

Janvier 2021

# BÉNÉVOLAT DANS L'ÉVÉNEMENTIEL

GUIDE PRATIQUE

© Européen du Volontariat (CEV)



## BÉNÉVOLAT DANS L'ÉVÉNEMENTIEL - GUIDE PRATIQUE

**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](#)

# Introduction

## À qui est destiné ce guide ?



**Aux pouvoirs publics chargés de délivrer les autorisations et les licences à des événements mobilisant des bénévoles**



**Aux organisateurs d'événements qui recruteront des bénévoles**

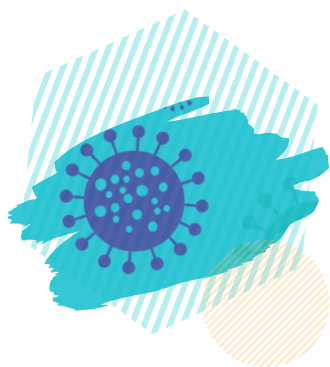


**Aux organismes investis dans le recrutement, la formation et l'encadrement de bénévoles dans l'événementiel**



**Aux personnes souhaitant s'engager en tant que bénévoles pour un événement**

## Pourquoi ce guide est-il utile ?



La crise du COVID-19 a changé nos vies sur beaucoup de plans, y compris l'annulation et le report de nombreux événements dans lesquels il était prévu d'engager des bénévoles. En revanche, dans le futur, les citoyens pourront à nouveau travailler ensemble en tant que bénévoles dans le cadre de l'organisation et du déroulement d'événements, et ceci pour des causes et dans des contextes divers et variés.

### Ce guide pratique a pour but de :



1 Refléter la période actuelle de reconstruction post-crise COVID-19 en Europe.



2 Présenter un projet sur le long terme afin d'assurer la qualité du bénévolat dans l'événementiel.



Dû aux vastes différences du cadre légal concernant le volontariat ainsi que les diverses cultures et traditions relatives au bénévolat en Europe, ce guide n'a pas pour objectif de donner des réponses ou des solutions précises. Le but est plutôt d'encourager la réflexion et d'apporter une attention particulière aux enjeux. Ce guide accompagnera les intervenants afin qu'ils soient bien informés et qu'ils puissent prendre des décisions appropriées qui mèneront à une meilleure qualité de bénévolat dans l'événementiel ; ceci en empêchant exploitation ou manquements ainsi que leur impact potentiel sur les personnes, l'événement ou la communauté au sens large.

## Ce guide pratique :

1

Est basé sur les déclarations de politique générale du CEV dans "Volunteering in Big Sports Events" (« Le bénévolat dans les grands événements sportifs ») (2016) et "Volunteering in Music Festivals & Concerts" (« Le bénévolat dans les festivals et les concerts ») (2017) (Annexe 1).

2

Inclut des directives sur l'encouragement et le soutien à offrir aux bénévoles et l'assurance qu'ils pourront continuer de l'être dans d'autres contextes ; et pour ceux qui le souhaitent, ils pourront saisir des occasions de bénévolat sur le long terme.

3

A également comme objectif plus large de montrer comment maintenir la solidarité au cœur du bénévolat dans l'événementiel.

À la suite de l'introduction, ce guide inclut les rubriques suivantes:

1

### La solidarité

Une focalisation sur l'aspect de solidarité dans le volontariat, et les différences entre bénévoles et employés.

2

### Les bénévoles

Une vue globale des prévalences et des modèles de recrutement de bénévoles pour des événements en Europe.

3

### Les questions

Une série de questions auxquelles les utilisateurs peuvent réfléchir seuls ou en groupe.

Les utilisateurs de ce guide pourront **obtenir des décisions éclairées** sur :



L'obtention des autorisations et des licences nécessaires pour un événement dont l'organisation repose sur les bénévoles.



L'organisation d'un événement dont la mise en œuvre dépend de l'implication des bénévoles.



La prise de responsabilité du recrutement, de la formation et de l'encadrement de bénévoles dans les événements.



L'implication en tant que bénévole dans un événement.

Les questions sont divisées en quatre parties et concernent:

1

Les droits, le recrutement et l'encadrement des bénévoles.

2

L'analyse de l'influence qu'ont les bénévoles.

3

La validation des compétences et des capacités nécessaires au bénévolat dans l'événementiel.

4

Les possibilités futures de bénévolat après avoir été bénévole dans un événement.

Ce guide pratique se conclut par une rubrique dédiée aux exemples, aux modèles et à la programmation du bénévolat dans l'événementiel en Europe.

# 1. Bénévolat et solidarité



## LA SOLIDARITÉ:

C'est une action faite **en faveur du droit des autres**, sans intention d'obtenir des avantages en retour.

C'est l'expression de **son soutien aux autres**, et en particulier, à ceux qui sont moins avantagés que nous.

Cela signifie que, sans être intéressé ni motivé par aucun bénéfice personnel, ou par une quelconque faveur profitant aux autres, **nous aidons les autres** à l'oral et à l'écrit, et avec d'autres actions ou activités qui génèrent de la plus-value pour l'intérêt général.

En agissant de façon solidaire, nous exprimons des valeurs qui adhèrent aux nôtres et à celles qui manifestent du respect pour le droit des autres ; et en faisant cela, nous donnons à tous un exemple de changement.



## Le bénévolat comme l'une des meilleures illustrations de la solidarité

Quand quelqu'un est bénévole, il le fait pour le bien des autres et sans attente de gain personnel. Montrer sa solidarité par le bénévolat promeut l'inclusion sociale, soutient les citoyens actifs et les engagements sociaux, améliore le partage des responsabilités ainsi que les valeurs européennes.

## LE BÉNÉVOLAT:



1

### Contribue

au modèle social européen, à la sécurité, à la paix et à la prospérité.

2

### Fournit

un cadre permettant des perspectives autres que les opinions et les actions extrémistes et populistes, puis participe à leur prévention.

3

### Réduit

les propos de haine, conforte l'inclusion et la tolérance et permet aux citoyens d'être directement actifs dans le développement de l'Europe qu'ils souhaitent atteindre.

**Les organismes de volontariat** ancrent les efforts individuels ou collectifs de bénévoles pour la promotion et la défense des droits et des valeurs dans le contexte européen ainsi que les stratégies locales et nationales du bénévolat, dans des cadres politiques européens.

Il est important de garantir l'intégrité et les valeurs du bénévolat et de ses impacts, aussi bien sur la société en général que sur les bénévoles eux-mêmes, tout en offrant des occasions qui ont du sens, qui sont intéressantes et variées afin que les citoyens y participent. Pour le bénévolat dans l'événementiel, c'est le défi de toutes les personnes concernées que de garder cet aspect de solidarité au cœur du projet. Il est primordial de conserver une distinction nette et appropriée entre les employés et les bénévoles engagés dans la préparation, la mise en œuvre et le déroulement de l'événement.

La participation de bénévoles dans des événements peut nécessiter différents types de formations et d'engagements, et donc différentes approches aux différents niveaux de soutien et de suivi. Il est utile de prendre en compte la **durée de l'engagement** d'un bénévole.



**Bénévoles sur le long terme:** ils sont engagés sur le long terme pour la préparation de l'événement, parfois des mois voire des années à l'avance. Ceci est plus courant dans les petits événements locaux et réguliers tels que la culture locale, l'art ou les manifestations sportives ; ou bien moins fréquemment, comme par exemple dans les grands événements qui impliquent des visiteurs et des participants.

**Bénévoles sur le court terme:** ce sont ceux qui offrent leurs services à un organisme pour un temps limité, peut-être seulement pour la durée de l'événement mais qui peut s'étendre à quelques semaines dans certains cas.

**Bénévoles d'un jour:** ils offrent occasionnellement leurs services à un organisme, principalement pour un événement d'une ou plusieurs journées mais sur une base plus spécifique de « rotation ».

La différence entre les employés et les bénévoles :

## EMPLOYÉS

- Ils s'attendent à être payés pour leur temps et leurs services.
- Ils ont un contrat de travail.
- Les jours et les heures de travail peuvent être fixés par l'organisation.
- Ils ont droit aux congés annuels et jours fériés payés et au congé maladie.
- Ils nécessitent un contrat d'embauche signé.

## BÉNÉVOLES

- Ils ne s'attendent pas à être payés pour leur temps et leurs services.
- Ils ne sont pas régis par un contrat de travail.
- Les jours et les heures de travail sont l'objet d'un accord entre le bénévole et l'organisation.
- Ils ne bénéficient pas de congés annuels, ni d'indemnités pour les jours fériés ni même de congé maladie.
- Ils ne nécessitent pas de contrat d'embauche signé.

Basé sur 'Volunteer Management Toolkit: A resource for arts organisations' (2014)

## Faciliter un bénévolat **INCLUSIF** dans l'événementiel

Des décisions peuvent être prises par les organisateurs et/ou les recruteurs de bénévoles afin d'assurer que l'accès au statut de bénévole soit ouvert à tous.

1

Inclure l'objectif **d'impliquer des bénévoles issus de groupes défavorisés** au sein du processus de planification de l'événement. Il faut s'assurer que les possibilités de bénévolat dans l'événement soient ouvertes à tous, quel que soit leur milieu et/ou leur situation.

2

Garantir **l'accessibilité à l'information** sur le bénévolat dans l'événementiel ; par exemple, communiquer les différents postes de bénévoles aux divers organismes travaillant avec des groupes défavorisés et faire en sorte que l'information en ligne soit présentée dans des formats accessibles.

3

Garder l'esprit ouvert ! Chaque personne peut apporter des qualités, il faut **éviter les préjugés** sur les capacités de certains individus ou groupes sociaux.

4

**Empêcher tout obstacle à l'engagement** notamment dû aux infrastructures et/ou au trajet jusqu'au site de volontariat / d'initiation ou de formation.

5

Avoir une gamme appropriée de rôles et d'activités pour les bénévoles qui **prenne en compte leurs différentes compétences, aptitudes et situations personnelles**. Créer des postes et proposer des activités et des tâches qui conviennent à des personnes issues de groupes variés telles que celles porteuses de handicap / ayant des besoins spécifiques / vivant à l'écart ou pouvant difficilement se rendre dans des zones rurales, etc.

6

**Les responsables encadrants doivent être formés dans la gestion de bénévoles issus de groupes divers**. Les organisateurs d'événements doivent développer un environnement dans lequel les bénévoles, indépendamment de leur milieu ou contexte social, culturel et religieux, peuvent agir ensemble.

7

**Il est possible que certains bénévoles aient besoin de soutien supplémentaire** afin de réaliser leurs engagements ; et de façon à garantir l'impact attendu, cela devra être pris en compte dans la formation, l'encadrement et le processus de suivi de bénévoles.

8

**Contribuer à la promotion d'actions** pour assurer que les organismes engagés dans le processus de bénévolat dans l'événementiel soient dotés de ressources et de financements permettant un bénévolat ouvert et accessible à tous ; et cela en respectant les principes éthiques et les directives de qualité pour les actions à fort impact, axées sur les besoins, avec de la plus-value et sur la base du volontariat.

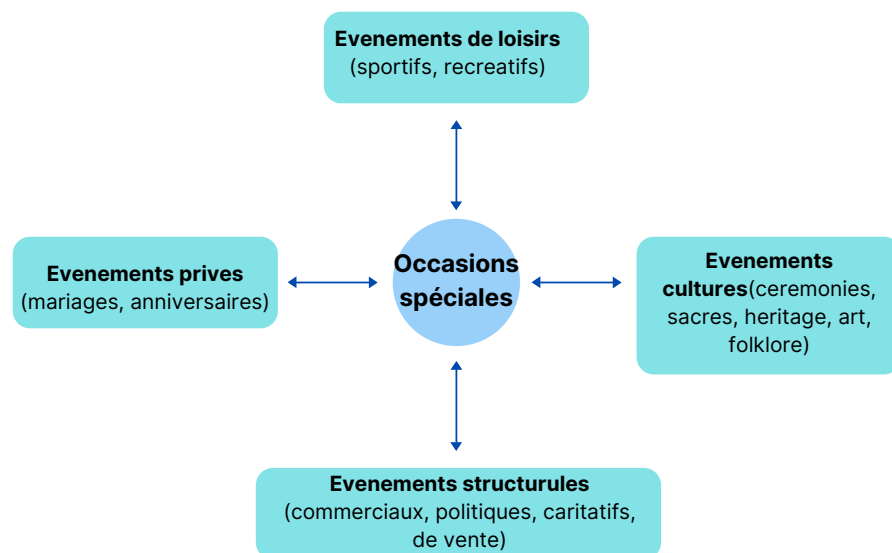
## 2. Caractéristiques et typologie du bénévolat dans l'événementiel : une perspective académique

L'encadrement de bénévoles dans l'événementiel se révèle être un domaine de recherche de plus en plus important enrichi d'un ensemble d'études sur la gestion de bénévoles, bien qu'il y ait de grandes différences entre l'encadrement de bénévoles dans le cadre d'un événement et la gestion traditionnelle du bénévolat. Étant donné que la majorité des manifestations sont en partie dépendantes du travail des bénévoles (Elstad, 2003), le personnel encadrant dépense des ressources considérables dans leur recrutement. Ceci n'est pas un phénomène nouveau, un sondage effectué au Royaume-Uni il y a vingt ans révèle que, sur l'échantillon testé, 76% des événements engageaient des bénévoles (Rolfe, 1992 ; C. Ryan & Bates, 1995).

Afin de recruter puis de conserver leurs bénévoles pour des événements à court terme, les organismes de gestion d'événements doivent comprendre les fondements de l'encadrement dans le cadre de l'événementiel. Cependant, en dépit de l'intérêt croissant des recherches sur le bénévolat dans l'événementiel, à ce jour il n'existe pas d'analyse complète sur la nature de cette gestion et aucune n'apporte de vue d'ensemble sur l'Europe.

L'étude d'événements est un domaine académique émergent (Skirstad & Hanstad, 2013) qui inclut l'analyse d'une vaste série d'événements : de l'événement local ou régional jusqu'aux événements fameux et de grande ampleur qui pour la plupart engagent des bénévoles. Les grands événements ont été décrits comme « des événements à court terme mais avec de la plus-value sur le long terme » (Roche, 1994, p.1). Cette définition indique l'aspect économique mais aussi les motivations politiques, sociales et culturelles qui encouragent les villes et les pays à être candidats pour accueillir des événements de grande envergure tels que les championnats du monde sportifs et les Jeux Olympiques. Roche (2000) présente d'avantage ces manifestations comme « des événements de grande ampleur qui ont une nature spectaculaire, un attrait populiste de masse et une importance internationale » ; il met également en lumière le rôle que les événements peuvent jouer dans le choix des destinations touristiques et dans la construction de la réputation. Selon Getz (2008), les événements sont des éléments moteurs importants pour le développement et les plans commerciaux de nombreuses destinations.

Les différents types d'événements exceptionnels, qu'ils soient privés, structurels, basés sur le loisir ou la culture, ont des caractéristiques communes. Le graphique ci-dessous montre quatre différents types de manifestations variant en taille et en complexité : allant d'un petit événement simple à une grande manifestation, complexe et internationale telle que les Jeux Olympiques (Anton Shone et Bryn Parry, 2004). Afin de comprendre les différents niveaux de complexité mis en jeu, les deux auteurs fournissent une typologie.

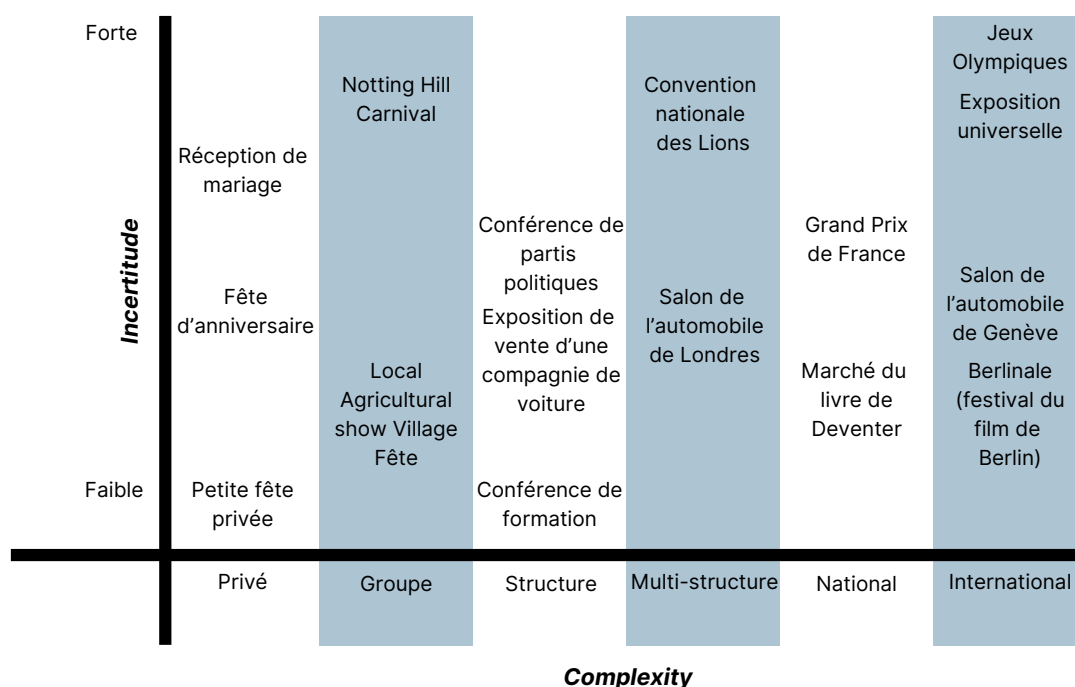


Anton Shone and Bryn Parry, (2004). Successful Event Management: A Practical Handbook



Les événements sont non seulement complexes mais incertains. Par exemple, les incertitudes sur le coût, le temps et la technicité nécessaires à l'organisation des Jeux Olympiques sont bien supérieures à celles liées à la préparation d'une conférence de formation ou d'une petite célébration culturelle.


Afin d'en comprendre la complexité, Shone et Parry utilisent un second diagramme, les répertoriant de privés à internationaux. L'utilisation de cette typologie rend possible la classification de divers événements, dans le but de comprendre les exigences que chaque type de manifestation peut créer pour les organisateurs ou les encadrants.



Shone, A. and Parry, B. (2004) Successful event management. London: Thomson page:5

Même si l'événement est modeste, le nombre de personnes peut s'avérer complexe. On peut organiser un dîner avec 8 ou 10 personnes, ou bien un buffet pour 40-50 personnes et devoir affronter différents problèmes tels que le manque de place, de matériel, de personnes pour aider, etc. Le secteur de la gestion d'événements, que ce soit pour le dîner annuel de la commune ou pour un immense camp de vacances pour jeunes, nécessite du personnel et des bénévoles formés, des spécialistes de l'organisation et une expertise professionnelle.

Beaucoup de grands événements engagent des bénévoles pour les aider dans l'organisation et la mise en place de leur programme. Les événements exceptionnels et les festivals deviennent de plus en plus dépendants des bénévoles ; ces événements n'auraient pas un si gros succès sans le dévouement et la contribution des bénévoles engagés (Baum, Lockstone 2007). Les événements locaux et régionaux présentent des avantages potentiels qui peuvent être développés localement, tels que la promotion du caractère ou de l'identité de la ville engendrant ainsi une augmentation de la population, des investissements ou du commerce ainsi qu'une hausse du tourisme. Les grands événements tendent à contribuer aux communautés locales. Bien que cela ne soit pas immédiatement apparent, on peut défendre l'idée que quand les bénévoles contribuent au succès de l'événement, ils contribuent également à l'intérêt général dans un esprit de solidarité citoyenne. Les communautés locales bénéficient ainsi de l'amélioration de leurs circonstances économiques grâce à l'événement.



L'article paru dans une revue "Improving Volunteer Scheduling for the Edmonton Folk Festival" (« Améliorer le programme de travail des bénévoles pour le festival de musique folk d'Edmonton »), de Gordan & Erkt, affirme que le programme de travail des bénévoles dans des événements à grande échelle est l'aspect le plus important afin d'assurer que les bénévoles reviennent chaque année ; et il déclare qu'« une bonne organisation peut rendre l'expérience d'un bénévole beaucoup plus gratifiante ». Il développe ensuite l'importance de l'écoute que les encadrants peuvent accorder aux bénévoles, puisque cela impacte la manifestation ; il est aussi important que les responsables soient conscients qu'afin de créer un événement ou un festival réussi, il faut être efficace en matière tant de recrutement que de reconnaissance accordée et de programme.


Les Jeux Olympiques étant un méga-événement, il recrute des milliers de bénévoles à chaque occasion. Ce méga-événement est un très bon exemple pour les autres qui voient ainsi le rôle que jouent les bénévoles dans leur succès. À chaque fois que les Jeux Olympiques ont lieu, la ville d'accueil intègre des méthodes de recrutement, de reconnaissance et de motivation afin que le bon nombre de bénévoles soient recrutés et qu'à leurs tours, ils contribuent au succès des Jeux (LOCOG, 2012). Un autre grand événement est la Coupe du Monde de football de la FIFA ; fortement similaire aux Jeux Olympiques, elle requiert un grand nombre de bénévoles, ce qui implique une organisation considérable (Moragas et al., 2000). Il est bien connu que les bénévoles de ces méga-événements voyagent jusqu'à la destination d'accueil à chaque fois que l'événement a lieu, ceci afin de continuer d'y participer en tant que bénévoles. C'est un énorme avantage pour l'organisation du méga-événement, ainsi que pour les bénévoles, car cela fournit la manifestation en bénévoles qui ont l'expérience des événements précédents. Le bénévole a l'occasion de voyager dans un autre pays et de participer à un événement qui le passionne (LOCOG, 2012). En revanche, le manque de soutien financier peut créer un obstacle majeur à l'engagement des bénévoles provenant de différents milieux et situations.

Le bénévolat est utile aux événements car les bénévoles peuvent améliorer l'expérience des participants à la manifestation. Cela ne veut pas dire qu'ils remplacent les employés payés. Cependant, par exemple, un événement peut être plus apprécié grâce à l'enthousiasme, l'intérêt et l'engagement des bénévoles (Holmes & Smith, 2009) ; la diversité des compétences, du savoir et des expériences particulières des bénévoles peut enrichir un festival ou un événement (Nichols & Ojala, 2009). Le bénévolat dans l'événementiel peut contribuer à la participation sociale et à la communauté locale. Afin de mieux comprendre les motivations, les attentes et ce qui satisfait les bénévoles, il est essentiel de distinguer les différents types de bénévoles en événementiel en fonction de leurs rôles (Kim et Cuskelly, 2017). Un moyen efficace de les différencier est d'examiner la durée de leur service. Les termes les plus utilisés pour décrire la durée de service d'un bénévole sont : long terme, court terme et épisodique (Connors, 2011). Les bénévoles sur le long terme offrent régulièrement leurs services à un organisme pour une durée étendue sans date de fin spécifiée. Les bénévoles sur le court terme fournissent régulièrement leurs services à un organisme pour une durée limitée. Afin de mobiliser les bénévoles épisodiques, les encadrants en événementiel vont éventuellement devoir utiliser des procédés de gestion des ressources humaines comme le recrutement, la sélection, la supervision, la formation, la reconnaissance et l'évaluation qui sont des processus différents de ceux utilisés pour encadrer des bénévoles engagés sur le long terme ou avec des affectations en continu (Macduff, 1999).

Les raisons pour lesquelles les individus souhaitent s'engager en tant que bénévoles dans un événement sont variées. Selon Smith (2016), on peut diviser les motivations en deux groupes :

- Les effets positifs immédiats sur les aspects émotionnels et cognitifs.
- Les effets positifs sur le bonheur et le bien-être sur le long terme.

Bradburn a rassemblé des données pour montrer que le bonheur ou le bien-être psychologique (satisfaction de la vie) a des aspects négatifs et positifs, des sentiments positifs et négatifs, indépendants l'un de l'autre. Ces recherches montrent que « les mesures qui ont un effet positif sont corrélées avec des indicateurs d'engagements sociaux et des expériences nouvelles ou variées.



» La question qui se pose ici est : « Est-ce que le bénévolat est lié au bien-être / au bonheur / à la satisfaction de vivre ? ». Moon et Moon (2009) ont comparé parmi des étudiants en Corée du Sud ceux qui participaient à des activités bénévolement et ceux qui n’y participaient pas. Les résultats montrent que les étudiants bénévoles ont une plus haute estime d’eux-mêmes et sont plus satisfaits de leurs vies que les étudiants qui n’ont jamais été bénévoles. Les spécialistes Ching et Lee (2005) ont prouvé que le bénévolat est significativement connecté au sentiment de bien-être. Ce qui est important dans ce cas ce n’est pas la fréquence du volontariat, mais l’attitude positive à l’égard des activités de bénévolat (Smith, Stebbins, Grotz, 2016). Deux études espagnoles (Ahmed-Mohamed et al. 2015 ; et Hidalgo, Moreno-Jimenez et Quinonero, 2013) ont conclu que le bénévolat en association peut être lié à la satisfaction de vivre ; le lien a été perçu comme de l’autodétermination. Presque tous les spécialistes s’accordent à dire que les responsables de bénévoles / les gérants du personnel devraient être d’avantage conscients et capables d’indiquer aux bénévoles les effets positifs immédiats, mais aussi sur le long terme, des aspects émotionnels et cognitifs que l’on peut tirer du bénévolat.

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: Multiform volunteers, volunteers who have started a new volunteering activity different from the previous ones and from that relating to large events, they approached Expo with one or more volunteering experiences behind them (21%); Volunteers looking around, volunteers who

<sup>1</sup> "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).



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 Moroni<sup>2</sup> 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.

---

<sup>2</sup> 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:

.....  
.....

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?

.....  
.....  
.....



## 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).

.....

.....

.....

**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?**

.....

.....

.....

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).**

.....

.....

.....

.....

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:  
.....  
.....



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).**

.....

.....

.....

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:

.....

.....

4

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

.....  
.....  
.....

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:

.....  
.....

6

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

.....  
.....  
.....


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?**

.....

.....

.....

**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?**

.....

.....


.....

**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?**

.....

.....

.....

**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:  
.....  
.....

14



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

.....

.....

.....

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:  
.....

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?**

.....

.....

.....



17



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

.....  
.....  
.....

18



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

.....  
.....  
.....

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:

.....

.....

22



**How will we thank the volunteers?**

.....

.....

.....

23



**How will we measure the outcomes of the event?**

.....

.....

.....

24



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

.....

.....

.....

## 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)

.....

.....

.....

**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?

.....

.....

.....



### 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



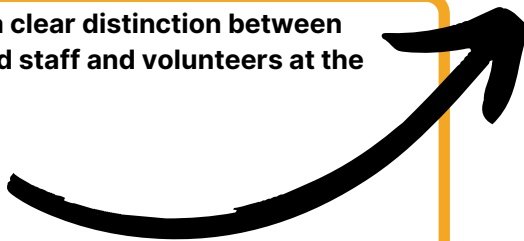
**Is their volunteer policy suitable for the event?**

- 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).**

.....

.....

.....

.....

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:  
.....  
.....

12



**What will the content of my training include?**

.....

.....

.....

.....

.....



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?**

.....

.....

.....

.....

.....

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?**

.....

.....

.....

.....

.....

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?)



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

- Not at all     Somehow     Yes     Absolutely



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

- Not at all  
 Somehow  
 Yes  
 Absolutely



**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



**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:

.....

.....

## 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?

.....  
.....  
.....  
.....  
.....

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?

.....  
.....  
.....  
.....  
.....





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?**

.....

.....

.....

.....

.....

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?**

.....

.....

.....

.....

.....

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?**

.....

.....

.....

.....

.....



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?

.....

.....

.....

.....

.....

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?

.....

.....

.....

.....

.....

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?

.....

.....

.....

.....

.....

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?

.....

.....

.....

.....

.....

## 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/1OiWig4vBQMavmg2euA6WrMEFzNHxToxy>



### Clear Role & Task descriptions:

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

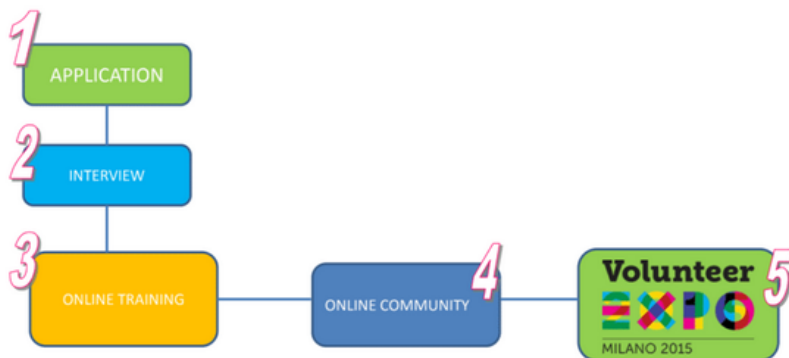


You can find this information on pages 6 and 8 of the document: "Volunteer for Expo\_Programme presentation".

**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/>

## Bibliography

1. Ahmed-Mohamed, Karim, Fermina Rojo-Perez, Gloria Fernandez-Mayoralas, Maria Joao Frjaz, and Pablo Martinez-Martin. (2015). "Associative participation of older adults and subjective quality of life: Exploring Self-Selection Bias." *Ageing and Society*
2. Alison Doherty (2009), *The volunteer legacy of a major sport event*, *Journal of Policy Research in Tourism, Leisure and Events*
3. Anton Shone and Bryn Parry, (2004). *Successful Event Management: A Practical Handbook*
4. Baum, Tom & Lockstone-Binney, Leonie. (2007). *Volunteers and Mega Sporting Events Developing a Research Framework*. *International Journal of Event Management Research* Volume
5. Connors, T. D. (Ed.). (2011). *The volunteer management handbook: Leadership strategies for success*
6. David Smith, Robert Stebbins, Jurgen Grotz (2016), *The Palgrave Handbook of Volunteering, Civic participation and Non-Profit organisations*
7. Elstad, B. (1996). *Volunteer perceptions of learning and satisfaction in a mega-event: The case study of the XVII Olympic Winter Games in Lillehammer*. *Festival Management and Event Tourism*
8. Elstad, B. (2003). *Continuance commitment and reasons to quit: A study of volunteers at a jazz festival*. *Event Management*
9. Eunjung Kim And Graham Cuskelly (2017), *A Systematic Quantitative Review Of Volunteer Management In Events*
10. Getz, D. (2008). *Event tourism: Definition, evolution, and research*. *Tourism Management*
11. Gina Bethell (2012), *Volunteerism & Special Events/Festivals*
12. Gordon,L,Erkt, E. (October 2004). *Improving Volunteer Scheduling for the Edmonton Folk Festival*
13. Hidalgo, M. Carmen, Pilar Moreno-Jimenez, and Jesus Quinonero, (2013). "Positive effects of voluntary activity in old adults". *Journal of Community Psychology*
14. Holmes, K., & Smith, K. (2009). *Managing volunteers in tourism: Attractions, destinations and events*. Oxford, UK: Butterworth-Heinemann
15. London 2012 Summer Olympic&Paralympic Games (LOCOG), (2010). *Making the Games Happen* Retrieved January 20, 2012 from the 2012 London Olympic Volunteer Website: <http://www.london2012.com/volunteer>
16. Kim, E., & Cuskelly, G. (2017). *A systematic quantitative review of volunteer management in events*. <https://core.ac.uk/download/pdf/143898319.pdf>
17. Macduff, N. (1999). *Episodic volunteering*. In T.D. Connors (Ed.), *The volunteer management handbook*. New York: John Wiley & Sons
18. Moon Sung-Ho and Ho-Young Moon (2009), "A comparative analysis on the realities and effects of youth volunteer work"



19. Moragas, M.de, Moreno.A.B. and Paniagua, R. (2000). The Evolution of Volunteers at the Olympic Games. Global Society and the Olympic Movement. International Olympic Committee
20. Nichols, G., & Ojala, E. (2009). Understanding the management of sports events volunteers through psychological contract theory. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations
21. Roche, M. (1994). Mega-events and urban policy. Annals of Tourism Research
22. Roche, M. (2000). Mega-events: Olympics and expos in the growth of global culture. London: Routledge
23. Rolfe, H. (1992). Arts festivals in the UK. London: Policy Studies Institute
24. Ryan, C., & Bates, C. (1995). A rose by any other name: The motivations of those opening their gardens for a festival. Festival Management & Event Tourism
25. Skirstad, B., & Hanstad, D. V. (2013). Gender matters in sport event volunteering. Managing Leisure
26. Smith, David H. (2016). A survey of volunteeristics: Research on the growth of the global, Interdisciplinary, Socio-behavioral Science Field and Emergent Interdiscipline

## 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](#)

## Annex

# 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.

- 
- 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”<sup>3</sup>.
  - 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.

---

<sup>3</sup> PAVE Glossary, 2011, p. 44.



VolunteeringCEV



VolunteeringCEV



volunteeringcev



communication@cev.be



[www.europeanvolunteercentre.org/](http://www.europeanvolunteercentre.org/)



Centre for European Volunteering

CEV | Centre for European Volunteering  
Avenue des Arts 7/8  
Brussels 1210 - Belgium