

**Enthusiasm expected; experience not essential: New Zealand sporting event
organisers and the volunteer workforce**

A research report presented in partial fulfilment of the requirements for the diploma of

Postgraduate Diploma in Business and Administration

in Communication Management

at Massey University, Wellington, New Zealand

Joany Grima

2014

Acknowledgement

This research report has been made possible thanks to the unwavering support and encouragement of Dr Mimi Hodis and Mrs Trish Baker, for which I am sincerely grateful. I wish also to extend my gratitude to the many community and sporting organisations that promoted the research project to their networks. Thank you, thank you, thank you.

Abstract

This study examines the impact of volunteers on the delivery of New Zealand sporting events and the management of the unpaid workforce. Participants were organisers of New Zealand sporting events delivered between 2009 and 2013 that included volunteers pre-event, during the event or post-event.

The results of this research show that volunteers are highly valued by event organisers, are treated considerately and are central to the successful delivery of sporting events in New Zealand, regardless of size or scope. The impact of volunteers on the delivery of sporting events was found to be significant; highlighting the possibility that many events would be at risk of not being staged without the volunteer support they have come to depend on.

Challenges of the volunteer workforce include recruitment, availability and lack of experience, while the energy, commitment and motivation they bring to the event are considered strengths of the volunteer workforce. Implications for event organisers found by the study include scope to professionalise their approach to volunteer management, particularly in relation to risk management, training, communication and the implementation of volunteer management policies and procedures.

Keywords: Sport, volunteers, volunteer management, event organisers

Table of Contents

Acknowledgement.....	2
Abstract	3
List of tables.....	5
List of figures.....	5
1. Introduction	6
2. Literature review	7
2.1 <i>Volunteer recruitment and impact</i>	7
2.2 <i>Self-Determination Theory</i>	8
2.3 <i>Systems Theory</i>	10
2.4 <i>Volunteers and event organisers</i>	10
2.5 <i>Volunteer motivation and satisfaction</i>	12
2.6 <i>Team building and volunteer management</i>	14
3. Method.....	17
3.1 <i>Sample</i>	17
3.2 <i>Procedures</i>	17
3.3 <i>Measure</i>	17
4. Results.....	19
4.1 <i>Sporting events in New Zealand</i>	19
4.2 <i>Volunteer recruitment</i>	20
4.3 <i>Volunteer management and impact</i>	21
5. Discussion	22
5.1 <i>Volunteer dependence and financial impact</i>	22
5.2 <i>Volunteer supervision and management</i>	25
5.3 <i>Communication</i>	28
5.4 <i>Motivation, expectation, satisfaction</i>	30
6. Conclusions and limitations	33
7. References.....	35
8. Tables	39
9. Figure	50
Appendix A	51
Appendix B	52
Appendix C	56
Appendix D	58
Appendix E	80

List of tables

- Table 1: Sporting event types and number of respondents
- Table 2: Respondents by region
- Table 3: Volunteer recruitment methods utilised by event organisers
- Table 4: Roles allocated to volunteers by event organisers
- Table 5: How event organisers rewarded and recognised volunteers
- Table 6: Skills and knowledge event organisers expected volunteers to bring to their events
- Table 7: Qualities event organisers expected volunteers to bring to their events
- Table 8: Strengths and weaknesses volunteers brought to the events
- Table 9: Volunteer management approach by event organisers
- Table 10: Volunteer impact on events as perceived by event organisers

List of figures

- Figure 1: Open system for event organisers, based on Systems Theory

1. Introduction

With the assistance of dedicated volunteers, thousands of events are staged in New Zealand every year at local, regional and national level. New Zealand has also become a frequent bidder and host of international sporting events, recently hosting the World Rowing Championships (2010), Rugby World Cup (2011) and the International Triathlon Union World Championship Series Grand Final (2012). In the next four years, New Zealand will provide the stage for a number of high profile, major sporting events, including the ICC Cricket World Cup (2015), FIFA U/20 Football World Cup (2015) and World Masters Games (2017).

In a competitive events environment, dependence on volunteers is growing to enable the continued delivery of sporting events across New Zealand. Measuring the impact of volunteers on the delivery of New Zealand sports events and how event organisers manage the unpaid workforce is the primary driver behind this research project. In an effort to bring some balance to the existing body of knowledge regarding volunteers at sporting events which focusses largely on the perspective of the volunteer, this research project has deliberately omitted volunteers as participants.

2. Literature review

2.1 Volunteer recruitment and impact

A review of the literature indicates that volunteers provide an essential human resource to sport organisations (Warner, Newland, & Green, 2011), that “volunteers are a vital ingredient” (Pegg, 2002, p. 266) and a crucial element to the staging of many events (Bang, 2009; Smith & Lockstone, 2009). The demand for volunteers to help plan and run sports events continues to increase (Costa, Chalip, & Green, 2006), therefore as more sports events are organised, more volunteers are required (Pauline & Pauline, 2009). Volunteer participation is often crucial to the success of an event, without whom many events would not be held (Davidsson & Carlsen, 2002; Elstad, 2003). Sport New Zealand (2006) (formerly Sport and Recreation New Zealand) suggests that for every paid employee, the sport and recreation sector is supported by the efforts of approximately 500,000 volunteers.

In order for event organisers to run successful and sustainable events, a pool of motivated and enthusiastic volunteers who are able to perform their roles satisfactorily is sought (Allen & Shaw, 2009). An event organiser’s decision to deploy volunteers is generally based on the need to stage an event greater than its financial resources would otherwise allow (Monga, 2006). Using volunteers to support paid employees and offset labour costs is commonplace (Giannoulakis, Wang, & Gray, 2008) in both not-for-profit and for-profit sport organisations (Warner et al., 2011).

The involvement of local groups in an event, normally in a volunteer capacity, can contribute to its success (Hill, 1992), and volunteers are most often sought in the first instance from within the local community (Lockstone, Smith, & Baum, 2010). In a study of the Cheetham Hill Cross-Cultural Festival, Stone and Millan (2001) found the success of the festival was heavily dependent upon voluntary effort, which is typical for such non-for-profit events. Volunteers are considered an integral element of the operations of not just sports events, but many community staged festivals and events (Pegg, 2002). A study by Hede and Rentschler (2007) found volunteer festival managers perform a diverse range of activities,

including strategic planning, human resource management, marketing, fundraising and stakeholder management.

The topics of volunteer motivation, expectations and satisfaction have been extensively researched, and the reasons why people volunteer have also been well documented (Ralston, Downward & Lumsdon, 2004). In order to effectively deploy volunteer resources, it is important that event organisers understand volunteer motivation and satisfaction with the volunteering experience (Farrell & Twynam, 1998). Volunteer performance and retention are linked to identifying volunteers' motives and satisfaction in the first instance (Allen & Shaw, 2009), thus the volunteer experience at the event is central to volunteer satisfaction and ongoing commitment (Kellett, 2008).

There is no universally accepted definition of volunteering in terms of defining a volunteer and what a volunteer does (Allen & Shaw, 2009). Volunteering is considered a discretionary activity undertaken by individuals offering their time, labor, skill, and experience at no cost (Monga, 2006). Volunteering New Zealand defines volunteering as “work done of one’s own free will, unpaid, for the common good” (www.volunteeringnz.org.nz). One-off and short-term volunteering such as that which occurs at events has been described as “episodic” volunteering (Lockstone et al., 2010).

2.2 Self-Determination Theory

Self-Determination Theory (SDT) distinguishes between types of motivation based on reasons or goals for motivating action, thus providing a useful framework for examining volunteer motivation (Allen & Shaw, 2009). Intrinsic motivation refers to freely doing something because it is interesting or enjoyable without the necessity of material outcomes or rewards. In contrast, extrinsic motivation refers to doing something because it results in a separable outcome (Deci & Ryan, 1985); this type of motivation will involve varying degrees of self-determination or free choice. SDT suggests that the greater the degree of self-determination the stronger the motivation (Allen & Shaw, 2009).

People are motivated to act by different factors (Ryan & Deci, 2000). Rewards

associated with volunteering at events are generally intangible, such as affiliation to a cause or, commitment to a community and personal growth (Wakelin, 2013) and volunteers may be intrinsically motivated towards taking part in the event but extrinsically motivated to carry out the specific tasks (Allen & Shaw, 2009). Volunteers at a sporting event, for example, who initially became involved as a result of intrinsic altruism, may be extrinsically motivated to collect rubbish because they have been asked to do this by the organiser (low self-determination), or because they believe a tidy environment is important to the success of the event (high self-determination) (Deci & Ryan, 1985, as cited in Allen & Shaw, 2009). It is probably not likely that any volunteers will be intrinsically motivated to pick up rubbish or find it an inherently enjoyable activity; however they may well be intrinsically motivated to assist with stage management of the event.

A second element of SDT is also relevant to a discussion of volunteer motivation because it proposes that there is a relationship between individual motivation and organisational outcomes such as performance and retention. Basic psychological needs in a work situation – whether voluntary or paid, are autonomy, competence and relatedness; the presence or absence of these factors can predict volunteer performance and turnover (Allen & Shaw, 2009). A study by Haivas, Hofmans and Pepermans (2013) on Romanian volunteers working in non-government organisations found that volunteers with a high sense of autonomy and satisfied competence need were more engaged with and less likely to quit their volunteering work. The study also found that relatedness was not linked to engagement, intention to quit or motivation. Results of a study by Bidee et al., (2013) focusing on volunteers at not-for-profit organisations in Belgium suggested that more autonomous or self-determined motivation had a positive effect on the work effort of volunteers.

Using SDT can help event organisers provide an optimum motivational climate that will encourage intrinsic and self-determined extrinsic motivation for their volunteers and will produce enhanced performance, satisfaction and retention (Allen & Shaw, 2009). It is recommended that volunteer activities are either intrinsically interesting to perform or in

alignment with personal goals and values of the volunteers (Haivas et al., 2013). Volunteers benefit from environments where good reasons for the tasks allocated to the volunteer workforce by volunteer managers are communicated (Bidee et al., 2013).

2.3 Systems Theory

Another theoretical framework applicable to this study is Systems Theory. Systems Theory is based on the concept that organisations can be viewed as systems, while a system itself is a set of interrelated parts operating as a whole to produce a common outcome (Bartol, Tein, Matthews, Sharma, Ritson, & Scott-Ladd, 2008). In order to operate effectively and generate the desired output, the system requires inputs such as human resources, materials, money and information. Transformation processes, such as management skills within the organisation and available technology, are used to convert inputs to outputs. Outputs include products and services. An “open system” strives to gather continuous clear and timely feedback about the system’s performance, while a “closed system” receives little feedback, failing to interact with its environment (Bartol et al., 2008). Events can be described as being both “closed” and “open” systems, depending on the management approach adopted by individual event organisers.

2.4 Volunteers and event organisers

Despite mega-events being characterised by significant budgets, audiences and access to resources (Allen, Harris, McDonnell, & O’Toole, 2010), events such as the Olympic Games are highly reliant on volunteers, with the most significant cohort of workers at mega sporting events unpaid (Baum & Lockstone, 2007). A study by Elstad (1996) of the 1994 Winter Olympic Games found that without the personal investment of volunteers, this mega-event could not have been held. It is important to note that although volunteers are not salaried, event organisers incur expenses related to volunteer communication, equipment, transport and catering (Chappelet, 1999). Although volunteers make a large contribution to events, they also present challenges to event managers (Nichols & Ojala, 2009), such as the time it takes to organise and manage a volunteer workforce, lack of professionalism and

issues with commitment (Smith, 2002).

A challenge for volunteer managers and event organisers is altering their management approach to take account of the expectations of volunteers for whom volunteering is considered a leisure activity (Nichols & Ralston, 2011). Smith (2002) in a study of heritage site volunteers, found ex-volunteers as volunteer managers were able to empathise strongly with their volunteers, particularly the motivations, and many made an effort to draw on their own experiences of good and bad management in their approach to volunteers.

Event organisers can impact the event volunteer experience in a number of ways. A study by Shaw (2009) on the 2006 New Zealand Masters Games volunteers found reflection was not a strength of the volunteer coordination team, who blamed volunteers for being unprepared for some volunteer roles. In Smith's (2012) study on 2011 Rugby World Cup volunteers, the majority of the "low points" identified pertained to the event organisers, such as, training timing and notice, recruitment and selection process, roster allocations and transport. Nichols and Ojala (2009) found that volunteers from the Newham Volunteer Programme valued clear instructions and information and being appreciated by event participants.

Event organisers should be mindful that event volunteers are people on the front line who liaise with the public (Hill, 1992), such as those front-of-house based volunteers who play an important part as "the 'face' of the organisation" (Smith, 2002, p. 28). Volunteers can influence an event's image and success as the event progresses (Chappelet, 1999). Volunteer enthusiasm makes a contribution to the atmosphere at events (Nichols & Ojala, 2009), and has at times drawn praise from event attendees, organisers and media (Smith & Lockstone, 2009).

The challenge for event organisers in regards to volunteer management is to attract and retain volunteers while fulfilling the objectives of their events (Monga, 2006). Volunteers' contribution to sporting events is invaluable in terms of time and cost savings, without which, many sports events would not be viable (Warner et al., 2011). Event managers are central to

the success of volunteer involvement (Smith, 2002), and efforts should be made to create a positive experience during the event for volunteers (Pauline & Pauline, 2009), and also post-event. Chappelet (1999) notes that planning, organisation, motivation and evaluation are key factors associated with the management characteristics of a successful volunteer programme.

2.5 Volunteer motivation and satisfaction

Given the reliance on event volunteers, expanding knowledge on volunteer motivation is of utmost importance (Bidee et al., 2013). Volunteers are motivated to provide their time and skills for a variety of reasons that researchers have documented in numerous studies. Prime motivators to volunteer at sporting events are generally altruistic, including wanting to help make the event a success, to give back to the community and to do something worthwhile (Khoo & Engelhorn, 2011). Cnann and Goldberg-Glen (1991) developed the 22-item Motivation to Volunteer Scale (MVS) after reviewing studies on volunteer motivation in addition to collecting original data from volunteers and non-volunteers. The MVS comprises items reflecting both altruistic and egoistic motivations (Bang & Ross, 2009). The MVS was later adapted by Farrell, Johnson and Twynam (1998) after a study on 1998 Canadian Women's Curling Championship volunteers, and became the 28-item Special Event Volunteer Motivation Scale.

Bang and Chelladurai (as cited in Bang, Alexandris & Ross, 2009) developed the Volunteer Motivations Scale for International Sporting Events (VMS-ISE) after a study on the 2002 FIFA World Cup volunteers. The VMS-ISE grouped volunteer motivations into six factors: expression of values, patriotism, interpersonal contacts, personal growth, career orientation and extrinsic rewards. Love of sport was later added to the VMS-ISE after a study on 2004 Athens Olympic Games volunteers (Bang et al., 2009), increasing the number of factors to seven. The Motivation to Volunteer for Special Events (Monga, 2006) features five dimensions that highlight the main motivational elements behind special event volunteering: affiliatory, instrumentalist, altruistic, solidary and egoistic motivations. A study by Shye

(2009) took an alternative approach to exploring motivation to volunteer by asking participants what needs they perceived to be satisfied by volunteering, rather than asking what motivated them to volunteer. The results grouped motivations to volunteer by cultural, social, physical and mental wellbeing.

In a study of event volunteers for the 2002 Commonwealth Games, Ralston et al., (2004) found the most important reason for volunteering was that volunteering was a way of giving something back to society. Wanting to “help make the event a success” was among the main reasons for volunteering in Pauline and Pauline’s (2009) study of 2005 Indianapolis Tennis Championship volunteers. In a more recent study, Smith (2012) found the main motivations for volunteering at the 2011 Rugby World Cup included wanting to play a part in the event’s success, to make a contribution, have fun and gain future memories to share.

In addition to motivation, volunteer satisfaction is considered important. “Having motivated someone to volunteer at an event, what else makes them feel satisfied?” (Ralston et al., 2004, p.15). While much of the literature emphasizes intrinsic and extrinsic benefits as the source of satisfaction for volunteers, Farrell and Twynam (1998) suggest that organisational and management factors, including event organisers themselves, may have a role in satisfaction.

The literature reveals volunteers want to feel welcomed, secure, accepted, respected, informed, well-used and well-managed (Gaskin, 2003). A case study of Midwest Tennis Classic volunteers acknowledges each volunteer “is a treasure trove of knowledge” (Daprano, Costa, & Titlebaum, 2007, p. 100), so should therefore be treated as such. Since volunteers are not rewarded financially, rewards must be supplied in alternative ways (Gaskin, 2003), which can include being and feeling a part of a team (Smith, 2002). In a study of volunteers at a large jazz festival, Elstad (2003) found a link between being appreciated as a volunteer and considering quitting. In contrast to the event organiser, the consequences to the volunteer for discontinuing with volunteering are low (Monga, 2006). In a study of volunteers from the 2004 Twin Cities Marathon, Bang and Ross (2009) found

event volunteers were more satisfied when they felt their contribution had helped deliver a successful event.

2.6 Team building and volunteer management

Recruiting and training volunteers can involve considerable resources on the event organisation's part (Elstad, 2003). As volunteers want to be appropriately prepared for the tasks required of them (Gaskin, 2003), this could be considered a valuable investment, particularly where volunteers are being entrusted with crucial event roles. Training is also an opportunity to build a sense of community among volunteers and staff, a factor known to enhance volunteer commitment and overall satisfaction (Costa, Chalip, Green & Simes, 2006). Very often volunteers lack events management training and experience and may receive little formal 'on the job' training. Given the hectic nature of events, volunteers need to be capable at their roles before the event starts (Shaw, 2009) in order to be most effective.

It is important for managers to not only build up good relations between themselves and their volunteers, but to also be aware that a number of factors may influence the volunteering experience (Smith, 2002). For example, a lack of clear directions could lead to volunteer dissatisfaction (Warner et al., 2011), and insufficient volunteer numbers, insufficient leadership and boring or unfulfilling roles can lead to volunteer burnout (Ralston et al., 2004). Likewise, it is also important for volunteers to be aware of the key elements event managers value in volunteers, such as reliability, commitment, common sense and empathy with the public (Nichols & Ojala, 2009), and the substantial impact volunteers can have on an event.

To build effective staff and volunteer teams, a role undertaken by event organisers, Macduff (2012) suggests volunteers be given real responsibility, be supported by the organisation, have their contributions recognised, be appropriately trained and selected and that communication between staff and volunteers be promoted. Teamwork is a critical aspect of event management, therefore volunteers and paid staff must function as a team (Pauline & Pauline, 2009).

Volunteer management guidelines such as those in Canada, Australia and in the European Union (EU) have long been established, while in New Zealand, best practice guidelines for volunteer involving organisations, including competencies for managers of volunteers, have been introduced more recently by Volunteering New Zealand (www.volunteeringnz.org.nz). The Canadian Code for Volunteer Involvement managed by Volunteer Canada celebrated its 10th anniversary in 2012 (www.volunteer.ca). Similarly, in Australia, Volunteering Australia has developed national standards for volunteers that have been in circulation for over a decade (www.volunteeringaustralia.org). As part of the 'Youth in Action' programme, the EU has produced a European Voluntary Service Charter (www.ec.europa.eu). These documents provide guidelines on volunteering values, principles and standards of practice that can be drawn on by local event managers, potentially resulting in a greater understanding of volunteers and volunteering.

While the literature strongly supports the view that the staging of events relies significantly on volunteers, most event-related studies focus largely on the volunteers themselves, resulting in a gap in event organisation in relation to volunteer management being addressed (Ralston et al., 2004). Studies relating to sports events volunteers have been dominated by research focusing on single events and data collected from volunteers themselves (Smith & Lockstone, 2009).

This study aimed to answer three research questions:

- RQ1: What impact do volunteers have on the successful delivery of sports events in New Zealand?
- RQ2: How do event organisers of New Zealand sporting events manage event volunteers?
- RQ3: To what extent do event organisers of New Zealand sporting events consider volunteer motivations, expectations and satisfaction in their volunteer management approach?

Research regarding the management of volunteers from an organisational perspective has emerged in recent years goes some way toward addressing this gap in the literature, however this research project aims to address it further by concentrating exclusively on the perspective of sports event organisers.

3. Method

3.1 Sample

Participants targeted for this research project were current or recent organisers of New Zealand-based sporting events staged between 2009 and 2013. It was determined that going further back than 2009 would make details harder for participants to accurately recall. The sporting events organised by participants could be for any sport and on any scale. Participants must have included volunteers to support some aspect of the staging their sporting event at any stage of the planning, delivery or evaluation. No incentives to participate were offered.

3.2 Procedures

Prior to data collection, a low risk notification was applied for and received from the Massey University Human Ethics Committee (refer to Appendix A). Participants were recruited between April and June 2013 via the New Zealand Association of Event Professionals; a membership-based industry body, Sport New Zealand; the government agency responsible for sport and recreation promotion, development and participation, VolunteerNet; a web-based event volunteer recruitment service, national sporting associations; of which there are 93 in operation, and 78 local government agencies. These organisations promoted the opportunity to participate in this research project to their sporting event networks.

3.3 Measure

It was determined that by selecting a quantitative approach to data collection, the project would be able to reach a greater number of participants across the whole of New Zealand in the time available to complete the research. A 62 question, online instrument was developed that included a mix of yes/no questions, questions with a range of set answers, questions to be answered across a Likert scale, and questions requesting open-ended answers from participants. The anchors on the Likert measure were scaled from strongly agree, agree, neutral, disagree to strongly disagree and coded 1 to 5. Other questions were

scaled always, usually, sometimes, rarely and never and were coded 1 to 5 (refer to Appendix B).

Survey questions were based in part on the instrument utilised by Ralston et al., (2004) in their research into 2002 Commonwealth Games volunteers that included event organisers and volunteers as participants. Permission to utilise the survey instrument was obtained from the lead author via personal communication prior to the commencement of this research project (refer to Appendix C). Ralston et al., asked participants questions that included aspects relating to the Games' event organisers and how they impacted on volunteer satisfaction (refer to Appendix D). Elements relating to the volunteer management approach of Commonwealth Games' organisers explored with volunteer participants included their work assignment, communication, training and benefits. The findings were tabled as Volunteer Satisfaction Criteria (VSC) (refer to Appendix E). The VSC was analysed and adapted to suit this research project by asking participants if they took into consideration factors identified as significant by the VSC when managing volunteers at New Zealand sporting events.

4. Results

4.1 Sporting events in New Zealand

A total of 83 complete and 16 partially complete surveys were received. Participants were involved with staging a range of sporting events, including the Adidas Auckland Marathon, Rugby World Cup, International Rugby Sevens Tournament and Special Olympics National Summer Games. Of the 99 responses received, 60% of the sporting event organisers were themselves volunteers, while 40% were employed in a paid capacity to deliver the event in question. The sporting event types spanned 40 different sports, ranging from athletics to indoor bowls to wrestling. Several of the events enjoyed a high profile either nationally or internationally, however the majority of the events organised were held at a club, community or regional level. Table 1 gives a breakdown of the main sporting event types respondents reported having organised. Sporting types noted as “other” in Table 1 were each reported by respondents on one occasion and include cricket, diving, hockey, ki o rahi (Maori ball game), rowing, tennis and wrestling. The events took place across all except two regions of New Zealand – Gisborne and the Chatham Islands, with the majority of respondents delivering events in the Wellington region. A regional spread appears in Table 2. The majority of events organised by respondents took place in either 2012 (29%) or 2013 (64%).

Paid staff were employed for 57.5% of the events. In total, 273 staff were employed in unspecified roles, an average of 4.8 paid staff across the events with the capacity to employ paid employees. Twenty-one percent of the event organisers employing paid staff to assist with delivery of their events employed 86% of paid staff reported in this study.

A total of 7,577 volunteers were deployed in order to deliver the 99 sporting events reported, an average of 76.5 volunteers per event with a volunteer-staff ratio of approximately 27.75:1. Thirty percent of events involved up to 10 volunteers, almost 24% up to 20 volunteers and 31% up to 50 volunteers. A total of 85% of events therefore involved 50 or less volunteers. Of the events covered by this study, 14% deployed the majority of volunteers. The time commitment required from volunteers ranged from one hour to 15 days.

The average time commitment across all respondents was two days with the majority of events requiring a commitment of one day or less. Volunteers were confirmed for availability up to a year prior to the event, with the most event organisers confirming their volunteers a fortnight in advance. Volunteers were deployed pre-event by 71.5% of respondents, during the event by 98% of respondents and post-event by 46.5% of respondents.

4.2 Volunteer recruitment

Respondents sourced volunteers through various means including word of mouth, volunteering organisations and advertising. Recruiting volunteers through previous volunteers, the sporting organisation itself and friends and family were the most common recruitment methods. Despite the increasing popularity of social media, little use was made of this method to recruit volunteers. Table 3 details how event organisers recruited their volunteers.

Ensuring a diverse cultural mix of volunteers was not a priority for respondents, with 84% indicating they did not try to ensure this occurred within the volunteer workforce. Several respondents commented that the mix of volunteers they had used was “already diverse”, while others commented that they took “anyone who would help” as volunteers. Cultural diversity was “not important” to one respondent, compared with “people who could do the job”.

The survey listed 12 commonly assigned roles volunteers may have been utilised for, most of which were operational, event-time roles. The most frequently allocated role was registration, followed by administration and runner. Other roles not listed in the survey though mentioned by respondents included marshalling, officiating, coaching, judging and timekeeping. Table 4 highlights all the roles allocated to volunteers. Recognising and rewarding the efforts of the volunteer workforce was done predominately through verbally thanking volunteers. A written thank-you, meals and providing t-shirts/uniform were also common. Less usual was a reference, gift or donation to the organisation volunteers were associated with. Methods for recognising and rewarding volunteers are detailed in Table 5.

4.3 Volunteer management and impact

The skills and knowledge respondents' expected volunteers to bring to their events were a mix of specialist, technical and general. Knowledge of the sport or previous experience with the sport or role was most frequently cited, followed by the capacity to communicate effectively and be organised. The ability to work with children and ensure a safe environment within which the event would take place also featured highly. A detailed breakdown appears at Table 6. The qualities volunteers were expected to bring to the events included good customer service, common sense and commitment, a full list of which appears at Table 7.

Enthusiasm, energy and passion were considered the main strengths of a volunteer workforce, cited by 36% of respondents. The range of skills, experience and knowledge volunteers brought to the event, and commitment and motivation also rated highly as volunteer strengths. On the contrary, time constraints and availability were considered weaknesses of the volunteer workforce by 30% of respondents. Unaccountability and reliability were cited as weaknesses by 24% of respondents. A breakdown of strengths and weaknesses of a volunteer workforce is illustrated in Table 8.

The survey asked respondents to indicate the extent to which they applied a series of statements relating to their approach to managing event volunteers, such as "volunteers are given the right tools and equipment to do their jobs", "volunteers are given a thorough brief at the event", "volunteers concerns are listened to" and "volunteer policies or guidelines are in place". The responses to these statements give an insight into how event organisers manage the unpaid workforce, and are outlined in Table 9.

Respondents were asked to indicate the extent to which they agreed with a series of statements relating to volunteer impact on their event. The responses to statements such as "without volunteers, the event would not happen", "more volunteers than required are booked", "volunteers require constant supervision" and "more volunteers enables the event to grow" give an insight into how event organisers perceive the effect of the unpaid workforce on their event. Table 10 outlines the results.

5. Discussion

Of the sports events captured in this research project, the majority were organised by volunteer event organisers. This suggests that the impact of volunteers on the successful delivery of sports events in New Zealand can be considered significant, consistent with the literature that identifies volunteers as being essential to the staging of events (Allen & Shaw, 2009; Baum & Lockstone, 2007; Elstad, 2003; Monga, 2006). It could be argued that were it not for the commitment of volunteer event organisers, up to 60% of sports events in New Zealand would be at risk of not being staged. Therefore, as the literature indicates (Davidsson & Carlsen, 2002; Elstad, 2003), it could also be argued that the impact of volunteers on New Zealand sporting events also extends to the feasibility and initiation stages of such events, not just on practical event delivery. The percentage of paid employees that deliver the sports events in this study however indicates that while volunteers are critical for the delivery of sports events in New Zealand, the role of paid staff should not be understated, nor substituted with volunteers.

5.1 Volunteer dependence and financial impact

The literature generally focuses on the impact of volunteers in a positive context, also characteristic of the respondents of this research project. When asked to identify the strengths and weaknesses of a volunteer workforce, almost as many strengths as weaknesses were identified by respondents. The strengths possessed by a volunteer workforce included being passionate and committed, supportive, flexible, adaptable and able to work in a team. A sense of community, the range of skills, experience and knowledge, ability to engage with a diverse range of people and personal interest in the success of the sports event were also among the responses.

While the strengths highlighted by respondents are all known elements which contribute to the successful staging of a sports, or indeed any, event, weaknesses of a volunteer workforce can work against the sports event organiser. Time constraints, limited availability, non-attendance and lack of experience were the most significant weaknesses

cited in this study, as has also been found by the literature (Smith, 2002). Event organisers had difficulty managing performance, and also noted that organisation of and communication with volunteers by the respondents themselves could be a weakness. It is noteworthy that the VSC (Ralston et al., 2004) lists “recognition of lack of previous or similar volunteering experience” and “recognition that volunteers have other commitments” as two of the 20 criteria.

The deployment of 7,577 volunteers to complete a wide variety of tasks towards delivering the 99 sports events captured by this research project is testament to the statement *without volunteers, the event would not happen*. The diversity of roles volunteers undertook illustrates the impact a volunteer workforce had on the sports events in this study. Event organisers expected volunteers to bring certain skills, knowledge and qualities to the volunteer workforce, which almost certainly would have had an impact on the successful delivery of the sports events. Skills such as knowledge of the sport, project and event management experience, technical qualifications and an ability to work with children and youth were highlighted among many as those which event organisers expected volunteers to bring to the event. Qualities expected of a volunteer workforce such as being professional and trustworthy, providing good customer service, having common sense and commitment are unsurprising given respondents largely agreed that *volunteers are the ‘face’ of the event*. “Front-line” engagement with event attendees and participants, which all respondents agree is undertaken to some extent by volunteers, is most effective when volunteers have the qualities highlighted by the respondents.

The emphasis on the skills, knowledge and qualities expected by event organisers could indicate that they are considered necessary to successfully deliver a sports event. While respondents were not asked specifically why these skills, knowledge and qualities in particular were expected, their practical application indicates that they would be useful in a sports event environment.

It was widely accepted that *more volunteers enable the event to grow*. From this it can be suggested that growth also relates to sustainability of the events so that they

continue to be staged in the long term. Despite the majority of volunteers recruited by event organisers having previously volunteered at the events in this study, respondents expressed their disagreement that *volunteers are easy to recruit*. This indicates that while the impact of volunteers on the growth of an event was acknowledged as playing a key role, difficulties associated with the recruitment of volunteers poses a threat both to growing events and the long-term viability of volunteer dependant events both in this study and beyond.

If we multiply the number of volunteers deployed by the average time commitment of two days required, the result equals 15,154 days. If we then multiply 15,154 days by seven and a half, the conventional number of work hours in a day, the total comes to 113,655 hours. If we then further multiply the number of hours by the legal minimum adult wage in New Zealand (for employees aged 16 and over) of \$13.75 (www.dol.govt.nz) the total exceeds \$1.5M. Not only does the impact of volunteers allow events to take place, but it also allows significant financial savings.

As the literature indicates (Warner et al., 2011), respondents generally agreed volunteers save the event money on human resources. While this indicates that the financial benefits of utilising volunteers is positive, the response to *the investment in time and money of volunteer management is greater than the return* suggests that the time and expenses related to volunteer management incurred by the event organisers can be perceived as negative. This could be related to the weaknesses of a volunteer workforce mentioned earlier in the discussion, whereby event organisers experiencing issues such as volunteer non-attendance may then feel the time and expenses put into recruiting, training and retaining volunteers may not be as successful as hoped for.

Volunteers' expectation of a tangible reward in exchange for volunteering was deemed a weakness of the volunteer workforce. Tangible rewards indicate some financial output is required of the event organiser to arrange. *Volunteer travel costs are reimbursed* was not usual practice, nor was *volunteers receive tangible benefits*. Food and a written thank you were the most common tangible benefits event organised used to reward and recognise the volunteer workforce. The VSC lists "continuous encouragement, support and

recognition” and “specialised recognition and memorabilia” as being important to volunteer satisfaction, hence it could be anticipated that volunteers may expect tangible rewards of some description from the event organiser.

As many volunteers provide their time freely purely for altruistic reasons, a simple “thank you” is often sufficient. While we know providing tangible benefits to volunteers is not always possible, *volunteers are thanked and their efforts recognised* in the majority of cases. The failure of some event organisers in this study to ensure volunteers are always thanked is concerning when one considers the many ways a “thank you” can be extended before, during and after the event either in writing or face-to-face.

5.2 Volunteer supervision and management

Approaches to managing human resources vary across all sectors and industries. Where sports events are concerned, it could be expected that approaches to volunteer management would be consistent, especially in a country where guidelines around volunteer management are now readily accessible. It could also be expected that volunteers can move between events and, to a degree, can expect to be managed in a similar fashion as at previous events regardless of the event organiser responsible.

Where paid staff is employed to work on events, it is inevitable that the paid and unpaid workforces will at some stage come together. Making “no distinction within groups of volunteers and with other staff” is featured in the VSC as being linked to volunteer satisfaction. Responses to *volunteers are treated in the same way as paid staff* indicates this did not occur at a minority of events. The survey did not explore how paid staff is treated, therefore it is difficult to conclude whether *not* being treated the same way as paid staff is a positive or negative thing. As most sports events did not in fact employ paid staff, the results are perplexing. This survey question is flawed by its failure to include a “not applicable” response. The literature encourages managers of volunteers to treat paid staff and volunteers as equals in order to build an effective event team (Macduff, 2012).

While non-attendance and performance management could be weaknesses, and

therefore challenges for the event organiser, they occur in a minority of situations.

Volunteers are generally considered to be *reliable, easy to manage* and do not *require constant supervision*. The statement *more volunteers than required are booked* prompted a generally neutral response from event organisers, suggesting that event organisers planned for non-attendance by ensuring more volunteers than necessary were available. The fact that most event organisers felt *volunteers are interchangeable* suggests that in instances of no-shows or under performance, event organisers are able to redeploy volunteers between responsibilities with ease and minimal disruption to the event. How volunteers themselves may feel about being considered “interchangeable” is worthy of investigation.

The value of training is emphasised in the literature as linking to a positive volunteer experience (Shaw, 2009; Costa et al., 2006). Despite this, responses to *training is provided for volunteers to carry out their role prior to the event* and *training is provided for volunteers to carry out their role at the event* indicate that a lax approach to training for volunteers either before or at the event appears to be taken by event organisers.

This could be due to the large numbers of previous volunteers being deployed at events, as is the case with many of the events covered by this study, coupled with the seemingly low skilled roles such as registration, runner and information that volunteers were most frequently deployed to undertake. This may lead event organisers to conclude training is not necessary for the volunteer workforce, while time management could also be a factor with the majority of event organisers being volunteers themselves. It is possible that volunteer availability is also limited in terms of engaging with event organisers outside of the staging of the event. “Orientation, philosophical underpinning and training” and “quality of organisational support (including training)” feature in the VSC.

Depending on the role being undertaken by the volunteers, a lack of training could be considered a risk to the event. In an industry where dependence on volunteers is undisputed and reinforced by respondents in this study, enabling a situation where these “front line” human resources are inadequately trained could be deemed irresponsible and risks jeopardising the reputation of the industry. Training has been raised by the literature as

being an opportunity for event organisers (Costa et al., 2006) and also a weakness (Shaw, 2009). Training allows event organisers, volunteers and paid staff the opportunity to engage in team building, clarify responsibilities and expectations and identify potential leaders within the volunteer pool. Training can also incorporate briefings to volunteers, which will be discussed later in this paper. Where training does not occur, these opportunities can be missed.

“Physical facilities and event environment, food, toilet and transport” is listed in the VSC. Respondents generally took measures to ensure *volunteers are organised and scheduled carefully to maximise their time and allow adequate breaks* and to also provide *adequate facilities such as food, toilets and transport* for volunteers. While this is a positive result, a number of event organisers did not take such measures, potentially sending a negative message to volunteers in terms of how much their time and comfort is valued. Taking measures to maximise volunteer time is at odds with the earlier indication by respondents that more volunteers than required are booked.

Ensuring *volunteer policies / guidelines / code of conduct are in place* does not appear to be a priority of the event organisers in this study. Regardless of the paid or unpaid status of the event organiser in an industry characterised by its dependence on volunteer labour, a professional approach to volunteer management can be followed by implementing adequate policies or guidelines. As the literature indicates, New Zealand has been “late to the party” in regards to setting standardised national policies and guidelines pertaining to the management of volunteers. A failure to adopt guidelines or policies may account for instances where event organisers are lacking in regards to volunteer management practices, such as training, providing adequate resources and taking appropriate health & safety measures.

In New Zealand, event organisers have legal liabilities to observe and abide by, namely Duty of Care, which places responsibility on a person (the event organiser) to contemplate their acts and omissions in regards to causing harm to a second person (volunteers, staff, spectators, participants) (Sport New Zealand, 2010). Failure to exercise

Duty of Care may be seen as negligence. Sport New Zealand recommends sporting event organisers consider, implement and maintain regulations and safety procedures into their events, and to ensure volunteers and other staff are aware of these. It is also recommended that event organisers develop appropriate risk management strategies and widely communicate possible risks or hazards to those involved with their event in order to reduce potential liability.

Despite what could be considered failings by some event organisers in this study, *continuous support and encouragement* is generally provided for volunteers. This suggests that while event organisers may not always be in a position to provide practical support such as training, resources and facilities, most are able to be supportive, encouraging and grateful for their volunteer workforce, things that do not “cost” an event organiser in budgetary terms. For the volunteer, taking measures to best coordinate volunteer time and provide basic facilities could be seen as simple, tangible ways of demonstrating to volunteers they are valued, that may also lead to a future volunteering commitment.

On the subject of valuing volunteers, event managers mostly concurred that *volunteers know they are valued*, although this does not necessarily correlate with how volunteers are being supervised and managed at times in terms of training, the allocation of minimal resources to volunteers and over-booking of volunteers. Event organisers would usually take measures to avoid high risk practices with assets considered of value to their event, such as participants, equipment and office space. This could go some way toward explaining some of the weaknesses of a volunteer workforce identified by event organisers, including non-attendance which could perhaps be connected to a perception of poor treatment, and lack of experience which could be linked to a lack of training.

5.3 Communication

Communication with volunteers appears to be an area where there is scope for improvement. The results of findings indicate that communication with volunteers before and after the event was given far less emphasis than communication during the event. As with

training, given a large number of the respondents are themselves volunteers, time management could be considered an obstacle in regards to pre and post event communication with the wider volunteer team that may be considered superfluous to the event's requirements. The VSC highlights "adequate and sufficient information to enable the volunteer to do their job" as being related to volunteer satisfaction.

Event organisers showed a preference for briefing volunteers *before the event on their role* and briefing volunteers *at the event* rather than having *volunteers attend an orientation*. It would be expected that there would be greater communication at the event than prior to it. Briefings before or at the event indicates event organisers place importance on ensuring their volunteer team is informed on the event and suggests the opportunity to bring the team together through the briefing is valued. Briefings can cover a range of matters, including introducing the event team, confirming roles, responsibilities and schedules and provide background information on the event and its stakeholders.

The levels to which *volunteers' concerns are listened to* and *volunteers are encouraged to give feedback* are also indicators of greater communication with volunteers at the event than during any other time. Despite this, it should be noted that volunteers raising concerns could in fact occur pre, during or post event as volunteers in this study were deployed across all three phases.

The opportunity to capture valuable learning and feedback from volunteers by holding a *volunteer de-brief* is missed by many event organisers and contrary to respondents' claims of being attentive to volunteer concerns and encouraging feedback. Recording feedback from the "front-line" could enable event organisers with monitoring and evaluation of event processes and have a positive influence on future event operations.

While communication after the event in the form of a de-brief does not appear to be a priority, the effort to maintain *contact with volunteers post event* is generally made. As the majority of volunteers are already known to the organisations through previous contact, present involvement or connectivity through friends or family members, it is possible opportunities to maintain contact informally occurs through the volunteers' continued

involvement with the organisation, rather than a strategic investment to purposefully keep in contact. There is scope to further explore this and how it relates to volunteer retention and repeat volunteering.

5.4 Motivation, expectation, satisfaction

The results of previous studies into volunteer motivation (Smith, 2012; Khoo & Engelhorn, 2011; Pauline & Pauline, 2009) suggest that volunteers give their time to sporting events for a number of reasons, including a desire to help make the event a success, to give back to the community and to do something worthwhile. Self-Determination Theory has also been used to describe and understand why volunteers might be content to do something as basic as picking up rubbish at an event, yet still feel satisfied by their involvement (Allen & Shaw, 2009).

Volunteers may be motivated by their contribution to the sports event community through sharing skills and attributes, which event organisers generally felt were *taken into account when allocating roles*. This appears to be at odds with the belief by many event organisers that volunteers in this study were interchangeable.

The literature identifies instances where event organisers were considered partially responsible for volunteer dissatisfaction of their volunteering experience, by failing to employ processes and procedures that enabled volunteers to be effective in their roles (Smith, 2012; Nichols & Ojala, 2009; Ralston et al., 2004; Warner et al., 2011; Shaw, 2009). This potentially has an impact on future volunteer recruitment, which the literature also details in depth, including the challenges around recruitment and retention, which are strongly linked to dependence on a volunteer workforce. Participants of this study have indicated a high dependence on volunteers to successfully deliver sporting events, therefore should have an interest in ensuring volunteer retention.

Assigning volunteers to *roles according to their preferences* was considered less often in the volunteer management approach of event organisers than maximising the skills and attributes of the volunteer workforce. Event organisers indicated that they understood

motivations and expectations for volunteer involvement and were aware of *why the volunteers are participating*. The close connections shared by volunteers to many of the organisations and high percentage of returning volunteers support this.

For event organisers, feedback from stakeholders about the event, including volunteers, is a way of ensuring lessons are learned, mistakes not repeated and practices improved. Encouraging volunteers to give feedback on the event was promoted to a greater extent than subsequently ensuring *volunteers are informed of the outcome of their feedback*. Informing volunteers of the outcome of their feedback sends the message that their feedback was valued and taken into consideration. For volunteers and others associated with the event, feedback allows them to take something additional away from the volunteering experience and can provide closure to their involvement. The VSC indicates volunteers value feedback, therefore there is scope to improve the numbers of events organisers giving volunteers *feedback on their performance*. As previously cited, time management could be a factor in why event organisers are not always able to do this.

Analysing feedback from volunteers and other event stakeholders as part of a wider evaluation process may enable event organisers to organise better events (Allen et al., 2010). Actively gathering comments and criticisms from volunteers on what event organisers could be doing better will likely highlight the aspects of managing a volunteer workforce, such as those found lacking in this study that could benefit from some improvement. Applying Systems Theory to event organising could serve as tool for addressing weaknesses of event organisers identified by this study in regards to volunteer management.

In order for any long-term changes to be made to their volunteer management approach, event organisers should be encouraged to look at the whole system or way in which their event comes together, such as the “open system” promoted by Systems Theory (Bartol et al., 2008). Monitoring, evaluating and revising each step or phase of the event delivery cycle as illustrated in Figure 1 could be beneficial to event organisers. Coupled with considering feedback from the event environment, including volunteers, this “open system” will enable event organisers to create systems, structures and standards within their

organisations of benefit to future events, make best use of “inputs” and resources and satisfy stakeholders, including the volunteer workforce, by outputting successful and sustainable events.

Applying guidelines such as those endorsed by Volunteering New Zealand to their volunteer management approach could also be beneficial to event organisers. Both *best practice guidelines for volunteer-involving organisations* and *competencies for managers of volunteers* are freely available, targeting volunteer managers. While neither document explicitly advises how to manage volunteers well, the *best practice guidelines* in particular are designed to be used as a self-assessment tool for organisations that include volunteers as part of their workforce in a New Zealand context. Over time, employing the guidelines’ advice could build the capacity and competence of event organisers to better manage volunteers, which, over time, will enable event organisers to iron out deficiencies in their management approach of the unpaid workforce.

6. Conclusions and limitations

The three research questions this study posed have been answered to the extent possible by the methodology employed, thereby contributing to the expansion of the body of knowledge on the management of volunteers from a sporting event organiser's perspective. RQ1 asked what impact do volunteers have on the successful delivery of sports events in New Zealand? The results of this research project strongly suggest that were a volunteer not available to organise them, a large number of the sporting events reported in this study would be at risk from not occurring *at all*. Scope exists for this hypothesis to be further explored, including the potential effect on the host community. The perceived impact of volunteers on the delivery of New Zealand sporting events by event organisers is in alignment with previous studies indicating the value and importance of volunteers to sports events (Warner et al., 2011; Bang, 2009; Smith & Lockstone, 2009; Elstad, 2003; Davidsson & Carlsen, 2002; Pegg, 2002).

Volunteer dependence is a risk necessary to mitigate through recruitment strategies, good volunteer management practice, communication and succession planning. Sourcing funds to off-set the financial impact of a volunteer workforce could also be explored, as could widening volunteer recruitment efforts to include readily available social media sites such as Facebook.

RQ2 asked how event organisers of New Zealand sporting events manage event volunteers? The high percentage of previous volunteers continuing to support sports events through volunteering is an indication event organisers' approach to managing volunteers is satisfactory. On the contrary, the results of this project are inconsistent with existing literature that exposes event organisers as failing to employ processes and procedures that enable volunteers to be effective in their roles (Smith, 2012; Nichols & Ojala, 2009; Shaw, 2009; Ralston, Downward, & Lumsdon, 2004). This variation raises concerns about the accuracy of which some respondents may be recalling volunteer management at New Zealand sporting events. To address these concerns, further research involving participants from a sample of the sporting events from this study could be undertaken.

There is scope for event organisers to professionalise their approach to volunteer management, particularly in relation to risk management. Planning for risk associated with health and safety, lack of volunteer training, lack of resources and facilities such as food and transport, overbooking volunteers and failing to schedule volunteers in order to maximise their time while allowing for breaks should be addressed. Applying credible volunteer management guidelines such as those recommended by Volunteering New Zealand to managing the unpaid workforce could also be considered.

RQ3 asked to what extent do event organisers of New Zealand sporting events consider volunteer motivations, expectations and satisfaction in their volunteer management approach? It appears that greater consideration of volunteer motives, expectations and satisfaction could be applied by event organisers, including the integration of elements of the Volunteer Satisfaction Criteria in the management of the unpaid workforce. Adoption of a Systems Theory “open system” approach to the way events are organised and feedback gathered from all stakeholders could also be beneficial.

This research project is limited by a number of factors that could be addressed through additional research in order to further explore the research questions posed by this study. The research project’s focus on New Zealand based sports events and restricting participants to organisers of recent sporting events are both limitations. The quantitative approach to data collection may also have limited the robustness of responses potentially acquired from a qualitative setting, such as interviews or focus groups. Conducting one-to-one interviews or focus groups would have likely resulted in gathering data rich in insight into not just the event organiser’s experience of managing volunteers, but also of volunteering experiences at sporting events that they themselves have had. The survey instrument did not request data such as age, gender and education level from respondents, which could have given the study greater insight into the participants of this research project.

7. References

- Allen J., Harris, R., McDonnell, I., & O'Toole, W. (2010) *Festival and special event management* (5th ed.) Milton, QLD: John Wiley & Sons.
- Allen, J.B., & Shaw, S. (2009). "Everyone rolls up their sleeves and mucks in": Exploring volunteers' motivation and experiences of the motivational climate of a sporting event. *Sport Management Review*, 12(2), 79-90. doi:10.1016/j.smr.2008.12.002
- Bang, H. (2009). The direct and indirect influences of sporting event organization's reputation on volunteer commitment. *Event Management*, 13(3), 139-152. doi:10.3727/152599509790029800
- Bang, H., Alexandris, K., & Ross, S.D. (2009). Validation of the revised Volunteer Motivations Scale for International Sporting Events (VMS-ISE) at the Athens 2004 Olympic Games. *Event Management*, 12(3), 119-131. doi:10.3727/152599509789659759
- Bang, H., & Ross, S. (2009). Volunteer motivation and satisfaction. *Journal of Venue and Event Management*, 1, 61-77.
- Bartol, K., Tein, M., Matthews, G., Sharma, B., Ritson, P., & Scott-Ladd, B. (2008) *Management foundations: A Pacific Rim focus* (2nd ed.) North Ryde, NSW: McGraw Hill Australia.
- Baum, T., & Lockstone, L. (2007). Volunteers and mega sporting events: Developing a research framework. *International Journal of Event Management Research*, 3(1), 29-41.
- Bidee, J., Hofmans, J., Huybrechts, G, Jegers, M., Pepermans, R., Vantilborgh, T., & Willems, J. (2013). Autonomous motivation stimulates volunteers' work effort: A self-determination theory approach to volunteerism. *Voluntas*, 24, 32-47. doi:10.1007/s11266-012-9269
- Chappelet, J.L. (1999, November). Volunteer management at a major sports event such as the Winter Games. Paper presented at the *International Symposium on Volunteers, Global Society and the Olympic Movement*, Lausanne, Switzerland, 245-254.
- Cnann, R. & Goldberg-Glen, R.S. (1991). Measuring motivation to volunteer in human services. *Journal of Applied Behavioural Science*, 27(3), 269-284. doi:10.1177/0021886391273003
- Costa, C.A., Chalip, L., Green, B.C. & Simes, C. (2006). Reconsidering the role of training in event volunteers' satisfaction. *Sport Management Review*, 9, 165-182. doi:10.1016/S1441-3523(06)70024-9

- Daprano, C.M., Costa, C.A., & Titlebaum, P.J. (2007). Building on success: Volunteer management at the Midwest Tennis Classic. *Sport Management Review*, 10(1), 97-123. doi:10.1016/S1441-3523(07)70006-2
- Davidsson, C., & Carlsen, J. (2002, February). Event volunteer expectation and satisfaction: A study of protocol assistants at the Sydney 2000 Olympics. Paper presented at the *Tourism and Hospitality on the Edge: International Research Conference of the Council for Australian University Tourism and Hospitality Education (CAUTHE)*, Fremantle, W.A., Australia.
- Deci, E.L., & Ryan, R.M. (1985). *Intrinsic motivation and self-determination in human behaviour*. New York, NY: Plenum.
- Elstad, B. (1996). Volunteer perception of learning and satisfaction in a mega-event: The case of the XVII Olympic Winter Games in Lillehammer. *Festival Management & Event Tourism*, 4(3-4), 75-83.
- Elstad, B. (2003). Continuance commitment and reasons to quit: A study of volunteers at a jazz festival. *Event Management*, 8(2), 99-108. doi:10.3727/152599503108751757
- Farrell, J.M., Johnston, M.E., & Twynam, G.D. (1998). Volunteer motivation, satisfaction and management at an elite sporting competition. *Journal of Sport Management*, 12(4), 288-300.
- Gaskin, K. (2003). A choice blend: What volunteers want from organisation and management. A report for *Institute for Volunteering Research & the England Volunteering Forum*.
- Giannoulakis, C., Wang, C.H., & Gray, D. (2008). Measuring volunteer motivation in mega-sporting events. *Event Management*, 11(4), 191-200. doi:10.3727/152599508785899884
- Haivas, S., Hofmans, J., & Pepermans, R. (2013). Volunteer engagement and intention to quit from a self-determination theory perspective. *Journal of Applied Social Psychology*, 43, 1869-1880. doi:10.1111/jasp.12149
- Hede, A., & Rentschler, R. (2007). Mentoring volunteer festival managers: Evaluation of a pilot scheme in regional Australia. *Managing Leisure*, 12(2-3), 157-170. doi:10.1080/13606710701339397
- Hill, D. (1992). Volunteers chairing events. *The Journal of Volunteer Administration*, 10(2), 26-30.
- Kellett, P. (2008). Volunteerism and the Paralympic Games. In Gilbert, K., & Schantz, O. (Ed.) *The Paralympic Games: Empowerment or side show?* (pp. 176-183). Maidenhead, South Africa: Meyer & Meyer.

- Khoo, S., & Engelhorn, R. (2011). Volunteer motivations at a national Special Olympics event. *Adapted Physical Activity Quarterly*, 28(1), 27-39.
- Lockstone, L., Smith, K., & Baum, T. (2010). Volunteering flexibility across the tourism sector. *Managing Leisure*, 15(1-2), 111-127. doi:10.1080/13606710903448202
- Macduff, N. (2012). Volunteer and staff relations. In Connors, T.D. (Ed.), *The Volunteer management handbook* (255-271). Hoboken, NJ: John Wiley & Sons.
- Ministry of Business, Innovation and Employment (2013). The minimum wage. Retrieved from <http://www.dol.govt.nz/er/pay/minimumwage/>
- Monga, M. (2006). Measuring motivation to volunteer for special events. *Event Management*, 10(1), 47-61. doi:10.3727/152599506779364633
- Nichols, G., & Ralston, R. (2011). Social inclusion through volunteering: The legacy potential of the 2012 Olympic Games. *Sociology*, 45(5), 900-914. doi:10.1177/0038038511413413
- Nichols, G., & Ojala, E. (2009). Understanding the management of sports events through psychological contract theory. *Voluntas*, 20, 369–387. doi:10.1007/s11266-009-9097-9
- Pauline, G., & Pauline, J.S. (2009). Volunteer motivation and demographic influences at a professional tennis event. *Team Performance Management*, 15, (3/4), 172-184. doi:10.1108/13527590910964946
- Pegg, S. (2002, July). Satisfaction of volunteers involved in community events: Implications for the event manager. Paper presented at *Events and Place Making Australian Centre for Event Management (ACEM), Event Research Conference*, Sydney, N.S.W., Australia, 253-274.
- Ralston, R., Downward, P., & Lumsdon, L. (2004). The expectations of volunteers prior to the XVII Commonwealth Games, 2002: A qualitative study. *Event Management*, 9(1-2), 13–26. doi:10.3727/1525995042781084
- Ryan, R.M., & Deci, E.L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78. doi:10.1037/0003-066X.55.1.68
- Shaw, S. (2009). "It was all 'smile for Dunedin!': Event volunteer experiences at the 2006 New Zealand Masters Games. *Sport Management Review*, 12(1), 26-33. doi:10.1016/j.smr.2008.09.004
- Shye, S. (2010). The motivation to volunteer: A systemic quality of life theory. *Social Indicators Research*, 98(2), 183-200. doi:10.1007/s11205-009-9545-3
- Smith, K.A. (2002). Modelling the volunteer experience: Findings from the heritage sector. *Voluntary Action*, 4(2), 9-30.

- Smith, K.A. (2012). Experiences and legacies of Rugby World Cup 2011 volunteer programme - summary report of rounds 1-3. Retrieved from <http://www.victoria.ac.nz>
- Smith K. A., & Lockstone, L. (2009). Recruitment and selection of festival volunteers. Paper presented at *the Fourth International Event Research Conference*, Melbourne.
- Sport New Zealand (2006). Finding and keeping volunteers. Retrieved from http://www.sportnz.org.nz/Documents/sport%20development/Finding_and_Keeping_Volunteers_2006_Final.pdf
- Sport New Zealand (2010). Legal Liability. Retrieved from www.sportnz.org.nz/Documents/faq/full_legal_liability_document.pdf
- Stone, C., & Millan, A. (2011). Empowering communities in the 'big society' – Voluntarism and event management issues at the Cheetham Hill Cross–Cultural Festival. *International Journal of Management Cases*, 13(3), 242-250. doi:10.5848/APBJ.2011.00059
- Volunteering Australia (n.d.). National standards for involving volunteers in not for profit organisations. Retrieved from <http://www.volunteeringaustralia.org>
- Volunteer Canada (n.d.). The Canadian Code for Volunteer Involvement. Retrieved from <http://volunteer.ca>
- Volunteering New Zealand (n.d.). Best practice guidelines for volunteer-involving organisations. Retrieved from <http://www.volunteeringnz.org.nz/volunteerorganisations/bestpractice/>
- Volunteering New Zealand (n.d.). Competencies for managers of volunteers. Retrieved from <http://volunteeringnz.org.nz>
- Volunteering New Zealand (n.d.). Volunteering New Zealand constitution. Retrieved from <http://volunteeringnz.org.nz>
- Warner, S., Newland, B.L., & Green, B.C. (2011). More than motivation: Reconsidering volunteer management tools. *Journal of Sport Management*, 25(5), 391-407.
- Wakelin, D. (2013). What motivates students to volunteer at events? *Event Management* 17(1), 63-75. doi:10.3727/152599513X13623342048185
- Youth in Action Programme (n.d.). European Voluntary Service Charter. Retrieved from <http://ec.europa.eu/youth/>

8. Tables

Table 1

Sporting Event Types and Number of Respondents

Sporting Event Type	No. of respondents
Triathlon	16
Athletics	8
Football / Soccer	6
Mountain biking	6
Equestrian	5
Biking	4
Community sports event	4
Motorsport	3
Multi-sports	3
Netball	3
Rugby	3
Duathlon	2
Golf	2
Half Marathon	2
Indoor bowls	2
Pole sport	2
Road cycling	2
School sports	2
Swimming	2
Waka Ama	2
Other	20

Table 2

Respondents by Region

Region	Respondents %
Auckland	7.5
Bay of Plenty	9.2
Canterbury	6.7
Hawke's Bay	7.6
Manawatu-Wanganui	8.4
Marlborough	2.5
Nelson	2.5
Northland	3.4
Otago	5
Southland	4.2
Taranaki	3.4
Tasman	2.5
Waikato	15.1
Wellington	18.5
West Coast	3.5
Total	100

Table 3

Volunteer Recruitment Methods Utilised by Event Organisers

Recruitment method	Event organisers utilising method %
Previous volunteers	78.4
Via the organisation	61.3
Friends & family	55.6
Word of mouth	46.6
Volunteer organisations	23.8
Advertising	11.4
Schools, universities	10.2
Affiliated organisations	5.6
Social media	2.2

Table 4

Roles Allocated to Volunteers by Event Organisers

Role	Event organisers allocating roles %
Registration	70.5
Administration	65.9
Runner	52.3
Information	44.3
Team leaders	34
Transport	28.4
Waste management	22.7
Front gate	18.2
Marshalling	18.2
Evaluation	17
Stage management	13.6
Sales	12.5
Ticketing	10.2
Crowd & traffic management	6.8
Officiating	6.8
Safety, security, first-aid	6.8
Catering	5.6
Coaching, training	5.6
Distributing prizes, water, freebies	4.5
Refereeing	4.5
Timekeeping	4.5
Event management	3.4
Set up & pack up	3.4
Support crew	3.4
Judges	2.3
Scorekeeping	2.3
Writers	2.3
Volunteer care	1.1

Table 5

How Event Organisers Rewarded and Recognised Volunteers

Rewards and recognition	Event organisers using reward/recognition %
Verbal thank you	93
Written thank you	59
Meals, food	47.7
T-shirt/uniform	26
Travel reimbursement, transport	19.3
Thank you party	14.8
Free tickets	14.7
Souvenir gift	10.2
Goodie bag	9
VIP access	6.8
Donation to organisation / community group	4.5
Prizes, vouchers	4.5
Reference	2.3
Acknowledgement (verbal, written)	2

Table 6

Skills and Knowledge Event Organisers Expected Volunteers to Bring to Their Events

Skills / knowledge expected	Event organisers expecting skills / knowledge %
Knowledge of specific sports event, Previous experience in specific sport or role	40
Effective communication ability	10.2
Organised, time management	10.2
Ability to work with youth / children	7.9
Safety	7.9
Traffic / crowd management	7.9
Administrative, secretarial	6.8
Event management, project management, sport management	6.8
Set up / pack up	5.6
First aid	5.6
Timekeeping, scoring	5.6
Marshalling, stewards, officials	5.6
Technical qualification or grading (official, etc.)	4.5
Registration, ticketing	4.4
Use of specific equipment (timing, vehicles)	3.4
Catering	3.4
Refereeing, umpiring	3.3
Tourist information	2.3
Judging	2.3
Coaching	2.3
Funding	1.1
Chairing	1.1
Advertising, promotion	1.1
Master of Ceremonies	1.1

Table 7

Qualities Event Organisers Expected Volunteers to Bring to Their Events

Qualities	Event organisers expecting qualities %
Common sense, responsible, professional, trustworthy, honest, has integrity	12.5
Good customer service, friendly, welcoming	12.5
Committed, keen, eager, dedicated, enthusiastic	9
Helpful, uses initiative, follows instructions	6.8
Empathy, encouragement	5.6
Available, reliable	3.4
Good attitude, focussed	3.4
Leadership, supervision, troubleshooting	3.4
Polite, courteous	3.4
Sense of humour, fun	2.3
Assertive when necessary	1.1
Fitness	1.1
Provide feedback	1.1

Table 8

Strengths and Weaknesses Volunteers Brought to the Events

Volunteer strengths	Event organisers reporting strengths %	Volunteer weaknesses	Event organisers reporting weaknesses %
Passion, enthusiasm, energy	36.3	Time constraints, availability, other commitments	29.5
Range of skills and experience & knowledge	19.3	Unaccountable for non-attendance, no-show, reliability not guaranteed	23.8
Commitment, dedication, reliability, motivated	17	Lack of experience, knowledge, skills	11.3
Enabling, empowering people, encouragement, supportive	11.3	No weaknesses	9.1
Time, availability, flexibility	10.2	Difficult to manage performance, casual about role	8
Adaptability, willingness to help, co-operative	9.1	Poor organisation, leadership, communication of/with volunteer workforce	6.8
Financial benefit to the event	8	Dependence on volunteers, not enough of them, lack of choice, recruiting new volunteers	6.8
Personal interest in event/sport's success	8	Not being paid, out-of-pocket expenses	4.5
Teamwork	6.8	Ageing	3.4
Sense of community	5.6	Lack of interest, effort	3.4
Positive attitude, fun, friendly	5.6	Lack of responsibility	3.4
Not motivated by money	4.5	Training	2.3
Diversity, ability to engage with different people	3.4	Expectation of "free stuff" or tangible reward	2.3
Leadership	3.4	Coordination of volunteers	2.3
Pride	2.3	Unappreciative competitors	1.1
Confidence	2.3	Internal politics	1.1
Positive community impact	2.3	Reliance on whanau, friends	1.1
Improves event	2.3	Time consuming	1.1
Sense of achievement from volunteering	1.1	Not "open to change"	1.1
Labour supply	1.1	Funding not available to offset volunteer costs	1.1

Table 9

Volunteer Management Approach by Event Organisers

Volunteer management approach	Always	Usually	Sometimes	Rarely	Never
Volunteers are given the right tools and equipment to do their jobs	53.5	43	3.5	0	0
Volunteers are given clear instructions for technical tasks	60.7	36.9	2.4	0	0
Health and safety standards are met for volunteers at the event	66.6	27.4	6	0	0
Volunteers are given a thorough brief at the event	61.9	34.5	3.6	0	0
Volunteers are treated with courtesy	86.9	11.9	1.2	0	0
Volunteers are treated equally	82.1	17.9	0	0	0
Volunteers are told who to ask for help if they need it	84.5	14.3	1.2	0	0
Volunteers are briefed before the event on their role	71.4	21.4	6	1.2	0
Volunteers are treated in the same way as paid staff	67.9	22.6	3.5	1.2	4.8
Volunteers' concerns are listened to	81	17.8	1.2	0	0
Volunteers attend an orientation	17.9	20.2	26.2	22.6	13.1
Training is provided for volunteers to carry out their role prior to the event	19	21.4	27.4	14.3	17.9
Training is provided for volunteers to carry out their role at the event	32.1	26.2	21.4	8.3	12
Paid staff are made aware they will be working with volunteers	58.3	9.5	10.7	1.2	20.3
Volunteers skills and attributes are taken into account when allocating roles	65.5	27.4	2.4	3.5	1.2
Continuous support and encouragement is provided for volunteers	58.3	35.7	4.8	1.2	0
Volunteers are organised and scheduled carefully to maximise their time and allow adequate breaks	54.8	32	6	6	1.2
Volunteers are assigned roles according to their preferences	29.8	58.3	9.5	2.4	0
Event organisers are aware of why the volunteers are participating	66.6	26.2	6	1.2	0

Motivations and expectations for volunteer involvement are understood	51.2	40.5	7.1	1.2	0
Volunteer policies / guidelines / code of conduct are in place	38	29.8	14.3	6	11.9
Volunteers are encouraged to give feedback	66.7	23.8	7.1	2.4	0
Volunteers are informed of the outcome of their feedback	28.5	45.2	17.9	6	2.4
Volunteer travel costs are reimbursed	11.9	16.7	25	16.7	29.7
Adequate facilities such as food, toilets and transport are provided for volunteers	64.3	23.8	3.6	4.8	3.5
Volunteers are thanked and their efforts recognised	85.7	13.1	0	1.2	0
Volunteers are given feedback on their performance	28.6	23.8	36.9	7.1	3.6
Volunteers receive tangible benefits	20.2	17.9	32.1	15.5	14.3
A volunteer de-brief is held	15.5	28.5	29.8	17.9	8.3
Volunteers are not taken for granted	72.6	21.4	3.6	1.2	1.2
Contact with volunteers is maintained post-event	47.6	33.3	9.6	8.3	1.2

Table 10

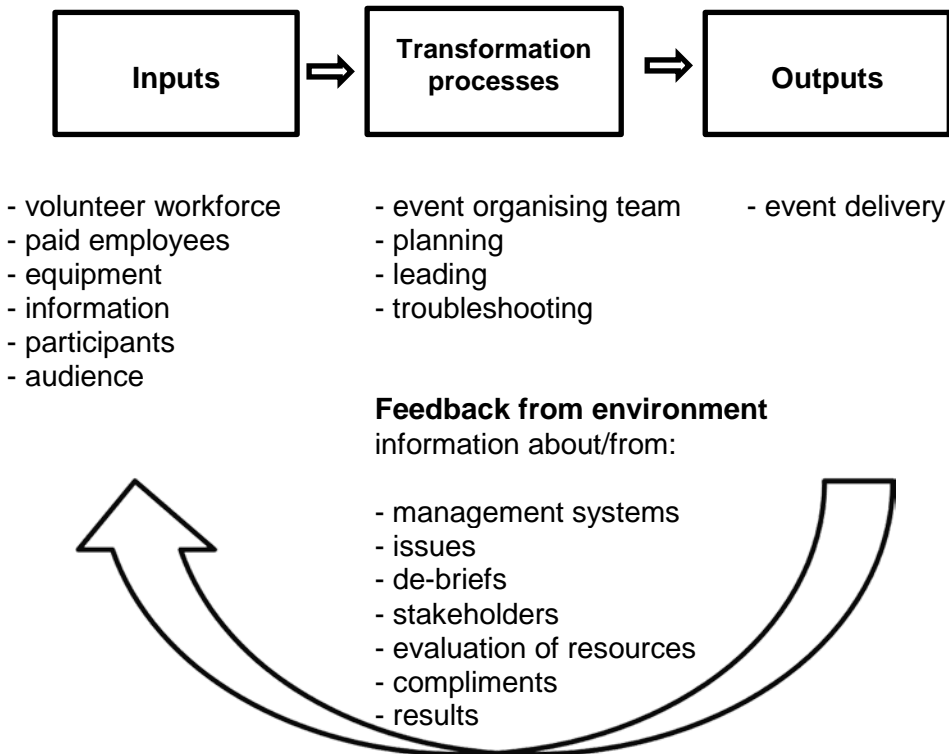
Volunteer Impact on Events as Perceived by Event Organisers

Volunteer impact	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Without volunteers, the event would not happen	83.3	10.7	4.8	1.2	0
Volunteers are the "face" of the event	52.4	34.5	10.7	2.4	0
Volunteers engage with event attendees and participants on the "front-line"	76.2	23.8	0	0	0
More volunteers than required are booked	15.5	13.1	36.8	29.8	4.8
My volunteers know they are valued	52.3	40.5	6	1.2	0
Volunteers are easy to manage	27.4	47.6	17.9	7.1	0
Volunteers are reliable	17.9	57.1	20.2	4.8	0
Volunteers are interchangeable	17.9	39.2	23.8	17.9	1.2
Volunteers require constant supervision	2.4	8.3	28.6	53.6	7.1
Volunteers save the event money on human resources	59.5	26.2	9.5	4.8	0
The investment in time and money of volunteer management is greater than the return	16.7	10.7	25	32.1	15.5
More volunteers enable the event to grow	39.3	31	20.2	8.3	1.2
Volunteers are easy to recruit	7.1	21.5	28.6	33.3	9.5

9. Figure

Figure 1

Open System for Event Organisers, Based on Systems Theory



Appendix A Massey University low risk notification (2012)



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

3 December 2012

Joany Grima
1483 Akatarawa Road
RD 2
UPPER HUTT 5372

Dear Joany

Re: The Impact of Volunteers on the Delivery of New Zealand Sports Events and How Event Organisers Manage the Unpaid Workforce

Thank you for your Low Risk Notification which was received on 30 November 2012.

Your project has been recorded on the Low Risk Database which is reported in the Annual Report of the Massey University Human Ethics Committees.

The low risk notification for this project is valid for a maximum of three years.

Please notify me if situations subsequently occur which cause you to reconsider your initial ethical analysis that it is safe to proceed without approval by one of the University's Human Ethics Committees.

Please note that travel undertaken by students must be approved by the supervisor and the relevant Pro Vice-Chancellor and be in accordance with the Policy and Procedures for Course-Related Student Travel Overseas. In addition, the supervisor must advise the University's Insurance Officer.

A reminder to include the following statement on all public documents:

"This project has been evaluated by peer review and judged to be low risk. Consequently, it has not been reviewed by one of the University's Human Ethics Committees. The researcher(s) named above are responsible for the ethical conduct of this research."

If you have any concerns about the conduct of this research that you wish to raise with someone other than the researcher(s), please contact Professor John O'Neill, Director (Research Ethics), telephone 06 350 5249, e-mail humanethics@massey.ac.nz".

Please note that if a sponsoring organisation, funding authority or a journal in which you wish to publish requires evidence of committee approval (with an approval number), you will have to provide a full application to one of the University's Human Ethics Committees. You should also note that such an approval can only be provided prior to the commencement of the research.

Yours sincerely

John G O'Neill (Professor)
**Chair, Human Ethics Chairs' Committee and
Director (Research Ethics)**

cc Prof Frank Sligo
School of Communication, Journalism and
Marketing
Wellington

Prof Malcolm Wright, HoS
School of Communication, Journalism and
Marketing
PN254

Massey University Human Ethics Committee
Accredited by the Health Research Council

Research Ethics Office

Massey University, Private Bag 11222, Palmerston North 4442, New Zealand T +64 6 350 5573 +64 6 350 5575 F +64 6 350 5622
E humanethics@massey.ac.nz animaethics@massey.ac.nz gtc@massey.ac.nz www.massey.ac.nz

Appendix B
Online instrument (2013)

The impact of volunteers on the delivery of New Zealand sports events and how event organisers manage the unpaid workforce.

By ticking the “yes” box, you confirm you have read the information sheet and consent details emailed to you and agree to the answers supplied to this questionnaire being used in this research. All questionnaire responses remain confidential and reported results will be anonymous.

1 *Yes box response*

Event details

2 Please state the type of sporting event your answers will relate to (eg. triathlon, tennis, etc.)

3 Please provide a brief description of your event.

4 Which region in NZ was the event held?

5 Date the event was most recently held.

6 Are you involved with the event on a paid or voluntary basis?

7 How many staff were employed to work on your event?

8 Approximately how many volunteers were used to plan, deliver and evaluate the event?

9 Where were your volunteers sourced from?

Previous volunteers / word of mouth / through organisation / volunteer organisations / advertising / friends & family / other

10 Did you try to ensure a diverse cultural mix of volunteers?

11 What time commitment was expected from your volunteers? *(days/hours)*

12 What qualities, skills or knowledge did you expect volunteers to bring to your event?

13 What do you think are the strengths of a volunteer work force?

14 What do you think are the weaknesses of a volunteer work force?

15 How far in advanced were volunteers confirmed for your event? *Day/weeks/months*

16 At which times do you use volunteers? *Pre-event, event, post-event*

17 What roles were volunteers used for?

Administration / runner / registration / transport / stage management / ticketing / front gate / waste management / informations / sales / team leaders / evaluation / other

18 How do you reward and recognise the efforts of your volunteers?

Verbal thank you / written thank you / thank you party / meals / goodie bag / t-shirt/uniform / reimburse travel / free tickets / VIP access / reference / souvenir gift / other

	Volunteer management approach <i>Please indicate how often you apply these statements to your event volunteers</i>	Always	Usually	Sometimes	Rarely	Never
19	Volunteers are given the right tools and equipment to do their jobs					
20	Volunteers are given clear instructions for technical tasks					
21	Health and safety standards are met for volunteers at the event					
22	Volunteers are given a thorough brief at the event					
23	Volunteers are treated with courtesy					
24	Volunteers are treated equally					
25	Volunteers are told who to ask for help if they need it					
26	Volunteers are briefed before the event on their role					
27	Volunteers are treated in the same way as paid staff					
28	Volunteers' concerns are listened to					
29	Volunteers attend an orientation					
30	Training is provided for volunteers to carry out their role prior to the event					
31	Training is provided for volunteers to carry out their role at the event					
32	Paid staff are made aware they will be working with volunteers					
33	Volunteers skills and attributes are taken into account when allocating roles					
34	Continuous support and encouragement is provided for volunteers					
35	Volunteers are organised and scheduled carefully to maximise their time and allow adequate breaks					
36	Volunteers are assigned roles according to their preferences					
37	Event organisers are aware of why the volunteers are participating					

38	Motivations and expectations for volunteer involvement is understood					
39	Volunteer policies / guidelines / code of conduct are in place					
40	Volunteers are encouraged to give feedback					
41	Volunteers are informed of the outcome of their feedback					
42	Volunteer travel costs are reimbursed					
43	Adequate facilities such as food, toilets and transport are provided for volunteers					
44	Volunteers are thanked and their efforts recognised					
45	Volunteers are given feedback on their performance					
46	Volunteers receive tangible benefits					
47	A volunteer de-brief is held					
48	Volunteers are not taken for granted					
49	Contact with volunteers is maintained post-event					

	Volunteer impact <i>Please indicate the extent to which you agree with the following statements</i>	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
50	Without volunteers, the event would not happen					
51	Volunteers are the "face" of the event					
52	Volunteers engage with event attendees and participants on the "front-line"					
53	More volunteers than required are booked					
54	My volunteers know they are valued					
55	Volunteers are easy to manage					
56	Volunteers are reliable					
57	Volunteers are interchangeable					
58	Volunteers require constant supervision					
59	Volunteers save the event money on human resources					
60	The investment in time and money of volunteer management is greater than the return					
61	More volunteers enable the event to grow					
62	Volunteers are easy to recruit					

Appendix C

Personal communication with Rita Ralston (2012)

Hello Joany

It's nice to hear from you and very interesting to see a little bit about your volunteering research.

I was the project director of the MMU/UK Sport research on the Manchester 2002 Commonwealth Games Volunteers. This was a 2 phase longitudinal study.

Phase 1- Before the Games - looked at the profile, interest in sport, motivation and expectations of volunteers prior to the Games. We conducted 7 focus groups and distributed a postal questionnaire before the Games and asked 72 volunteers to keep a written diary during the games.

Phase 2 - One year after the Games - looked at their experience during the games, satisfaction, impact on sports activity, impact on future volunteering. 4 focus groups and postal questionnaire distributed to respondents from phase 1.

I've attached both sets of focus group scripts and both questionnaires. You can find the results in the 3 reports we produced and the articles we published and these are listed in my academic profile <http://mmu.academia.edu/RitaRalston> Since then I've researched volunteers in a number of different contexts including museums, art galleries, heritage railways, cycle trails and festivals.

I've been working with Karen Smith from Victoria University of Wellington and a team of NZ and Australia academics evaluating the 2012 Rugby World Cup volunteer programme and its impact on future volunteering. This is a 5 phase research project using electronic surveys. Unfortunately it wouldn't be appropriate for me to give you any of the questionnaires etc from that study as Karen is project leader and the research is still ongoing.

I've copied Karen's contact details in here in case you want to contact her. I'd be happy to send her your contact details on your behalf if you'd prefer.

Dr Karen A. Smith, Senior Lecturer in Tourism Management, School of Management, Victoria Business School, Orauariki, Victoria University of Wellington, PO Box 600, Wellington 6040, New Zealand RH926, Pipitea Campus | Tel: 04 463 5721 | karen.smith@vuw.ac.nz |

You've tracked down the research I've done with Geoff Nichols from Sheffield University on the volunteering legacy of the 2002 Commonwealth Games - Manchester Event Volunteers - and you've got the questionnaire from the back of the report. We also conducted focus groups with MEV volunteers prior to sending out the questionnaire and then in-depth interviews with event organisers and a sample of volunteers. The report is up on my profile and the two articles that are in print are there too but there's still one that's forthcoming in Environment & Planning A.

Geoff and I have been researching the 2012 Olympic Games Makers. We've concentrated on people from Sheffield and Manchester (approx 200 miles from London) who went to London to volunteer as a GM. Our focus is on the psychological contract and also the implications of LOCOG adopting a 'programme management' versus a 'membership management approach'. We conducted 46 in depth interviews before the Games and 6 focus groups after the Games. We're currently writing a number of articles for publication next year - hopefully. Sorry I can't give you much more information on this until we've written it up.

Joany, you're welcome to use or adapt the information I've sent you. Obviously an acknowledgement in your research would be much appreciated. I retired from teaching in September 2011 but I'm still researching with Geoff as an unpaid Research Fellow at MMU.

We have a very large 4 year Events Management degree at MMU with an intake of at least 150 students per year. I'm not sure what aspect of EM you teach but I'd be happy to put you in touch with

some of my former colleagues if you want, especially Karen Radcliffe who's new and teaching HRM. She's conducted some research on volunteers but hasn't published yet.

If I can be of any further help please don't hesitate to contact me. I wish you the very best of luck with your research and look forward to reading it one day.

Best wishes

Rita
From: Joany Grima [Joany.Grima@weltec.ac.nz] **Sent:** 24 October 2012 07:34 **To:** Rita Ralston
Subject: FW: Survey Query

Hi Rita
Paul Downward has advised that I should direct this query to you.
Looking forward to your response.

Joany
From: Paul Downward [<mailto:P.Downward@lboro.ac.uk>] **Sent:** Wednesday, 24 October 2012 7:32 p.m. **To:** Joany Grima **Subject:** RE: Survey Query

No worries...

Rita has been working on stuff related to 2012 with Geoff Nichols and I think that she has some connection with NZ.

P.

From: Joany Grima [<mailto:Joany.Grima@weltec.ac.nz>] **Sent:** 24 October 2012 07:28 **To:** Paul Downward **Subject:** RE: Survey Query

Thanks very much :)

From: Paul Downward [<mailto:P.Downward@lboro.ac.uk>] **Sent:** Wednesday, 24 October 2012 7:19 p.m. **To:** Joany Grima **Subject:** RE: Survey Query

Hi Joany,

It was my co-author at the time, Rita Ralston, who led on the qualitative work. Her email is r.ralston@mmu.ac.uk and she is based at Manchester Metropolitan University.

Paul.

From: Joany Grima [<mailto:Joany.Grima@weltec.ac.nz>] **Sent:** 24 October 2012 02:45 **To:** Paul Downward **Subject:** Survey Query

Dear Paul

Greetings from New Zealand!

I am an Event Management academic based at the Wellington Institute of Technology. In the New Year, I intend to undertake a research project based on "The impact of volunteers on the delivery of New Zealand sports events and how event organisers manage the unpaid workforce".

During the course of a related literature review, I came across your study "The expectations of volunteers prior to the XVII Commonwealth Games, 2002: A qualitative study"

I am writing to request if it is possible to be sent the questionnaire used during the focus groups for volunteer participants in this study, which I can perhaps adapt to suit my study that will focus on event organisers.

Please let me know if you would like any further details. I look forward to hearing from you.

Joany



THE XVII COMMONWEALTH GAMES MANCHESTER
25 JULY – 4 AUGUST 2002
CREW 2002 VOLUNTEER QUESTIONNAIRE

Thank you for agreeing to take part in this survey. Please complete all the questions and tick the boxes or circle the numbers as requested.

Section A. PERSONAL DETAILS

A1. What is your first name?

A2. What is your surname?

A3. What is your home address?

Address.....

.....

Town.....

Postcode.....

Country.....

A4. What is your current employment status?

Please tick any box that applies to you

School Pupil Self employed

Full time Further /Higher Education Student Retired

Part time Further /Higher Education Student Unemployed

Employed full time

Employed part time

A5. Thinking about your current employment.

Do you currently supervise any other employees? Yes No

Do you currently come into contact with the public? Yes No

A6. To what extent do you agree that the following statements represent your current interest in sport?

The numbers 1 to 5 can be thought of a scale with '1' implying that you strongly agree with the statement and '5' that you strongly disagree with the statement.

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I have no interest in sports at all	1	2	3	4	5
I enjoy attending sports events as a spectator	1	2	3	4	5
I actively participate in sport	1	2	3	4	5
I enjoy watching sport on television	1	2	3	4	5

A7. On average, how often do you watch sport on television?

Please tick one box

Almost every day Never

Every two or three days Don't watch television/ no television

Once or twice a week Don't know/ can't say how often

Less often

A8. Since June 2002 have you participated at all in any sports or physical activities, whether casually or competitively?

Yes No

If yes, please go to question A9. If no, please go to Section B

A9. Since June 2002, in which of the following sports and physical activities, have you participated, whether casually or competitively? Please don't include any teaching, coaching, refereeing or sports you take part in during normal school lessons. Please tick any box that applies to you

American football

Angling/fishing

- Badminton
- Basketball
- Boxing
- Canoeing
- Climbing/mountaineering (*including indoors*)
- Cricket
- Curling
- Cycling (*including mountain biking*)
- Darts
- Football indoors (*including 5-a-side*)
- Football outdoors
- Gaelic sports (*camogie, Gaelic football, hurling, Irish handball and shinty*)
- Golf, pitch and putt, putting (*exclude crazy/miniature golf*)
- Gymnastics
- Hockey (*if ice, roller or street hockey, exclude and specify in 'other', below*)
- Horse riding, show jumping, pony trekking (*if polo, exclude and specify under 'other' below*)
- Ice skating (*if roller, exclude and specify in 'other' below*)
- Indoor bowls (*include short mat and carpet*)
- Judo
- Jogging, cross-country, road running (*excluding marathon*)
- Keep fit, yoga, aerobics, dance exercise (*include exercise bike*)
- Marathon
- Martial arts (*include self-defence but exclude Judo*)
- Motor sports (*e.g. car or motorcycle racing, rally driving, motocross*)
- Netball
- Outdoor (lawn) bowls
- Rugby Union or League
- Shooting

- Skiing (on snow/artificial slopes/grass)
- Snooker, pool, billiards (*exclude bar billiards*)
- Squash
- Swimming or diving indoors
- Swimming or diving outdoors
- Table tennis
- Tennis
- Tenpin bowling
- Track and field athletics
- Triathlon
- Volleyball
- Weight lifting
- Weight training (*include body building*)
- Windsurfing/boardsailing
- Yachting or dinghy sailing
- Other (*please specify*).....

A10. Since June 2002, in an average 4-week period, how often have you participated in any of the following sports and physical activities, whether casually or competitively?

Please don't include any teaching, coaching, refereeing or sports you take part in during normal school lessons. If you participate in an activity which normally takes place in a particular part of the year, think only about that part of the year when recording your answer. Please ignore this question if you do not participate in an activity on a regular basis.

Please tick any box that applies to you

	Once	Twice	3 times	4 times	4+ times
American football	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Angling/fishing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Badminton	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Basketball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Boxing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Canoeing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Climbing/mountaineering <i>(including indoors)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cricket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Curling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cycling <i>(including mountain biking)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Darts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Football indoors <i>(include 5-a-side)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Football outdoors <i>(include 5-a-side)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gaelic sports <i>(camogie, Gaelic football, hurling, Irish handball and shinty)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf, pitch and putt, putting <i>(exclude crazy/miniature golf)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gymnastics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hockey <i>(if ice, roller or street hockey, exclude and specify in 'other', below)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Horse riding, show jumping, pony trekking <i>(if polo, exclude and specify under 'other' below)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ice skating <i>(if roller, exclude and specify in 'other' below)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor bowls <i>(include short mat and carpet)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jogging, cross-country, road running <i>(excluding marathon)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keep fit, yoga, aerobics, dance exercise					

<i>(include exercise bike)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marathon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Martial arts <i>(include self-defence)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Motor sports <i>(e.g. car or motorcycle racing, rally driving, motorcross)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Netball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor (lawn) bowls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rugby Union or League	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please tick any box that applies to you

	Once	Twice	3 times	4 times	4+ times
Shooting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skiing <i>(on snow/artificial slopes/grass)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Snooker, pool, billiards <i>(exclude bar billiards)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Squash	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Swimming or diving indoors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Swimming or diving outdoors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Table tennis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tenpin bowling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track and field athletics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volleyball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weight lifting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Weight training <i>(include body building)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Windsurfing/boardsailing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yachting or dinghy sailing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>(please specify.....)</i>					

Section B. CURRENT INVOLVEMENT IN VOLUNTEERING

B1. Are you currently involved in voluntary work (that is, without being paid more than expenses)? Please tick one box

Yes No (If yes, go to B2. If no, go to B9)

B2. In which of the following areas of voluntary work are you currently involved? Please tick any box that applies to you

Education Social welfare

Community Environment

Health Religion

Politics Entertainment

Sport

Other (please specify).....

B3. If you are currently involved in a number of areas of voluntary work, which is the main area in which you are involved? Please specify..

.....

B4. For how long have you been actively involved in voluntary work?

.....yearsmonths

B5. In general terms (and thinking about the main area of voluntary work in which you are currently involved) how would you describe your involvement in voluntary work ? Please tick one box

Regular Occasional Infrequent /as required

B6. Currently, in a typical week, how many hours are you spending on volunteer activities?

..... hours per week

B7. Since June 2002 (and thinking again about the main area of voluntary work in which you are currently engaged), have you taken on any of the following roles for the first time?

Please tick any box that applies to you

Chairperson Committee member Organiser Fundraiser

General helper None

Other (please specify)

B8. If you have just started volunteering, what was the main reason for getting involved?

.....

Please go to Section C (B9 and B10 applies only to those answering No in B1)

B9 If you are not volunteering at present, are you currently considering becoming involved in voluntary work?

Please tick one box

Yes (Go to B10)

No (Go to D)

B10. If you are currently considering volunteering, why have you not become involved in voluntary work yet? *Please tick any box that applies to you*

Have not found the right place to help No one has asked me

Do not know how to go about it Family commitments

No family support Demands of job

Too much pressure already No spare time

Do not have the right skills/ experience Too old

Too formal/ too much paperwork Do not think I would fit in

Prefer just to play sport/still playing sport

Other (please specify).....

Please go to Section D.

Section C. CURRENT EXPERIENCE AS A SPORTS VOLUNTEER

(This section is only to be answered by those respondents who say that they are currently a sports volunteer in Question B2. If you are not currently a sports volunteer please go straight to Section D.)

C1. Thinking about your involvement as sports volunteer, which of these would best describe the organisation where you volunteer?

Please tick one or more boxes

National Governing Body of Sport

Sports club organised by its members

Sports club organised through a school

Sports club organised through a college/university

Youth organisation

Disabled sports organisation

Organisation focusing on specific sports event

Other (please specify).....

C2. Since June 2002, have you undertaken any of the following sport-related activities on a voluntary basis?

Please tick one or more boxes

Performed an administrative role

(e.g. chair; secretary; committee member; captain)

Coached other members

Coached outside of your team/club

(e.g. at other clubs, in schools, etc.)

Refereed, umpired, or officiated at a sports match/competition

Performed an administrative role within your sport, but not for your team/club *(e.g. for a sports governing body, event organiser, etc.)*

Raised funds for a sports club or other organisation providing sports

Provided any other practical help, *(e.g. transport; stewardship;*

refreshments; sports kit or equipment; first aid)

Other (specify).....

If you have only become a sports volunteer since June 2002, please continue with section C. If not, please go to Section D.

C3. If you have become a sports volunteer for the first time since June 2002, to what extent do you agree with the following statements regarding your reasons for becoming a sports volunteer? The numbers 1 to 5 can be thought of a scale with '1' implying that you strongly agree with the statement and '5' that you strongly disagree with the statement.

<i>Please circle one number for each statement</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Personal interest	1	2	3	4	5
Desire to continue involvement in sport after playing/participating career ended	1	2	3	4	5

<i>Please circle one number for each statement</i>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
As an alternative to full time paid employment (e.g. during periods of unemployment/part time employment, after retirement, etc.)	1	2	3	4	5
Responding to the needs or interests of my family or friends	1	2	3	4	5
It was related to my paid work	1	2	3	4	5
To help my local community	1	2	3	4	5
I wanted to improve things/help people	1	2	3	4	5
I wanted to meet people/make friends	1	2	3	4	5
Someone asked me to help	1	2	3	4	5
I offered to help	1	2	3	4	5
I started a club	1	2	3	4	5
I'm good at it	1	2	3	4	5
I thought it would give me the chance to learn new skills	1	2	3	4	5
I did it because my child(ren) take part in the sport	1	2	3	4	5
None of these	1	2	3	4	5

Other (please specify)

Section D. EVALUATING THE EXPERIENCE OF WORKING AT THE GAMES

D1. Please indicate the main venue at which you worked during the Games

Please tick one box

- Accreditation Centre (Bessemer Street)
- Aquatics Centre
- Armitage Centre
- Athletes' Village

- Belle Vue Regional Hockey Centre
- Bolton Arena
- Broadcasting Centre
- City of Manchester Stadium
- Commonwealth House
- G-Mex
- Heaton Park
- Heron House
- Hospitality and Sponsor Village
- Manchester Airport
- Marathon/ Road events
- MEN Arena
- Manchester International Conference Centre
- Midland Hotel
- National Cycling Centre
- National Shooting Centre (Bisley)
- National Squash Centre
- Rivington
- Salford Quays
- Sportcity
- Table Tennis Centre
- Technical Officials Village
- Wythenshawe Forum Centre
- Other (please specify)

D2. Please indicate your assigned role during the Games

Please tick one box

- Accreditation/uniforms
- Anti-doping chaperone
- Athlete marshal – ceremonies

- Commonwealth Games Association relations
- Cleaning/catering
- Communications
- Costume assistant
- Crew manager
- Drivers/logistics
- Flag/medal bearer
- Games Mobility Assistant
- Information assistant
- Media team
- Physio/nurse/doctor
- Results/scoring/print distribution
- Security/access control
- Site supervisor
- Sports presentation assistant
- Steward/marshal
- Technology Assistant
- Village assistant
- VIP/Protocol/hospitality
- Other (please specify).....

D3. Were you appointed to a leadership role?

Yes No

D4. To what extent do the following statements best describe your feelings towards your assignment? *The numbers 1 to 5 can be thought of as a scale with '1' implying that you strongly agree with the statement and '5' that you strongly disagree with the statement.*

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I was happy with my assigned location	1	2	3	4	5
I was happy with my assigned venue	1	2	3	4	5
I was happy with my assigned work area	1	2	3	4	5
I was happy with my assigned task/job	1	2	3	4	5
Overall, I was happy with the assignment	1	2	3	4	5

D5. To what extent do you agree with the following statements regarding your experiences of volunteering at the XVII Commonwealth Games? It is important to think specifically about the impact that the Games has had upon you.

The numbers 1 to 5 can be thought of a scale with '1' implying that you strongly agree with the statement and '5' that you strongly disagree with the statement.

General observations

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
It was a chance of a lifetime	1	2	3	4	5
It was an exciting experience	1	2	3	4	5
I met interesting people	1	2	3	4	5
I was part of a team	1	2	3	4	5
I was bored and it gave me something to do	1	2	3	4	5
I did something different from my usual work	1	2	3	4	5
I enjoyed wearing a uniform and having "official status"	1	2	3	4	5
There were some "perks" or free gifts	1	2	3	4	5
I did something useful for the community	1	2	3	4	5
I supported sport	1	2	3	4	5
It gave me satisfaction to help others	1	2	3	4	5
It highlighted that we should all be less money motivated and do something for society	1	2	3	4	5
I set an example for my children/grandchildren	1	2	3	4	5
I helped Manchester by being involved	1	2	3	4	5
I helped the North West by being involved	1	2	3	4	5
I showed support for my country	1	2	3	4	5

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I got a chance to see some of the main events	1	2	3	4	5
I saw some of the celebrities and sports stars	1	2	3	4	5
It has been a great conversation piece	1	2	3	4	5
I enjoyed every moment of it	1	2	3	4	5
I have memories to treasure for the rest of my life	1	2	3	4	5
Some days I was so tired I could have slept standing up	1	2	3	4	5
Some days I didn't know whether I was coming or going	1	2	3	4	5
There were times when I was really cross and bad tempered	1	2	3	4	5
There were times when the other volunteers got on my nerves	1	2	3	4	5
I saw a lot of famous people	1	2	3	4	5
The spectators treated me with respect	1	2	3	4	5
I did something interesting every day	1	2	3	4	5
I used my skills	1	2	3	4	5
I wasn't left out of pocket	1	2	3	4	5

Management issues

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I got clear instructions on what I was supposed to be doing	1	2	3	4	5
I was fully trained by the time the Games started	1	2	3	4	5
Everything ran smoothly	1	2	3	4	5
The managers knew what they were doing	1	2	3	4	5
If I didn't like what I saw, I soon let them know	1	2	3	4	5
The team leader role was very important	1	2	3	4	5
My team leader was well organised	1	2	3	4	5
My team leader had good people management skills	1	2	3	4	5
They expected too much from me: I was only working on a voluntary basis	1	2	3	4	5
My efforts were always appreciated	1	2	3	4	5
The selection process matched my assigned role with my skills	1	2	3	4	5
Volunteers and paid staff were treated as equals	1	2	3	4	5
Rotas were well planned	1	2	3	4	5
Shifts were of the right length	1	2	3	4	5
Communication between volunteers and	1	2	3	4	5

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
M2002 was good					
Communication between volunteers and team leaders was good	1	2	3	4	5
Volunteer meals were satisfactory	1	2	3	4	5
Transport for volunteers was good	1	2	3	4	5

Personal development

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I made useful business contacts	1	2	3	4	5
My volunteer activity was related to my current employment/paid work	1	2	3	4	5
It improved my chances of employment	1	2	3	4	5
It looks good on my CV and application forms	1	2	3	4	5
I enhanced/developed my skills	1	2	3	4	5
I have learned new skills and	1	2	3	4	5

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
capabilities					
It has helped me to identify my strengths and weaknesses	1	2	3	4	5
It has helped me to decide the type of work I want to do in the future	1	2	3	4	5
I have enhanced my personal development	1	2	3	4	5
I have increased my self confidence	1	2	3	4	5
It has provided new challenges	1	2	3	4	5
It has changed my life	1	2	3	4	5
My experience has benefited my employers	1	2	3	4	5
It has enhanced recognition from my employers	1	2	3	4	5
It has made me consider working in a different type of employment	1	2	3	4	5
The Games changed my outlook on life	1	2	3	4	5
The Games made me feel much more part of the wider community	1	2	3	4	5
The Games contributed to my personal development	1	2	3	4	5
The Games increased my self esteem	1	2	3	4	5
The Games gave me a sense of status	1	2	3	4	5

Interest in sport

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am now more interested in sport than before the Games	1	2	3	4	5
I am now more interested in a wider range of sports than before the Games	1	2	3	4	5
I now participate in sport more than before the Games	1	2	3	4	5
I now participate in sports that I did not participate in before the Games	1	2	3	4	5
I intend to participate more often in sport than I did before the Games	1	2	3	4	5
I intend to participate in a wider range of sports than I did before the Games	1	2	3	4	5

Sports volunteering

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I do more hours as a sports volunteer than I did before the Games	1	2	3	4	5
I intend to do more hours as a sports volunteer than I did before the Games	1	2	3	4	5
I now volunteer for sports that I did not volunteer for before the Games	1	2	3	4	5
I intend to volunteer for sports that I did not volunteer for before the Games	1	2	3	4	5

Volunteering in general – (excluding sports volunteering)

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I now volunteer more hours per week than I did before the Games	1	2	3	4	5
I now intend to volunteer more hours per week than I did before the Games	1	2	3	4	5
I actually volunteer in a wider range of activities/organisations than before the Games	1	2	3	4	5

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I intend to volunteer in a wider range of activities/organisations than before the Games	1	2	3	4	5
I am now more interested in voluntary work generally than before the Games	1	2	3	4	5
I am now more aware of a wider range of volunteering opportunities	1	2	3	4	5
The Games has made me more inclined to approach organisations to offer my services as a volunteer	1	2	3	4	5
I now know who to contact to get involved in voluntary work	1	2	3	4	5
The Commonwealth Games has put me off volunteering	1	2	3	4	5
I would like to volunteer more, but don't know how to get started	1	2	3	4	5
I have become more interested in volunteering since the Commonwealth Games	1	2	3	4	5

Volunteering for other major events

<u>Please circle one number for each statement</u>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am willing to volunteer for any other major sport event	1	2	3	4	5
I am willing to volunteer for any other type of event	1	2	3	4	5

D6. What has been the most significant impact of the XVII Commonwealth Games on you personally?

.....

D7. What one piece of advice would you give to someone who was thinking of becoming a volunteer at another major sports event?

.....

D8. What one piece of advice would you give to other event organisers about the organisation and management of their volunteer programme?

.....

Thank you for taking the time and effort to complete this second questionnaire – your responses are extremely useful and give us invaluable insight into the experiences of volunteers at major sporting events.

Your answers will add to the value and credibility of this research.

As part of our continuing research into volunteers at the XVII Commonwealth Games, we would be very interested in finding out more about you experiences at the Games. If you do not wish to be involved, please tick the box:

Please return the completed questionnaire by **Friday 13 June 2003** using the enclosed reply paid envelope to ICRC, Manchester Metropolitan University, All Saints, Manchester, M15 9BN.

Appendix E

Volunteer Satisfaction Criteria (VSC): Ralston, Downward, and Lumsdon (2004)

16

RALSTON, DOWNWARD, AND LUMSDON

Table 1

Volunteer Satisfaction Criteria

Work assignment (role assigned, job fit for both skills and convenience, empowerment).
Adequate and sufficient information to enable the volunteer to do their job, clarity, recognition, feedback, face to face.
Participation efficacy (task competency, intended result, benefits to others, importance of their role, and contribution to target population).
Organizational empathy with the volunteers and understanding the event from the volunteers' perspective.
Recognition that volunteers have other commitments.
Careful planning and scheduling of workloads, daily activities, tasks, and related event responsibilities.
Orientation, philosophical underpinning, and training.
Recognition of lack of previous or similar volunteering experience.
Quality of organizational support (training and emotional support, supportive environment, supportive supervisors, availability of help when needed).
Communication and organizational guidance and support systems.
Volunteer networks and informal support systems and activities.
Group integration (contact and social aspects of relationships with other volunteers and paid staff) as correlations with volunteer satisfaction and predictors of intent to remain.
Continuous encouragement, support, and recognition.
Specialized recognition and memorabilia.
No distinction within groups of volunteers and with other staff.
Relationships with supervisors, managers, other volunteers, paid staff, visitors, and the wider community.
Not being taken for granted.
Good supervision and sorting out problems early on, good volunteer management.
Physical facilities and event environment, food, toilets, and transport.
Access to formal event venues and an opportunity to be involved in special and more prestigious parts of the event (e.g., ceremonies).
