

- Yes
- No

Are they willing to acquire it, are there resources budgeted for this and are there possibilities in place in the local area, for example from a Volunteer Centre, to enable this?

- Yes
- No

11

Have the event organisers thought about the future possibilities available to their event volunteers to volunteer for other causes after the event is over and included information sessions about this in the volunteering programme? (See Chapter 2 for more details on this)

- Yes
- No
- I am not interested in this

12

How do you propose to measure the long term impact of this event on the local community?

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.....

3.2 Event Organisers



If you are an **organiser of an event** that plans to engage volunteers, whether a public body, a private non-profit NGO or a private for-profit entity, reflecting on these questions will assist you in making suitable choices and decisions concerning the engagement of volunteers for the planning, implementation and follow up of your event.

1 How will the volunteers in our event demonstrate solidarity and with what/who? (See Chapter 1 on the importance of solidarity in relation to volunteering).

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2 Is our event adapted to involve volunteers with specific needs, and/or young and older volunteers? Is it inclusive? (See Chapter 1 for more guidance on this issue).

.....

.....

.....

3 Why do we need/want volunteers? (Understanding this can assist with identifying the benefit of the event for the community and society and therefore help you to draw conclusions as to whether it is appropriate for volunteers to be involved in your event).

- To save money on paying employees from salary costs and therefore increase the profit-margin of the event.
- Because without volunteers the event could not be implemented due to lack of resources.
- To develop the event involving the local community and giving local people the opportunity to contribute to local development.
- To provide a more diverse environment at the event through the use of volunteers.
- To give opportunities to people to develop their skills and competencies and increase employability through networking and contact-making.
- Other:
.....
.....

4

Do we have the financial and logistical capacity and capability to recruit, train and manage volunteers directly?

- Yes
- No



Do we know how and have the time to acquire this, or will we outsource the responsibility such as to a Volunteer Centre, and if yes, to which entity/ies? Do we have a budget for this?

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5



How will we ensure that volunteers are safe in their role(s) and all relevant legislation is adhered to? (Volunteer Centres in your area can help you to answer this question).

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.....

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6

Is there a clear distinction between volunteers and employed staff? (See Chapter 1 for more guidance on this issue).

- Yes
- No

7



How will we support volunteers concerning their expenses e.g. travelling to and from the place of volunteering, accommodation and food, as well as others expenses? Are these costs included in the event budget?

- Our organisation will completely fund all volunteers' expenses.
- We will have the help of the local authorities to fund volunteers' expenses.
- We will ask volunteer organisations to help me find investors that fund all or part of volunteers expenses.
- We won't fund any expenses, all will be borne by volunteers themselves.
- Other:

.....

.....

8



Who will plan and carry out the training and management of the volunteers?

- We will plan and carry out the training and the management of the training by ourselves including an induction on the first day and any role-specific training where volunteers will acquire the knowledge and skills needed to perform their roles.
- We will plan and carry out the induction and training of volunteers together with a specialist volunteer organisation.
- A specialist volunteer recruiting and managing organisation will plan and carry out the induction and training of volunteers.
- There is no induction or training needed for this event since there isn't knowledge or skill a new person needs to be familiar with, to perform the tasks in our event.
- Other:
.....
.....

9



Which type of training will we plan?

- The training will consist of conferences, workshops, lectures, seminars, etc. (they could be in-person, by telephone, online, etc.)
- Role plays and simulations or problem-solving exercises, group discussions, brainstorming, etc.
- Distance learning
- Safety/ Safety related training
- Other:
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Event organisers should keep in mind that in the current situation of COVID-19 pandemic, volunteers may not be able to go to face-to-face training and in these cases online training can be a suitable alternative, or these types of training should be fulfilled with necessary security measures (e.g. keeping the social distance). Online training is also a good option for volunteers who don't live close to where the event will take place as this will reduce the travel burden and cost to the volunteers.

3.3 Organisations recruiting and managing volunteers



Whether you are from an entity engaged by the event organiser for this role or the event organiser directly involved in **recruiting, training and managing volunteers** for an event, whether a public body, a private non-profit NGO or a private for-profit entity, then the questions in this section are for you. Working through these questions will help you to improve your practise and provide better quality volunteering opportunities with a wider community impact, deeper solidarity dimensions and provide bigger potential for your event volunteers to continue to volunteer in the future.

1

Is it clear to us with what cause or issue the volunteers in the event would be showing solidarity with? (See Chapter 1 on the importance of solidarity in relation to volunteering).

- Yes
- No

2

How will we ensure that we can recruit volunteers from varying backgrounds, including varying age groups? (See Chapter 1 for more guidance on this issue).

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3

Why does the event want to engage volunteers?



- To save money on paying employees from salary costs and therefore increase the profit-margin of the event.
- Because without volunteers the event could not be implemented due to lack of resources.
- To develop the event involving the local community and giving local people the opportunity to contribute to local development.
- To provide a more diverse environment at the event through the use of volunteers.
- To give opportunities to people to develop their skills and competencies and increase employability through networking and contact-making.
- Other:

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.....

4

How many volunteers would the organisers need? Do we have the capacity for that?

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.....
.....

5

Does the entity responsible for the event organisation have a volunteer policy that respects the local/regional/national legislation (and good practice) about volunteers?

- They don't have any volunteer policy (The event organisation needs to write a volunteer policy before starting engaging with volunteers, and my organisation can help them with writing it).
- They do have a volunteer policy, but it doesn't fulfil the local/regional/national legislation or their policy doesn't cover important points about volunteers: volunteers' rights and responsibilities, training and support, recognition and rewards of volunteers, etc.).
- They already have a volunteer policy that respects the legislation about volunteers and covers important points about volunteering in that organisation.
- The event organiser doesn't need a volunteer policy because they delegate all responsibility for volunteers to us.
- Other:

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.....

6

Does the event organiser demonstrate an understanding of the relevant volunteering legal framework and adherence to it?

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7

Who is responsible for the development of the volunteer programme?

- Only ourselves.
- Ourselves together with the event organiser.
- Ourselves together with other organisations expert in volunteer recruitment and management.
- Other:

.....



8  **How will we ensure that volunteers are safe in their role(s) and all relevant legislation is adhered to?**

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9 **Does the event organiser also engage paid staff in the event preparation, implementation and follow up?**

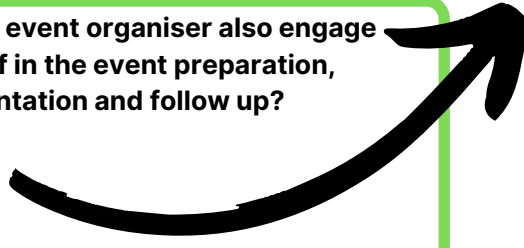
Yes


No

Is it clear what are the differences between volunteers and paid staff? (See Chapter 1 for more guidance on this issue)

Yes

No




10  **How will we train paid staff to work well with, recognise the importance of volunteers and manage volunteers during the event?**

.....

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11  **Is there a clear distinction between the agreements and contracts of the volunteers and employed staff and do they address the relationship between the two roles?**

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.....

.....

12  **Which of the Volunteers' expenses would be covered?**

All expenses would be covered (organisations should ask to present a receipt of all the expenses, then the volunteer should keep all the receipts of the out-of-pocket expenses).

The event organiser would only pay for part of the expenses (the volunteer should ask or search which expenses are covered by the organisation and which aren't).

Volunteers will cover all their own costs for the event.

Other:

.....

.....

13



In case that event organisers decide to reimburse volunteers' expenses, how will they fund these expenses?

- Event organisations will completely fund all volunteers' expenses.
- Volunteers' expenses will be funded by event organisations and local authorities.
- We would help event organisers with the search for investors that fund all or part of volunteers' expenses.
- Other:
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14



Will the volunteers which we will recruit be required to have specific skills/qualities? If so, what are they?

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15



Who will plan and carry out the training and management of the volunteers?

- Event organisers will plan and carry out the training and the management of the training by themselves including an induction on the first day and any role-specific training where volunteers will acquire the knowledge and skills needed to perform their roles.
- We, as the volunteer recruiting and managing organisation will plan and carry out the induction and training of volunteers.
- We will plan and carry out the induction and training of volunteers together with the event organiser.
- There is no induction or training needed for this event since there isn't knowledge or skill a new person needs to be familiar with, to perform the tasks in our event.
- Other:
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16



Taking into account the necessary steps for a quality volunteering experience such a training, management and follow up, what is our role in this process?

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17

How will we communicate and supervise volunteers after they have been selected? Will we provide them with a role description?

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.....

18

Will the volunteers be supervised? How will we ensure that this takes place safely?

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.....
.....

19

Have we taken into good account the health and safety situation in the recruitment, training and management cycle of the volunteers, especially in light of COVID-19?

- Yes
- No

20

How will we ensure commitment (that volunteers really will show up), and communicate this?



- Charge a registration fee for the volunteers that it will be returned after completing their volunteer duties. (In this case, this should be approached with caution and the impact on the inclusiveness of the volunteering opportunities carefully assessed).
- The pre-event training will focus on the solidarity aspect of the event and the volunteering roles and highlight the important impact that volunteers will have for the common good.
- We will implement a rigorous assessment process for potential volunteers to ensure that they understand well their added value at the event and the consequences of their unexpected absence.
- We will maintain communication with them before the event and we will positively reinforce them during the event.
- Other:

.....
.....

21



How will we motivate volunteers?

- Give positive feedback on completed tasks or on a 'job' well done.
- Vary duties where possible and appropriate to keep the engagement interesting.
- Show how their role has demonstrated solidarity and impacted on the common good.
- Provide opportunities to learn more about further volunteering opportunities.
- Provide opportunities for validation of skills and competences acquired whilst volunteering.
- All of the above.
- Other:

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22



How will we thank the volunteers?

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23



How will we measure the outcomes of the event?

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24



How can we collect volunteer experience at the end of the event?

.....

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3.4 Potential Volunteers



If you are considering the possibility to **volunteer in an event** either in a long term, short term or single episodic opportunity, then reflecting on and answering the questions in this section will help you to make suitable decisions for appropriate, good quality volunteering opportunities.

1 When volunteering in this event, how would I be showing solidarity and with who? (See Chapter 1 for further explanations on solidarity)

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2 I am a volunteer with specific needs and I want to get involved as a volunteer in an event. Can the event adapt itself to receive me?

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Tip

As a volunteer you can check if the event counts with different mechanisms such as matching younger/first-time volunteers with experienced volunteers, offering a buddy to volunteers with additional support needs, encouraging and supporting family volunteering, making the event more accessible to volunteers from various backgrounds and with varied skills and abilities, etc. (See Chapter 1 for more guidance on this issue)

3 Why do I want to volunteer for this event?

To support the cause e.g. local music traditions.

To make friends.

To get a free access ticket.

To "Give Back" to the community.

To develop skills and competencies and increase my employability through networking and contact-making.

4 Does the event organiser/ volunteer recruiter have a volunteer policy?

Yes

No

I don't know

5 Have I read their volunteer policy?

Yes

No

6



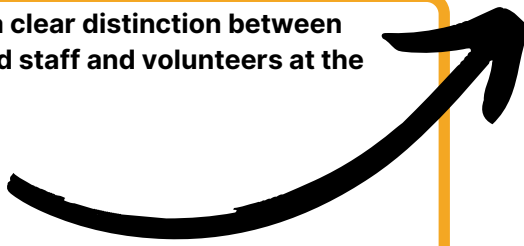
Is their volunteer policy suitable for the event?

- Yes, it includes the main points about volunteers and volunteering in events and fulfills the local/regional/national legislation.
- I read the volunteer policy, but I don't know whether it is suitable or not.
- No, I know that there should be a volunteer policy, but I didn't read it.
- It is my first time volunteering and I didn't know organisations engaging volunteers should have a volunteer policy.

7

Is there a clear distinction between employed staff and volunteers at the event?

- Yes
- No



What are the main differences and is it foreseen that we cooperate? (See Chapter 1 for more guidance on this issue).

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8



Who will pay for all expenses I will have while volunteering at the event, including travelling to and from the place where I will volunteer?

- All expenses would be covered (organisations should ask to present a receipt of all the expenses, then the volunteer should keep all the receipts of the out-of-pocket expenses).
- The event organiser would only pay for part of the expenses (the volunteer should ask or search which expenses are covered by the organisation and which aren't).
- All expenses will be completely borne by me.
- Other:

.....

.....

9



In the event that the volunteer would receive a reimbursement of the expenses, which expenses would be covered?

.....

.....

.....

10

Do my interests and/or skills match with the available volunteering tasks/roles?

- Yes
- No



11



Which type of training will I receive?

- The training will consist of conferences, workshops, lectures, seminars, etc. (they could be in-person, by telephone, online, etc.)
- Interactive workshops and simulations or problem-solving exercises, group discussions, brainstorming, etc.
- Distance learning.
- Other:

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12



What will the content of my training include?

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Due to the current situation of COVID-19 pandemic, volunteers should keep in mind that face-to-face training is not recommended, and if they decide to personally attend training a minimum security measures must be taken (e.g. keeping the social distance).

13

Will I receive support and supervision when I am volunteering?

- Yes
- No

14



Will I know who to turn to for support when I need support/assistance? Or who to turn to if I wish to change my volunteering schedule?

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15

Will I be insured whilst volunteering?

Yes

No

16

What if I have an accident or need health care whilst I am volunteering? Is there insurance provided by the event organiser or volunteer recruiting organisation to cover this or do I need to provide my own?

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17

Is there 3rd party liability insurance in case I cause damage to someone or something else in the course of my duties? (Please ask the event organiser for further detail if you require further clarification on the question)

Yes

No

Other:

.....
.....

18

Will I receive regular feedback and review?

Yes

No

19

Will I receive a certificate/accreditation? (See Chapter 5 for more guidance on this issue).

Yes

No

4. Communication & Feedback (how do volunteers understand their impact?)

1
✓

Does the event implementation strategy include mechanisms for gathering data and evidence about the impact of volunteers?

- Not at all Somehow Yes Absolutely

2
✓

Does the volunteer management strategy include providing volunteers with clear and dependable information about their impact?

- Not at all
 Somehow
 Yes
 Absolutely

3

Do the event organisers and volunteer recruiters take into good account the contribution to solidarity and the common good in their communication to volunteers about their impact?

- Not at all
 Somehow
 Yes
 Absolutely

4
✓

How do the event organisers and volunteer managers provide feedback and recognition to the volunteers? (Choose all the options that apply).

- Public or private recognition.
 Individual recognition.
 Saying 'Thank you!' - in person and with cards or notes.
 Recommending the volunteer for promotion to a more responsible role.
 Volunteer 'branding' is used in the volunteers' clothing/uniform distinct from that of paid employees.
 Personalised referral letters.
 Other:

.....
.....

5



Does the volunteer management strategy have systems in place for volunteers to evaluate their experience and provide feedback?

- Yes, each volunteer is asked to complete an online survey after the experience.
- Yes, the volunteers are able to attend detailed debriefing sessions at different times throughout their volunteer engagement.
- There are processes for volunteers to give feedback other than through their volunteer manager in case sensitive or compromising issues need to be shared.
- Opportunities for evaluation and feedback using a range of procedures and methodologies are available to all volunteers throughout the experience.
- No

6



How are volunteers thanked and shown that they are appreciated after the event is over?

- Sending an email to everyone.
- Special occasions surprises or gifts.
- Offering letters of reference.
- Other:

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.....

5. Validation of skills and competencies gained

1

Does the volunteer recruitment process take into account the needs and wishes of the volunteers with regards to skills and competencies acquisition, development and validation?

Yes

No



How?

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Does it include both hard and soft skills?

Yes

No

2

Does the volunteer management process enable volunteers to identify their targeted learning outcomes through volunteering in the event if they so wish?

Yes

No

3

Does the volunteer management process involve opportunities for volunteers to identify their skills and competencies acquired whilst volunteering in the event?

Yes

No



How?

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4

Does the volunteer management process involve opportunities for volunteers to document their skills and competencies acquired whilst volunteering in the event?

- Yes
- No



How?

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5

Does the volunteer management process involve opportunities for volunteers to assess their skills and competencies acquired whilst volunteering in the event?

- Yes
- No



How?

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6

Does the volunteer management process involve opportunities for volunteers to certify their skills and competencies acquired whilst volunteering in the event?

- Yes
- No



How?

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Find here more resources and information of methods for Validation of non-formal and informal learning <https://www.improval.eu/>

6. Opportunities for future volunteering

1

Is trying to ensure that the event volunteers continue to volunteer in the future either for event implementation or other causes part of the volunteering and/or event legacy strategy?

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2

Are volunteers asked if they are interested to learn more about other volunteering opportunities? If yes, are they informed about any action they need to take to ensure that this happens e.g. sign up for mailings or book an appointment with a volunteer centre?

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3

Is there a strategy to continue the communication with the event volunteers that will also include information about opportunities for further volunteering in events or for other causes that may require a longer term and more sustained commitment?

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4

Does the event organiser or volunteer recruiting organisation gather data about the future volunteer engagement of their event volunteers and use this data to adapt their future event volunteering programmes to maximise this legacy?

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7. Case studies / examples / tools / templates

A webinar was held in June 2020 as part of the process to develop this tool kit. During the webinar a research report concerning volunteer engagement in **the EXPO 2015 in Milan** was presented. This event volunteering case study provides a rich source of information and inspiration for other good quality event volunteering in Europe. Some insights are included here and the materials and o are available in full, together with other resources, at this link:

<https://drive.google.com/drive/u/1/folders/1OiWig4vBQMavmg2euA6WrMEFzNHxToxv>



Clear Role & Task descriptions:

Role (and role number)	Location	Description	Competence/ Skill Set
Role nr. 1 Volunteers' Team Leader	EU Pavilion Ground Floor	<ul style="list-style-type: none"> - Coordination of the group, team coaching and reference point for the other volunteers. - Participate in the daily briefing by the Duty Operations Manager to organize the teams and know about the day's activities. - Act as ambassador by sharing the main storyline messages with the visitors. 	Patient, polite, collected in stressful situations. Confident with technology. Excellent communication skills. Good organization skills. Excellent knowledge of English and basic knowledge of Italian.
Role nr. 2 Ambassador for the external queue	EU Pavilion Ground Floor	<ul style="list-style-type: none"> - Welcome visitors while they wait to visit the pavilion and enter the simulator/ laboratory. - Support to the queue management - Answer to visitors' questions and direct them into the Pavilion. - Report to the team leader in case of trouble. - Share the main storyline messages with the visitors - Implement specific instructions for VIP visits. 	Patient, polite, collected in stressful situations. Good communication skills. Excellent knowledge of English and basic knowledge of Italian.
Role nr. 3 Ambassador for the internal queue	EU Pavilion Ground Floor	<ul style="list-style-type: none"> - Serve as the second contact of the visitors. - Welcome them and support the queue management. - Answer visitor's questions. - Report any problems to the team leader. - They convey the main storyline messages to the visitors. 	Patient, polite, collected in stressful situations. Good communications skills. Excellent knowledge of English and basic knowledge of Italian.



This table has been created based on the table on page 4 of the document "Volunteers Form".

2 Information on expenses refunds and other support:



Volunteers' benefit

FOR ALL VOLUNTEERS:

- Possibility to visit the exhibition site before/after their shift during their period of service
- Refund of urban transport
- Daily meal during service
- Insurance cover

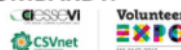


FOR VOLUNTEERS COMING FROM OUTSIDE MILANO:

- Refund of extra-urban transport (different ranges according to residence)

FOR VOLUNTEERS COMING FROM OUTSIDE LOMBARDY:

- Free accommodation provided by Expo



You can find this information on page 21 of the document: "Volunteer for Expo_Programme presentation".

3 Comprehensive Guide to the event including health and safety guidance:

The first part "**What is Expo and what will I find at Expo**" contains the main **information and curiosities concerning Expo 2015** such as, for example: what you will find on Site, information concerning the Cluster, the Refreshment Areas and much more. This information is important not only for your personal curiosity and knowledge, but especially so as to be able to provide Visitors with correct indications.

You can also refer to Expo 2015's website <http://www.expo2015.org/it> and its official app which can be downloaded free from Android and Apple stores.

The section "**I am a Volunteer at Expo 2015**" contains useful information for your experience **as a Volunteer**, that is:

- "The Volunteer's tools": what is at your disposal for carrying out the activities you have been appointed in the best way possible and your Volunteer Kit
- "The Volunteer's activities": indications concerning what you can and cannot do
- Lastly, a section on how to face emergencies and "exceptional" situations that could involve your person (for example: late arrival, personal items, etc.)



The last section of the guide "**Useful information**" contains the main operational indications concerning both the Site (size, points of

This text is just a part of the text that you can find on page 4 of the document "Manuale Operativo Volontari_EN".

4 Volunteers' Regulation document detailing rights and responsibilities:



The Volunteers Regulation EU Pavilion @Expo 2015 is shown in the document "Volunteers Regulation".

5 Volunteers' tasks description clearly indicating the avoidance of job substitution:



Volunteers' task

Volunteers will be positioned on the «Cardo and Decumano», the two main roads of the exhibition site.



Volunteers' task

According with Trade Unions Agreement, Volunteers can only have **facilitation of the visit and welcoming tasks** and **can serve for a maximum of 2 periods not consecutive**, in order to avoid job substitution.

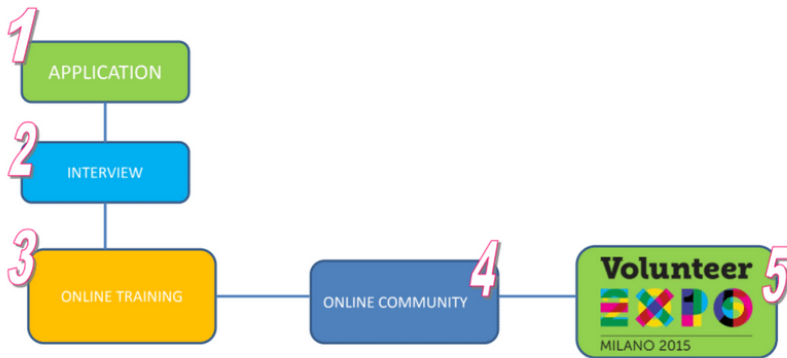


You can find this information on pages 6 and 8 of the document: "Volunteer for Expo_Programme presentation".

6 Clear support and training process available:



Candidate journey



Information about Candidate Journey is shown on pages 13-19 of the document: "Volunteer for Expo_Programme presentation".

7 Thank you letter encouraging future volunteering engagement:



This image has been created based on the document "Thank you letter".

8 Open Badges issues for recognition:



You can find information about Open Badges issues for recognition on the following website: <https://best.it/project/show/25?ln=en>.
Find more details about Open Badges here" <https://openbadges.org/>

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Resources

- [Toolkits: Conferences and Events](#)
- [The Complete Event Guide for Volunteer Hosts](#)
- [Volunteer management, NCVO](#)
- [FEANTSA Participation Working Group and GRUNDTVIG Participation Project \(2013\),, Participation Toolkit](#)
- [Time to change, Community Event toolkit](#)
- [WHAT ARE THE BENEFITS OF BEING AN EVENT VOLUNTEER?](#)
- [Why Volunteer? Music Festivals Think They Have The Answer](#)
- [Volunteer Management Toolkit: A resource for arts organisations](#)
- [Events & Volunteering: A Practical Toolkit for Event Organisers Seeking to Involve Volunteers](#)
- [Volunteer Management Toolkit](#)

CEV Policy Statement on “Volunteering in Big Sports Events”

(October 2016)

CEV notes that:

- 1 Volunteers are a critical resource for the hosts of big sports events eg Olympics and Football World Cup.
- 2 On repeated occasions in the preparation, implementation and follow up to these events questions are raised about this use of volunteers as part of the delivery mechanism of these ventures.
- 3 Recent reports from the Olympics in Rio de Janeiro stated that many volunteers quit 'due to long hours and no food'.
- 4 There is a disparity between volunteer International Olympic Committee members receiving a stipend of \$900 a day and regular volunteers receiving not even meals in some cases.
- 5 The 2012 London Olympics managed to get 70,000 volunteers selected from a field of 240,000 applicants.
- 6 Tokyo will need about 80,000 volunteers to keep their Olympic Games running smoothly.
- 7 Volunteering in a big sports event is often a person's first introduction to volunteering and can lead to them seeking longer-term opportunities for volunteer engagement. This opportunity can be lost if the experience is not a positive one.

CEV believes that:

- 1 All volunteering in sport whether grassroots or in big sports events should be based on the values and principles that will contribute to culture of nonviolence, anti discrimination, tolerance and social inclusion.
- 2 Volunteers should be treated fairly and with due concern to the applicable volunteering legal framework and quality standards. The motivation for their engagement should be to bring added value to the event rather than as a cost-cutting measure.
- 3 Volunteering quality standards should be maintained in big sports events and hosting countries and sport governing bodies should work with the appropriate volunteering infrastructure organisations to ensure that this happens.
- 4 Organisers should put in place mechanisms so that people with less financial capacity to pay their own travel, accommodation and/ or food whilst volunteering also have the possibility to volunteer.
- 5 The European Commission should ensure that any barriers to the free mobility of EU volunteers wishing to volunteer in a big Sports Event in another EU country are investigated and, where appropriate, eradicated.

- 6 Organisers should ensure that volunteering recruitment drives for big sports events are conducted with reference to, and due consideration of, the wider volunteering context in the host community.
- 7 Unsuccessful volunteer applicants should be signposted and referred to other sources of volunteering opportunities.
- 8 Ex-volunteers from big sports events should be encouraged, and given all the means possible, to identify further volunteering opportunities where suitable and desired in order that their volunteering engagement can be continued.


CEV Policy Statement on “Volunteering at Music Festivals and Concerts” (2017)

CEV notes that:

- 1 Very often, in order to ensure that they are financially viable, many music festivals across Europe rely massively on the assistance of volunteers, with some almost entirely volunteer driven.
- 2 Individual concerts, both for-profit and also concerts held in order to raise money for charities, or with a traditional cultural focus, also rely heavily on the support of volunteers.
- 3 Considering the high prices of Festival tickets in a vast number of these events, to volunteer, in exchange for free pass, benefits and other types of discounts, is increasingly becoming an appealing prospect for many young people.
- 4 Both for-Profit and not-for-profit music festivals often develop partnerships with not-for-profit organizations, which act as brokers in the recruitment of volunteers for key roles. The activities undertaken by the volunteers (generally 8 hours shifts) range from stewarding, door staff/security, campsite info personnel, supervising and dismantling the festival’s infrastructure, cleaning and rubbish collection.
- 5 Volunteering in major events can be an important experience for young people that allow them to gain key experience and exposure in the music/entertainment industry, strengthening and improving their organizational and social skills, and an opportunity for personal development, while undertaking key responsibilities for the success of the event.

CEV believes that:

- 1 It is crucial to underline and emphasize that volunteering should happen in the framework of non-profit activities for the public good/interest.
- 2 It is crucial that event organisers remember that the involvement of volunteers should be organized in such a way that it will serve the public good. If the organization of a concert or festival is recognized as being of benefit for the wider community the volunteer program should be organized in collaboration with a non profit organization (CSO, governmental or other public institution).
- 3 A not for profit organisation engaging volunteers should ensure that the ethics of volunteering are protected, the quality of the volunteering experience is ensured, adherence to relevant legal frameworks, and the added community value protecting the essential values on which volunteering is based is taken into account.

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- 4** The volunteering opportunities fostered in this area should avoid, at all costs, situations of job substitution, namely by respecting the general principle of adequate balance between professionals and volunteers and bring added value to the event rather than being limited to a cost cutting exercise.
 - 5** It is crucial that event organisers remember that, following the guidelines defined in the Policy Agenda for Volunteering in Europe (PAVE) glossary, volunteers are “people from diverse groups [...] undertaking a wide range of tasks [...] without seeking any financial gain being neither the objective nor the way to recognize the contribution or the achievement”³.
 - 6** It is crucial that volunteers shall receive adequate preparation for their responsibilities and enjoy an environment where their contribution is valued and appreciated, while receiving a respectful treatment.
 - 7** Organisers should implement a set of measures that could allow people with less financial capacity to effectively enjoy this experience, by providing transportations, food and accommodation (since in many cases the volunteer is expected to cover these costs themselves).
 - 8** Recruiters of volunteers for music festivals and concerts should ensure complete transparency about the profit or not-for-profit nature of events. They should also require organisers to engage volunteers or so-called volunteers on the basis of a clearly written agreement stating their rights and responsibilities that respect the relevant legislation and the ethos and principles of volunteering.

³ PAVE Glossary, 2011, p. 44.



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