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VOLUNTEERING IN EVENTS

TOOL KIT

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Introduction

Who is this toolkit useful for?



Public authorities tasked with issuing permissions and licences events engaging volunteers



Organisers of events that will engage volunteers

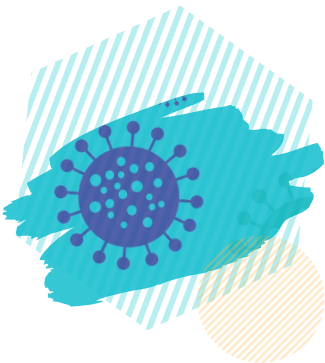


Entities involved in recruiting, training and managing volunteers in events



Individuals considering to engage as a volunteer in an event

What is this toolkit useful for?



The COVID-19 crisis has changed many aspects of life, including the cancellation and postponement of many events that would have involved volunteers. In the future however, citizens will once again be able to engage as volunteers with one another in the framework of event organisation and delivery in a variety of contexts and for a wide range of causes.

The Tool kit aims to:



1 Reflect the current post COVID-19 crisis recovery period in Europe.



2 Provide a blueprint for the longer term in order to ensure quality volunteering opportunities in events.



Due to the vast differences in volunteering legal frameworks as well as cultures and traditions of volunteering in Europe this tool kit does not aim to give specific answers or solutions. The aim is rather to provoke thought and due consideration of the issues involved. This will assist stakeholders in taking appropriate and well-informed decisions that will lead to higher quality event volunteering, avoiding exploitation and shortcomings as regards potential impact for individuals, the event and the wider community.





This Tool kit:

- 1** Is built on the CEV Policy Statements on “Volunteering in Big Sports Events” (2016) and “Volunteering in Music Festivals & Concerts” (2017) (Annex 1).
- 2** Includes guidance about how to encourage, support and ensure that event volunteers can continue to volunteer in other contexts and in this way enabling, for those who want it, longer term volunteering opportunities.
- 3** Shows how to maintain solidarity as a basic concept central to volunteering in events is also an important component of the tool kit.

Following this introductory section, this tool kit includes:

- 1 Solidarity**
A focus on the solidarity aspect of volunteering and the differences between volunteers and employees.
- 2 Volunteers**
An overview of the prevalence and models of engaging volunteers in events in Europe.
- 3 Questions**
A series of questions for users to reflect on alone or with others.

Users of the tool kit will be able to **reach more informed decisions** about whether to:

-  Issue the necessary permissions and licences to an event that relies on volunteers for its organisations.
-  Organise an event that relies on volunteer engagement for its implementation.
-  Take responsibility for recruiting, training and managing volunteers in an event.
-  Engage as a volunteer in an event.

The questions are divided into four sections related to:

- 1** Permissions, recruitment and management of volunteers.
- 2** Understanding the impact of event volunteers.
- 3** Validation of skills and competencies acquired whilst volunteering in events.
- 4** Opportunities for future volunteering after volunteering in an event.

The tool kit concludes with a section dedicated to examples, templates and programme designs for event volunteering from across Europe.

1. Volunteering and Solidarity



SOLIDARITY:

It is an action that is done in **defence of the rights of others**, without the intention to generate any benefit in return.

It is an expression of **support for others**, and in particular, those who are less fortunate than ourselves.

It means that, without concern for, or being motivated by, any personal benefit, or generating personal gain (profit) for other individuals, that we **assist others** through spoken or written word, or other actions or activities that generate added value for the common good.

When acting in solidarity we express values that align with our own and those that demonstrate respect for the rights of others and in doing so we give a change-making example to all.



Volunteering is one of the most visible expressions of solidarity

When someone volunteers they do it for the good of others and without expectation of personal gain. Showing solidarity through volunteering promotes social inclusion, underpins active citizenship and social engagement, promotes shared responsibilities and European values.

VOLUNTEERING:



1

Contributes

to the European Social model, to security, peace and prosperity.

2

Provides

a framework for an alternative narrative to extremist and populist views and actions and can contribute to its prevention.

3

Prevents

Hate Speech, promotes inclusion and tolerance and enables citizens to be directly active in developing the Europe they strive for.

Volunteering organisations connect individual and collective volunteer efforts in promoting and defending European Rights and Values to the European Context, and local & national volunteering strategies with European policy frameworks.

It is important to ensure the integrity and values of volunteering and its impact, both on society as a whole and on the volunteers themselves, whilst providing meaningful, attractive and varied opportunities for Citizen engagement. In Event Volunteering, keeping this aspect of solidarity at the heart of it is a challenge for all those concerned. Maintaining a clear and suitable distinction between volunteers and employed staff engaged in the event preparation, implementation and follow up is critical.



Volunteer engagement in events can require different levels of training and commitment and therefore different levels and approaches as concerns support and follow up. Looking at the **length of time** a volunteer will engage for is a useful differentiator.



Long-Term Volunteers: Are involved in the long term planning of the event often for months or even years. This is more common in local events which can be frequent e.g. local cultural, art or sports events or less frequent, often larger events that also engage incoming visitors and participants.

Short-term volunteers: are those who provide their service to an organisation for a more limited amount of time, perhaps just for the duration of the event, but can extend to several weeks in some cases.

Single-day volunteers: provide infrequently occurring service to an organisation, typically for a single-day or multi day events but on a more specific 'rota' basis.

Differences between employees and volunteers:

EMPLOYEES

- Expect to be paid for their time and services.
- Have a Contract of Employment.
- Workdays and hours can be set by the organisation.
- Are entitled to receive and be paid for sick leave, annual leave and public holidays.
- Require a signed employment agreement.

VOLUNTEERS

- Do not expect to be paid for their time and services.
- Are not bound by a contract of employment.
- Workdays and hours are by agreement between the volunteer and the organisation.
- Are not entitled to payment for sick leave, annual leave or public holidays.
- Do not require an employment agreement.

Based on the 'Volunteer Management Toolkit: A resource for arts organisations' (2014)

Facilitating **INCLUSIVE** Event volunteering.

Some steps can be taken by event organisers and/ or volunteer recruiters in order to ensure that access to being an event volunteer is open to all.

1

Include the objective to **involve volunteers from disadvantaged groups** as a specific part of the event planning process. Make every effort to ensure that the volunteering opportunities offered in the event are open to everyone whatever their background and/or situation.

2

Ensure the **accessibility to information** about volunteering in the event e.g. communicating about the volunteer positions to a variety of organisations working with disadvantaged groups and that online information is in accessible formats.

3

Keep an open mind! Anyone can offer added value, **avoid prejudice** about abilities of specific social groups or individuals.

4

Care should be taken to **avoid any barriers to engagement** because of the physical infrastructure and/or the commute to the volunteering site / induction & training site.

5

A suitable range of roles and functions for volunteers that can **take into account differing skills and competencies and personal situations** of the volunteers should be foreseen. Create volunteer positions and propose tasks & activities that are suitable for people from diverse groups such as those with disabilities / special needs / live in remote and difficult to reach rural areas, etc.

6

Volunteer managers should be trained in dealing with volunteers from diverse groups. Event organisers should develop an environment where volunteers from different social, cultural and religious backgrounds and contexts can implement actions together.

7

The fact that **some volunteers may require additional support** in order to realise their volunteering engagement in a way that ensures the intended impact should be taken into account in the volunteering training, management and follow up process.

8

Contribute to advocacy actions to ensure that organisations engaged in event volunteering processes are properly resourced and financed in order to ensure that volunteering is open and accessible to all, respecting ethical principles and quality guidelines for high impact, needs-led, value-added, voluntary-based actions.

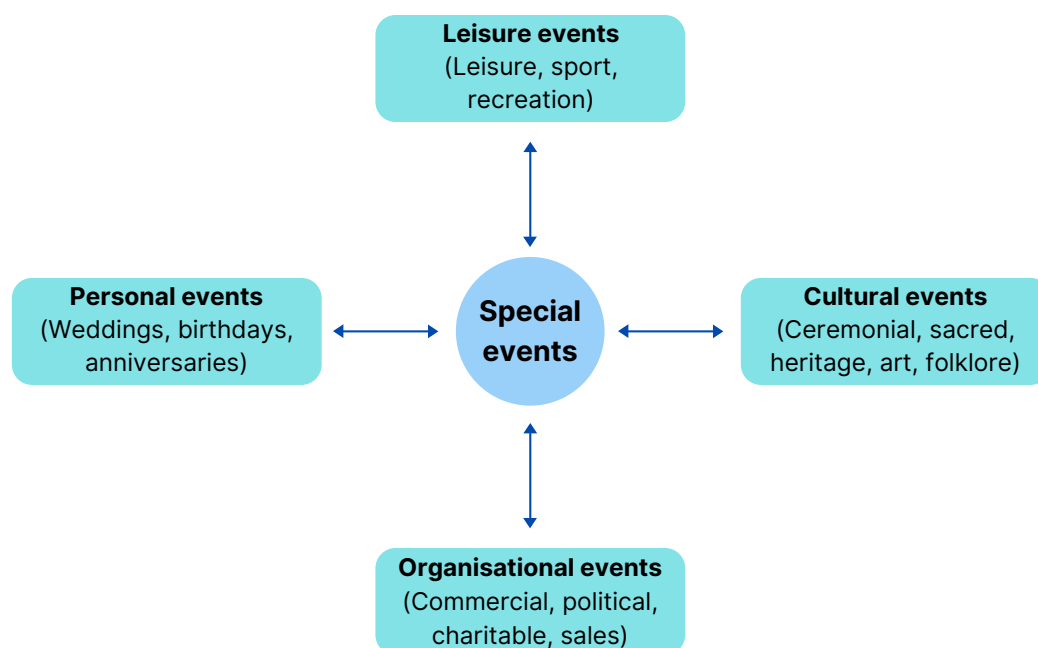
2. Characteristics and typology of Event volunteering – An academic perspective

Volunteer management in events has emerged as an increasingly important area of research and is a specialization that has drawn on a rich vein of volunteer management studies even though there are significant differences between the management of volunteers in event settings compared to mainstream volunteer management. Given that the majority of events are at least fairly dependent on volunteer labor (Elstad, 2003), many event managers spend considerable resources on recruiting volunteers. This is not a new phenomenon, a survey in the UK over twenty years ago assessed that 76% of the events sampled used volunteers (Rolfe, 1992; C. Ryan & Bates, 1995).

To recruit and retain volunteers for short-term events, event management organizations need to understand the tenets of volunteer management in event settings. However, despite an increasing research interest in event volunteers to date there have been no systematic reviews of volunteer management in events that provide a comprehensive overview in Europe.

Event studies is an emerging academic field (Skirstad & Hanstad, 2013) that includes studies of a wide array of events, from local or regional events through to hallmark and mega-events, almost all of which involve volunteers. Mega-events have been described as “short-term events with long-term values” (Roche, 1994, p. 1). This description points to the economic as well as political, social, and cultural motives that encourage cities and countries to bid for the rights to host high profile events such as sports world championships and the Olympic Games. Roche (2000) further presented such happenings as “large-scale events which have a dramatic character, mass popular appeal and international significance”, highlighting the role that events can have in destination development and image building. According to Getz (2008), events are an important motivator for the development and marketing plans of most destinations.

Looking at various kinds of special events, whether they are personal based, leisure, cultural or organisational, it is possible to identify common characteristics for all of them. The picture below shows 4 different types of events varying in size and complexity, from simple and small, to huge, complex and international, such as the

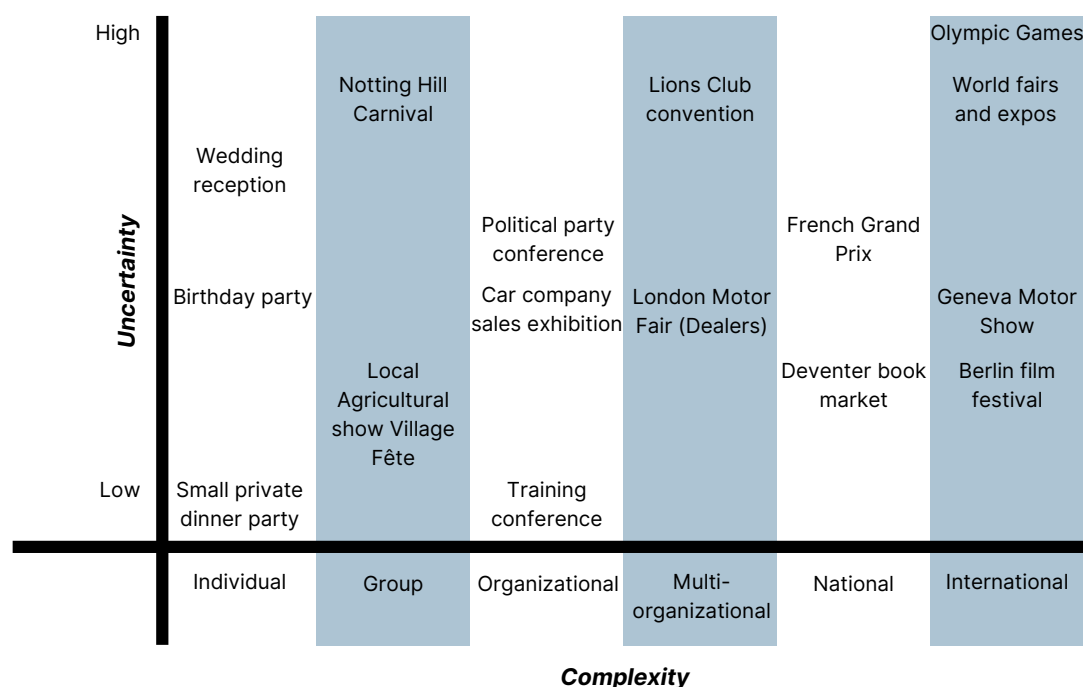


Anton Shone and Bryn Parry, (2004). Successful Event Management: A Practical Handbook



Olympic games (Anton Shone and Bryn Parry, 2004). To understand the relative levels of complexity involved, the two authors provide a typology. Events have to be considered having both complexity and uncertainty. For example the uncertainty about the cost, timing and technical needs of organising the Olympic games far exceeds the uncertainty of a training conference or a small local cultural celebration.

In order to understand the complexity, Shone and Parry use a second diagram, ranging from individual to multinational. Using this typology it is possible to propose a classification of various events, in order to understand the comparative demands that such events might place on organisers or event managers.




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

Even if the event is simple, the number of people can be very complex. We can organise a dinner party with 8 or 10 people, or a buffet for 40-50, but after that we can face different problems, not enough space, not enough equipment, not enough people to help and etc. The events management business, whether it is about annual dinner of local municipality or a huge youth camp, needs to have trained staff and volunteers, specialist organisations and professional expertise.

Many big events involve volunteers to help them to organise and implement it. Special Events and Festivals are becoming more and more dependent on volunteers; these events would not be able to be successful without the dedication and contribution of the volunteers involved (Baum, Lockstone 2007). Local and regional events have potential benefits that can be developed in the local area such as the promotion of city brand or identity, attracting increased population, investment, or trade, and expansion of the visitor economy. Large events tend to contribute to the local community. Whilst perhaps not immediately apparent, it can be argued that volunteers when contributing therefore to the success of the event are also contributing to the common good in solidarity with the citizens in the area of focus of the event who would benefit from these improved economic circumstances.

The journal article, *“Improving Volunteer Scheduling for the Edmonton Folk Festival”*, by Gordan & Erkt argues that the scheduling of volunteers for large scale events is the most important aspect in order to ensure that



volunteers will return each year, claiming that “good organization can make a volunteer’s experience that much more rewarding”. They go on to stress the importance of special event and festival managers understanding volunteering as it relates to events and taking into full account that in order to execute a successful event or festival, volunteers need to be recruited, recognized, and scheduled effectively.


As a mega-event, the Olympic Games recruit thousands of volunteers each time they are held. This mega-event is an extremely good example to other events to see the part that volunteers play in the success of each Olympic games. Each time the Olympic Games are held, the host city will incorporate the volunteer recruitments, recognition, and motivations systems in order for the right amount of volunteers to be recruited, which in turn results in the success of the games (LOCOG, 2012). Another big event is the FIFA World Cup, a lot like the Olympic games; a large number of volunteers are required which entails extreme organization (Moragas et al., 2000). Volunteers for these mega events are known to travel to the host destinations each time the event is held to continue to participate as a volunteer. This is a huge advantage for the mega-event organization and for the volunteer because it provides the event with volunteers who also have the experience from past events. The volunteer has the opportunity to travel to another country and participate in an event that they are passionate about (LOCOG, 2012). The lack of financial support however for these volunteers creates a significant barrier to engagement of volunteers from diverse backgrounds and situations.

Volunteering is beneficial to events because volunteers can enhance the event experience for participants. This is not to say that volunteers are a replacement for paid staff. However, for example, an event can be more enjoyable to an attendee because of the enthusiasm, interest, and commitment of volunteers (Holmes & Smith, 2009), and the range of skills, knowledge, and specific experience brought by volunteers can add value to a festival or event (Nichols & Ojala, 2009). Event volunteering can contribute to local social and community involvement. In order to better understand volunteer motivations, expectations, and satisfaction it is essential to distinguish among the types of volunteers in events by how volunteers serve (Kim and Cuskelly, 2017). A useful way to differentiate types of volunteers is to examine length of service. Common terms most used to describe length of service of a volunteer are long term, short term, and episodic (Connors, 2011). Long-term volunteers offer regularly occurring service to an organization for an extended period of time without a specified end date. Short-term volunteers provide regularly occurring service to an organization for a limited amount of time. To attract episodic volunteers, event volunteer managers may need to use human resource management processes such as recruitment, screening, supervision, training, recognition, and evaluation that are different to processes used to manage volunteers involved in longer-term or continuous assignments (Macduff, 1999).

The reasons why people might volunteer in an event are varied. According to Smith (2016), we can divide motivation into two parts:

- Immediate positive emotional and cognitive effects.
- Longer-term positive effects on happiness and well-being.

Bradburn gathered data to show that happiness or psychological well-being (life satisfaction) has both positive and negative aspects, positive and negative feelings, independent of each other. His research shows that “positive affect measures were correlated with indicators of social involvement and new or varied experiences”. The question that arises here is “is volunteering related to well-being/happiness/life satisfaction? Moon and Moon (2009) compared participants and those who did not participate in volunteer activities among students in South Korea. The results showed that these student volunteers had much more high levels of self-esteem and life satisfaction than students who haven’t volunteered. Scholars Ching and Lee (2005) showed that volunteering is significantly connected with life satisfaction. What is important in this case, was not the frequency of volunteering but the positive attitude towards volunteer activities (Smith, Stebbins, Grotz, 2016). Two Spanish studies (Ahmed-Mohamed et al. 2015) and (Hidalgo, Moreno-Jimenez and



Quinonero, 2013) found that volunteering in associations can be related to life satisfaction, the relationship was allocated to self-selection. Almost all scholars agree that the volunteer managers/CSOs staff should be more aware and able to point out to volunteers both the immediate and longer-term positive cognitive and emotional effects that can be gained from volunteering.

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.¹

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

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).



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?

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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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.....
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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).

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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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.....

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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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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).

.....

.....

.....

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:

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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:

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

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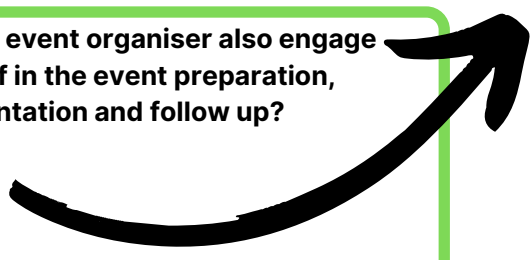
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9 **Does the event organiser also engage paid staff in the event preparation, implementation and follow up?**

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?**

.....

.....


.....

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?

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.....
.....

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)

.....

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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



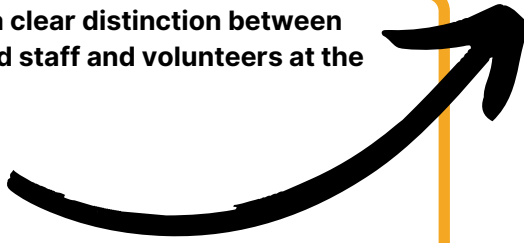
Is their volunteer policy suitable for the event?

- 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:

.....

.....

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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.....

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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:

.....

.....

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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.....

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.....

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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/1OiWig4vBQMavmg2euA6WrMEFzNHxToxy>



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.

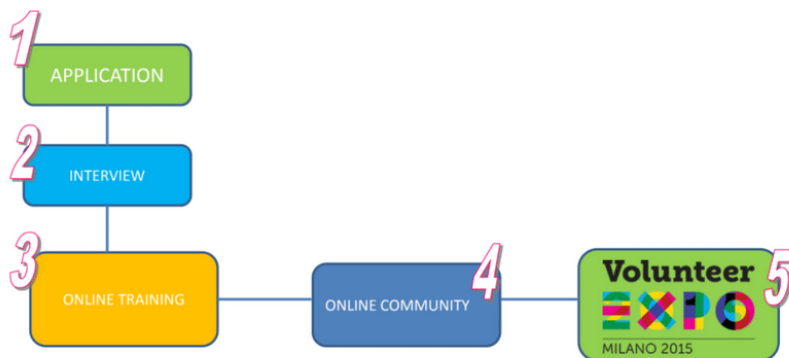


You can find this information on pages 6 and 8 of the document: "Volunteer for Expo_Programme presentation".

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.

- 
- 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.



VolunteeringCEV



VolunteeringCEV



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