

GUIDE BOOK

**ON VOLUNTEERS MANAGEMENT
AT LARGE-SCALE EVENTS**



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VOLUNTEERING AT BIG-SCALE SPORT EVENTS



1. VOLUNTEERING AT BIG-SCALE SPORT EVENTS

Sports volunteering is not only a form of selfless social assistance but also an invaluable contribution to the success of organizing a sports event. Through participation in this process, volunteers not only support the organizers but also gain valuable experience, develop social skills, and contribute to creating unforgettable moments for participants and spectators.

Volunteering is voluntary, unpaid activity for the benefit of other people, the environment, or animals. Volunteers engage in various activities without receiving financial benefits in return, and sports volunteering is one branch of volunteering. It involves supporting the organizers of a sports event, assisting in its execution, and ensuring its successful outcome.

Sport itself is a very broad and diverse phenomenon with many different disciplines and activities. It is also highly popular and practiced worldwide by millions of people. Therefore, it is not surprising that sports events take place very often and in various geographical locations. These events vary in scale, targeting different communities, age groups, and people of different statuses – from local/regional events to national and international ones. Organizing such events requires a significant amount of work, hours of preparation, and the involvement of many people, including volunteers.

Sports volunteering at major events is not only a form of social engagement but also a dynamic, enriching, and unforgettable adventure for all participants. Within this handbook, we aim to delve into this field, highlighting its significance for both organizers and volunteers. Sports events are not just a platform for sports competition but also an arena where the community can work together on something exceptional.

Volunteering is mutually beneficial for both organizers and volunteers. Organizers receive invaluable assistance and support from motivated, engaged individuals, often enthusiasts of such activities or a specific sports discipline. Volunteers, on the other hand, gain priceless experience, knowledge, the opportunity to observe events from the inside, have a real impact on them, and build valuable connections and memories.

It is also essential to understand why volunteering plays a crucial role in organizing sports events. Volunteers are an invaluable driving force, supporting organizers in the planning, coordination, and execution of events. Their enthusiasm, commitment, and diverse skills not only impact efficiency but also contribute to the atmosphere of the event, creating a unique experience for all involved parties.

BIG-SCALE EVENT ON THE EXAMPLE OF EUROPEAN GAMES

The European Games are a recurring sports event held every four years. It is a multidisciplinary sports competition featuring the participation of 48 national teams from European countries that are members of the European Olympic Committees (EOC). These games are organized in a manner similar to the Olympic Games, differing in the specific disciplines included in the competitions. Athletes participating in the European Games have the opportunity to win the title of European champion and qualify for the Olympic Games, which take place the following year. The event that took place in Poland was the third edition of this sports spectacle. Its goal was to foster integration among European countries through sports competition and to promote sports and a healthy lifestyle. The European Games Krakow - Małopolska 2023 were the largest multidisciplinary sports event in the history of Poland. It posed a significant organizational and logistical challenge.

EUROPEAN GAMES IN NUMBERS:

- 12 days;
- Approx. 7000 participants;
- 48 nationalities;
- 30 sports disciplines;
- 25 sport venues;
- 12 cities;
- Over 5000 volunteers





SPORTS DISCIPLINES:

- | | |
|-----------------------|-------------------|
| Boxing | Padel |
| BMX Freestyle | Modern Pentathlon |
| Breaking | Beach Soccer |
| Beach Handball | Artistic Swimming |
| Judo | Rugby Sevens |
| Canoe Sprint | Diving |
| Canoe Slalom | Ski Jumping |
| Karate | Shooting |
| Kickboxing | Fencing |
| Cycling Mountain Bike | Taekwondo |
| 3x3 Basketball | Table Tennis |
| Athletics | Tegball |
| Archery | Triathlon |
| Muay Thai | Sport Climbing |

CITIES WHERE THE EUROPEAN GAMES TOOK PLACE:

- | | |
|-----------------|-----------------|
| • Kraków | • Oświęcim |
| • Tarnów | • Wrocław |
| • Krynica-Zdrój | • Zakopane |
| • Myślenice | • Chorzów |
| • Krzeszowice | • Bielsko-Biała |
| • Nowy Sącz, | • Rzeszów |
| • Nowy Targ | |

The demand for volunteers was very high and diverse. Their areas of activity included not only the 25 sports facilities that were part of the event but also training facilities, hotels, and airports. In the end, approximately 5,000 volunteers were involved in this event, constituting an integral part of each department, location, and organization of individual sports disciplines.



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VOLUNTEERS' PROFILE

People who engage in volunteering come from diverse backgrounds. Among volunteers, you can find a wide range of individuals, from energetic students and actively employed professionals to dedicated seniors. They represent various social, age, and professional groups, possessing different statuses, life experiences, and interests. Besides the common goal of organizing a sports event, they are often united by shared character traits.

IDEAL CHARACTERISTICS OF A VOLUNTEER:

- Openness
- Professionalism
- Engagement and passion
- Activity
- Resourcefulness
- Responsibility
- Selflessness
- Optimism
- Flexibility



Depending on the role, sought-after qualities among candidates may also include creativity, communicativeness, stress resistance, composure, and leadership skills.

An extremely important and key task for coordinators and organizers of volunteer programs is the proper matching of tasks and departments to specific individuals. This not only influences the level of engagement and satisfaction of the volunteer but also reflects in the quality of the work that the person will perform.

INTERNATIONAL VOLUNTEERS

At large-scale sports events, international volunteers are often involved. Interesting, high-profile international events attract foreigners who are eager to offer their assistance in a different, unfamiliar country. These individuals are often experienced volunteers, driven by the passion for volunteering at major events. They are enthusiasts - highly committed and possessing extensive knowledge gained in various parts of the world. The challenges of being in a foreign place, such as travel, lack of language proficiency, cultural differences, or the need to arrange accommodation, do not deter them.

Therefore, it is crucial to support and assist these individuals throughout the entire process - showing them hospitality so that they feel welcome and well-received. Efforts should also be made to tailor the team's work to such individuals, ensuring that communication within the group is conducted in a language understandable to all, so that everyone is well-informed and feels part of the group. Selecting the right position and specific tasks for international volunteers is also a significant consideration, taking into account their skills as well as potential obstacles arising from language, cultural unfamiliarity, or unfamiliarity with the city's topography.

Despite the challenges associated with the participation of individuals from abroad, involving them is a great benefit for the event. They bring valuable knowledge, experiences, motivation, and also enable intercultural integration for other volunteers, teaching tolerance, empathy, and providing a different perspective. Their involvement is usually very high, as they have traveled a longer distance to participate in the entire program.

SOCIAL INCLUSION IN VOLUNTEERING

Involving individuals with disabilities as volunteers during sports events is a positive and inclusive practice. Sport is often portrayed as a source of integration and equality, and this can be harnessed to integrate various communities. It is presented as a phenomenon that does not discriminate against people with special needs but, on the contrary, provides a way to include and engage them in larger events. These individuals can be found not only among the spectators in the stands but also actively participating in various sports disciplines and para-sports.

People with disabilities can also be engaged as volunteers during sports events. They are a group of motivated individuals willing to contribute their assistance during the event. They prove that they are equally valuable participants as any other volunteer. Involving them in event organization has many benefits. Not only do they gain skills, experience, and memories, but they also increase empathy, tolerance, and awareness in others. Key to this is the selection of a coordinator or leader who can assign roles effectively, ensuring satisfaction with the tasks performed.

The inclusion of individuals with disabilities as volunteers not only enhances their personal development but also contributes to fostering a more empathetic and tolerant society.





MANAGEMENT OF VOLUNTEERS' PROGRAMME

The volunteer program is a very complex phenomenon, consisting of many different elements and activities. It must be carefully planned and executed in accordance with various guidelines and requirements. Coordinating the work of volunteers involves all activities conducted within volunteer initiatives. It is the management of a volunteer team aimed at achieving specific goals and efficiently organizing an event. The stages of coordination include planning, preparation, training, implementation and supervision, summarization, and evaluation.

HERE ARE SOME KEY CONSIDERATIONS TO KEEP IN MIND WHEN ORGANIZING A VOLUNTEER PROGRAM:

1. **Define goals and expectations:** Clearly define the goals you want to achieve through the volunteer program. Specify expectations for volunteers and how their work will contribute to the success of the sports event.
2. **Match tasks to volunteers' skills:** Consider the skills, experiences, and preferences of volunteers when assigning specific tasks. This way, each volunteer can effectively utilize their skills.
3. **Diversify tasks:** Differentiate tasks to accommodate various skills and preferences among volunteers. Some may excel in organizational aspects, while others in communication or audience engagement.
4. **Training planning:** Organize training sessions that prepare volunteers for their tasks during the event. Focus not only on practical aspects but also on building interpersonal skills and addressing potential issues.
5. **Transparency and communication:** Maintain transparency with volunteers. Explain the program's goals, the benefits they can gain, and expectations. Keep open and effective communication throughout the program.
6. **Motivation and recognition:** The program should include motivational elements. Implement a system to recognize volunteers' commitment, such as rewards, certificates, or ceremonial events involving the community.
7. **Safety and well-being of volunteers:** Ensure the physical and emotional safety of volunteers. Conduct necessary safety training and protect them from potential hazards during their work.
8. **Recruitment and selection:** Conduct effective recruitment to acquire a diverse volunteer team. The selection of candidates should consider their motivation, skills, and alignment with the organization's values.
9. **Monitoring and evaluation:** Maintain regular monitoring of volunteer

activities and gather feedback. Evaluating their work will help adjust the program in real-time and adapt future editions.

10. Post-event relationship continuation: After the event, stay in touch with volunteers. Keep the door open for potential future collaboration. It's also an opportunity to express gratitude and acknowledge their efforts.

I. VOLUNTEER DEPARTMENT STRUCTURE - EXAMPLE OF THE EUROPEAN GAMES

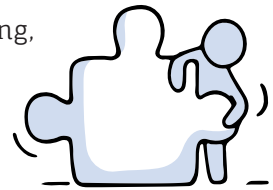
The structure of the volunteer department will be presented using the example of the European Games. Leading the team managing the volunteers was the Head of Volunteer Department. This individual served as the focal point, coordinating and overseeing all elements and individuals within this department.

The structure comprised three distinct sections:

- Organizational Section
- Recruitment Section
- Operational Section

Organizational Section

- Collaboration with universities,
- Training: for coordinators, Leaders' Academy, volunteer training,
- Communication,
- Volunteer equipment,
- Volunteer centers.



Recruitment Section

- Recruitment process: analyzing applications, conducting recruitment interviews, creating a list of volunteers, establishing a reserve list,
- Project evaluation, preparation of reports and statistics,
- Volunteer portal management,
- Volunteer data management.

Operational Section

- Management and supervision of the work of volunteer coordinators, recruitment of local coordinators,
- Collaboration with city coordinators,
- Assessing the needs of volunteers, scheduling work hours.

Coordinators

Coordinators serve as the link between volunteers in a specific area and other organizational departments and volunteer teams. They are responsible for the flow of information, providing instructions to their volunteers for task execution, and responding to their needs. It is their duty to allocate functions within the team and take care of the volunteers, ensuring that their needs are met and they can fulfill their duties smoothly. This is an extremely important role that directly impacts the quality of the program, as well as the satisfaction and motivation of the volunteers themselves.

II. IMPORTANT MATTERS RELATED TO VOLUNTEER MANAGEMENT

Legal Aspects and Documentation

Before the event, it is essential to prepare and take care of the following:

- Participation rules: requirements and restrictions (e.g., related to the minimum age of eligible participants),
- Volunteer regulations: a list of rules, requirements, and prohibited behaviors that volunteers commit to following,
- Check law and regulations connected to the volunteering in specific country,
- GDPR consent statement and consent for the processing of personal data,
- Volunteer agreement or memorandum: signed between the organizer and the volunteer.

Volunteer Regulations

Volunteering is not just about fun and benefits for volunteers. It also comes with responsibility and duties. Volunteers are bound by rules they should adhere to. These include, among others:

- Presentation of the volunteer's image, representing the event in a dignified manner,
- Being helpful and cheerful,
- Taking responsibility for assigned tasks,
- Punctuality,
- Respecting superiors,
- Informing the coordinator about any deviations or issues,
- Maintaining order,
- Professionalism during duty shifts.

(Cities) Volunteers' Center

This space plays a crucial role right at the beginning of volunteers' adventure during every event. It is the place where they receive their welcome packages, including uniforms and merchandise.

During the European Games, these spaces were located in every city hosting the competitions. They not only served as areas for work and focus on ongoing activities but also served as places to record attendance for shifts, store belongings, and prepare for duties.

This space was also used for integrating volunteers, providing them with a place to relax and spend time with other engaged individuals. It facilitated integration by offering various amenities. In this space, volunteers could play foosball, board games, video games, or watch competitions together.



Volunteers' Portal

Every volunteer program is managed using electronic systems, and the European Games were no exception. The Volunteer Portal is a system for managing volunteers and their data, as well as conveying information related to recruitment. During the European Games, the Rosterfy portal was utilized for this purpose.

Rosterfy is a tool used by organizations such as UEFA, FIFA, and the Olympic Committee. The panel collects data related to registration and recruitment interviews. It facilitates actions related to assigning roles to volunteers, conducting training, and scheduling tasks. In this portal, volunteers can track the status of their applications and at which stage they are. It also enables them to obtain necessary information. The portal serves as a knowledge base about the event and the subsequent steps or requirements that volunteers must meet. It facilitates the allocation of volunteers to their roles, tasks, venues, or cities. It also allows for a quick response in case of unexpected situations related to the presence of volunteers and their roles.



4.

THE RECRUITMENT PROCESS

Recruitment is one of the initial and fundamental elements of a volunteer program. Its purpose is to attract volunteers to assist with the event. The goal of the process is to gather a pre-planned number of individuals needed to fulfill the event's objectives and allocate them to appropriate roles.

When planning the recruitment process, it is crucial to consider all activities that will be performed throughout the entire process to allow sufficient time for their execution. The commencement of recruitment should occur at least several months before the event date, as it is a complex process consisting of several elements.

Recruitment Schedule for the European Games:

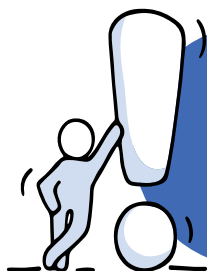
- Acceptance of recruitment forms (October - January)
- Recruitment interviews (November - March)
- Recruitment results (April)
- Training sessions (May - June)
- Uniform pickup and accreditation (June)
- Participation during the event (June - July)

RECRUITMENT PHASES:

I. Recruitment Announcement:

This is information about the volunteer program, encouraging participation. It should include key details such as:

- Event details - name, location, date, and purpose
- Who are we looking for? (Age range, necessary skills and experience, language proficiency, origin, restrictions)
- Tasks (sample roles/positions)
- Offered benefits (e.g., uniform, meals, accommodation, event access)
- How to apply (link to the application or recruitment platform/email)
- Application deadline (preferably with an expected date for announcing recruitment results)
- Reference to a file with detailed information or a webpage*



*It is advisable to create a document or article providing detailed information about the volunteer program and the entire event (e.g., detailed descriptions of roles, disciplines, and the event program).

II. Promotion of Volunteering Programme

The goal of recruitment is to find the best volunteers to support our events. It is essential to reach a broad audience, from which the best candidates can be engaged. Therefore, this offer should be widely promoted through various channels to increase its visibility.

The volunteer program can be promoted through:

- Facebook posts shared on event pages, volunteer opportunity groups, university groups, and thematic groups (for students, young and engaged individuals, active seniors, event enthusiasts, fans of a specific discipline, etc.)
- Websites - official event websites, organizers' websites, sponsor and partner websites, volunteer platforms, etc.
- Collaboration with schools, universities, organizations, and local sports centers.
- Posters and promotional flyers at universities, in dormitories, and tourist locations in the city (information points).
- Promotional videos and clips - featuring volunteers, well-known athletes, and organizers.

III. Registration Form

From volunteers, we should collect the following information:

- a) Personal Information:
 - Full name
 - Gender
 - Age/Date of birth
 - Phone number
 - Email address
 - Home address
 - Nationality
 - Accreditation photo (with instructions on the required format)
 - Emergency contact information
- b) Skills:
 - Languages spoken
 - Previous volunteer experience
 - Personal characteristics and abilities that would be helpful during the event
- c) Motivation
- d) Preferred Position/Functions
- e) Availability - including before and after the event
- f) Special needs/disabilities, dietary restrictions
- g) Clothing sizes
- h) Additional notes - e.g., accommodation preferences

*City selection if there is more than one.

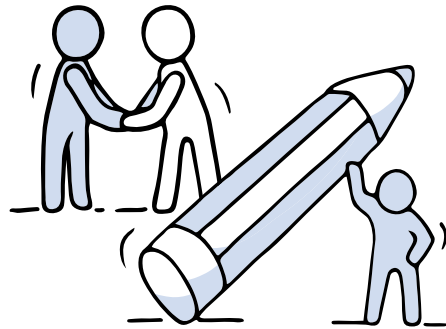
Sending a volunteer application should result in the candidate receiving a confirmation email. Additionally, this message can include extra information such as an estimated time for receiving results, next steps, an invitation to follow event media, etc.

IV. Preselection

The preselection aims to early discard applications that do not meet basic requirements – for example, minimum age, incorrect/empty or duplicated applications. At this stage, decisions can also be made (based on information provided in the application form) to reject or accept candidates for the next phase, which is the recruitment interviews.

V. Recruitment interview

Recruitment interview is one of the crucial elements of the recruitment process as it allows us to get to know the candidate and assign them to the appropriate role. It is essential to obtain comprehensive information during the interview and, as a result, properly assess the candidate and their predispositions. It is crucial to adequately prepare recruiters for this task – they should undergo training to ensure that their interviews are as professional and effective as possible.



Tips for recruiters before the interview:

- 1) Familiarize yourself with the volunteer form/profile you are interviewing. This will make conducting the meeting easier and allow you to tailor your questions to the candidate.
- 2) Prepare for the interview in terms of its course and the order of asking questions to ensure a smooth and efficient conversation without forgetting crucial matters.
- 3) Join the meeting a few minutes before the planned time if possible to make sure everything is working.
- 4) Be patient if the candidate is late. Contact them (by phone or email). It may turn out that they encountered unexpected difficulties or technical issues beyond their control.

Example interview scenario

1. Greeting and presentation of the key points of the meeting:
 - a) Key information about the event
 - b) Getting to know the candidate (questions to the volunteer),
 - c) Questions from the candidate.
2. Key information about the event:
 - Who is the organizer
 - Size/rank of the event; how many participants/disciplines; how many volunteers do we want to engage
 - Dates and location of the event,
 - What is expected from volunteers,
 - What the organizer provides (benefits for volunteers, information on whether transportation and accommodation are provided).
3. Getting to know the candidate - questions for the interviewee:
 - Tell me about yourself - who you are, what you do in life?
 - Why would you like to participate in our event?
 - Do you have experience in volunteering? If yes, what roles have you performed so far and how did you find yourself in them?
 - What makes us choose you? What are your strengths and skills?
 - What is your availability? (determining the number of hours and availability during the day)
 - What are your preferences for roles? (+ For more demanding roles, asking a probing question to check if the candidate's skills and qualities are suitable for the role)
 - Are there any roles/tasks you would not want to/cannot perform? If yes, why?
 - Are you willing to take on responsible/leadership tasks?
 - Are you an active driver? (*If volunteers will be assigned to such tasks)
 - Checking language proficiency if needed - asking a question in a foreign language
 - Are you available and willing to help even before the event?
4. Questions from the candidate
5. Thank you for the interview, providing information about the next stages of recruitment, the expected response/decision on participation.



VI. Candidate Evaluation

To choose the right candidates and allocate them to the appropriate sections, it is necessary to summarize the conducted interviews correctly and comprehensively. After each meeting, an assessment of the candidate should be recorded, taking into account the most important observations, information, and feelings

about them. It is advisable for each recruitment interview to be summarized in a pre-established, systematic form, which will later facilitate a more efficient selection process.

The recorded information should include:

- General impressions about the candidate,
- Availability (with details - whether it is full or limited to specific hours),
- Language proficiency,
- Suggested role,
- Additional comments,
- Recommendation regarding acceptance/rejection/waitlist.

VII. Final decision on choosing volunteers

All previous actions lead to the selection of volunteers. This process involves deciding which volunteers to collaborate with and assigning specific roles to individuals.

Acceptance/Rejection of Candidates - this can be done based on previously established criteria for selecting volunteers. These criteria can be determined by asking the following questions:

- What are the goals of the organizing committee?
- What is the purpose of our volunteer program?
- What individuals will be beneficial to the organizing committee?
- Which individuals will bring value to the volunteer team?
- What skills/knowledge/traits should the ideal volunteer possess?
- Which positions are crucial?
- What limitations and risks exist?

* It's important to keep in mind that not only experienced volunteers are valuable for the event. Individuals who haven't participated in volunteering before can often be a valuable source of help and motivation.

VII. Allocation to specific departments

Appropriately assigning individuals to specific areas results in effective collaboration and satisfaction for both organizers and volunteers. When allocating volunteers to specific roles, it's important to consider criteria such as:

- Knowledge and skills,
- Personality traits,
- Language proficiency,
- Availability,
- Preferred position,
- Demand for specific positions (number of volunteers) and the characteristics of individuals in those roles.



5.

**PREPARING
VOLUNTEERS
FOR TASKS**

5. PREPARING VOLUNTEERS FOR TASKS

Before volunteers begin their duties, it's crucial for them to be familiar with the event and its specifics—equipped with the necessary knowledge to start their roles and serve as ambassadors for the event. The following elements can help:

Handbook

This is a compilation of all essential information regarding the event, specific aspects related to it, and other organizational matters. It aids in better preparing volunteers, providing them with comprehensive knowledge in one place that they can always refer back to. It should include topics such as:

- Basic information about the event (what, where, when),
- Disciplines and their locations,
- Schedule of competitions,
- Rules and restrictions,
- Information directed to volunteers (training, equipment, additional attractions).

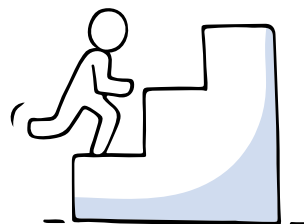
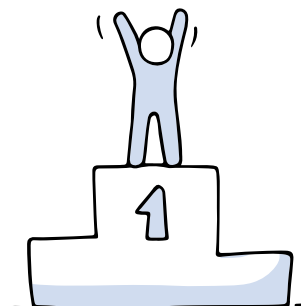
Example of the handbook for European Games volunteers



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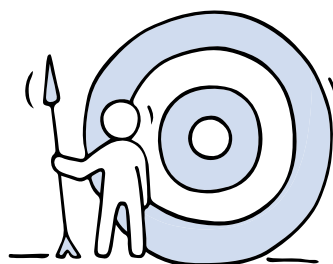
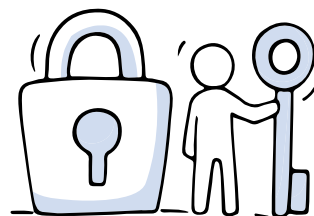
56 WYPOSAŻENIE WOLONTARIUSZA

Dla wolontariuszy przygotowaliśmy różnorodne gadzety, które otrzymają w powitalnych Welcome Packach. Gadzety te na pewno przydadzą się w czasie pełnienia działań podczas Igrzysk Europejskich, jak również już po zakończeniu wolontariatu.

1. Plecak
2. Butelka na wodę
3. Nerka
4. Okulary
5. Powerbank
6. Notes
7. Wachlarz
8. Żel antybakteryjny
9. Krem z filtrem SPF



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Kick-off Meeting

The kick-off meeting serves as the official briefing for volunteers. Its purpose is to integrate volunteers and express gratitude for their willingness to help and contribute. During this meeting, volunteers get acquainted with the organizing committee and receive information about the event, setting the atmosphere and welcoming participants from both Poland and abroad. It can take place in-person, online, or in a hybrid format to accommodate the attendance of as many people as possible.

Training

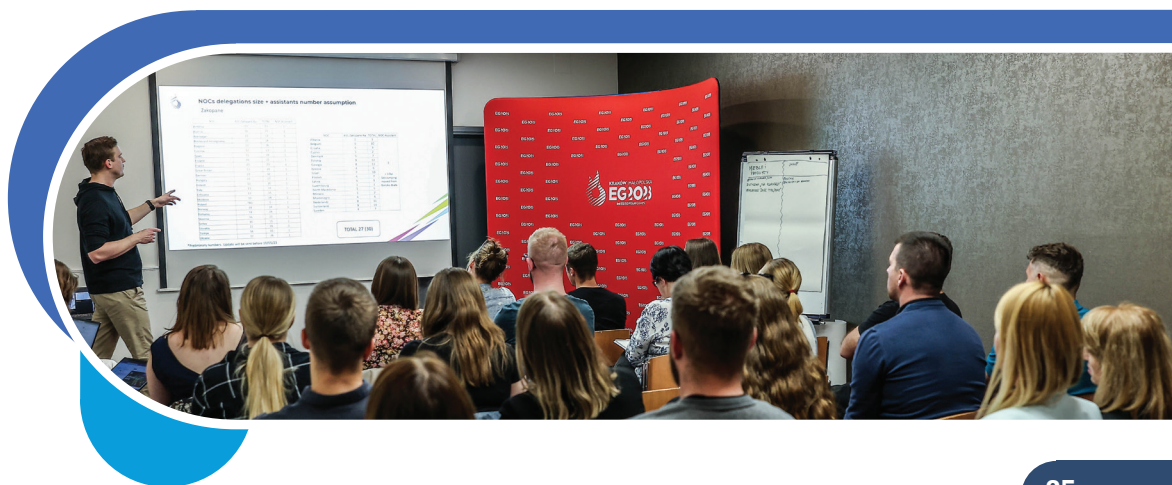
The aim of training is to prepare volunteers for their duties during the event. These sessions provide comprehensive knowledge about the event and guide volunteers on how to conduct themselves in various situations, following precautions and adhering to principles. The training sessions during the European Games covered various areas. There were general meetings for all volunteers, as well as specific sessions dedicated to particular groups and teams outlining their responsibilities.

Many of these training sessions were available online on the volunteer portal, presented in both Polish and English. The training modules included:

- General volunteer training, covering information and roles of volunteers,
- Safety-related training, including first aid, occupational health and safety, and the event's safety system,
- City topography and transportation logistics,
- Interpersonal and intercultural communication,
- Support and assistance for individuals with special needs,
- Position-specific training.

Online group/Chat for Volunteers

This is a virtual space where all volunteers involved in the event gather. It serves as a platform for volunteers to initiate conversations and establish contacts even before the start of the event. During the event, it becomes a shared space for volunteers to exchange information and emotions. It can also serve as a source of motivation, facilitate integration among volunteers, and enhance their sense of belonging.





6



**AREAS OF
VOLUNTEERS'
ACTIVITIES**

Numerous areas and tasks require the support of volunteers to ensure that the event's objectives are achieved, and the event can take place without major issues. Large-scale events involve complex logistics and infrastructure, creating various opportunities for volunteers. Besides activities at the heart of the event, there are many tasks to be undertaken even before the event takes place. Often, these tasks are not very noticeable, but they are of great significance. The European Games serve as an excellent example – volunteers' activities took place in 12 different cities, encompassing almost 30 disciplines across 25 different sports venues. Additionally, volunteers were involved in hotels, airports, and training facilities.

Tasks assigned to over 5000 volunteers included, among others: informing spectators, welcoming guests in hotels and at airports, assisting people with disabilities, match operations, supporting organizers in daily affairs, issuing accreditations, assisting the media, and supporting athletes and referees.

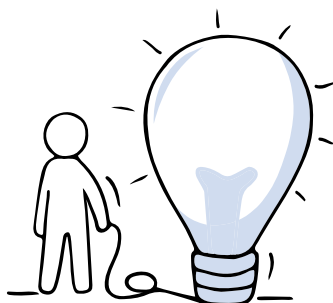
I. AREAS OF VOLUNTEERING DURING THE EUROPEAN GAMES:

Accreditation

Volunteers in the accreditation area are responsible for managing accreditation tasks. Accreditations serve as identifiers that allow access to the event area for all participants except spectators, including athletes and their teams, guests, delegates, judges, media representatives, staff, and other volunteers. Volunteers in this area are responsible for issuing these identifiers and assisting with accreditation procedures.

Example tasks (performed during the European Games):

- Registering individuals participating in the event
- Verifying data of individuals applying for accreditations
- Taking photos for accreditations
- Preparing, printing, and issuing accreditations
- Distributing welcome packs to accredited individuals.



Media

Volunteers provide support for journalists and photographers, collaborating with the press office and media department. They are responsible for creating materials such as articles, posts, videos, and photos, as well as generating reports on the activities of other volunteers, promoting the program, and spreading the ideas of volunteering.

Example tasks (performed during the European Games):

- Support in Media Centers
- Assistance in preparing press conferences
- Information support for journalists
- Assistance in preparing content for the website
- Providing journalists with official statistics and results
- Support in the Media Desk operation
- Directing appropriate athletes to the mixed zone for interviews
- Supervision of photographers in the Photo Zone
- Providing information to journalists
- Assisting athletes in the mixed zone
- Assisting in maintaining the decor of the mixed zone
- Support for TV production in transmission vehicles by preparing content for on-screen displays during broadcasts

Anti-Doping:

In this department, volunteers support the unit conducting anti-doping tests among athletes. They collaborate with a doctor and individuals responsible for doping tests. This role requires a professional approach to athletes, involving direct contact with them and necessitating specific qualities from the volunteer, such as communicativeness, assertiveness, and courage.

Example tasks (performed during the European Games):

- Supporting ATOS in entering data, results, and measurements during athletes' competitions - handling the OVR
- Entering data into the Timing & Scoring system
- Escorting athletes from registration to the end of the anti-doping test
- Collaboration with the anti-doping commission

Ceremonies:

Volunteers assigned to this department are involved in all processes related to medal ceremonies in all disciplines during the event. Their tasks may include preparing ceremony scripts, determining the schedule of individual events, coordinating these activities with other event departments, coordinating athletes participating in the ceremony, and informing them about the progress and details of the event.

Example tasks (performed during the European Games):

- Working on the preparation of medal ceremonies according to the prepared script
- Ensuring the punctual appearance of athletes and designated guests

VIP and Hospitality:

Volunteers in this area support places where special guest zones are organized. Their tasks include supporting the accommodation processes for event participants, welcoming national and international guests, taking care of teams, supporting communication between areas, and providing informational and language support.

Example tasks (performed during the European Games):

- Welcoming national and international event guests
- Informational support
- Support for the accommodation processes of event participants
- Support as a translator
- Care for representations
- Informational support for National Olympic Committee representatives

Logistics:

This department's tasks depend largely on the nature of the specific event. Volunteer support in logistics may involve assisting in planning the distribution of sports equipment, equipping various locations, and other tasks related to the equipment of different target groups, as well as setting up branding or other technical tasks.



Example tasks (performed during the European Games):

- Assistance in logistical activities at sports and non-sports venues
- Assistance in packing and distributing packages
- Setting up branding walls, static bands, and cardboard bands

Marketing:

Marketing is a broad department with specific tasks that may vary depending on the event. Some responsibilities may include collaborating with the team to maintain documentation, ensuring the proper display of branding materials, and overseeing marketing cleanliness at all event venues.

Example tasks (performed during the European Games):

- Conducting photographic documentation
- Ensuring the proper display of branding materials and overseeing marketing cleanliness

Mascot:

For major sporting events, a common element is the event's mascot, which is associated with the image and promotional campaign of the sports event. Volunteers in this department support breaks during which audience animation is necessary in the mascot costume or participate as mascots in other activities assigned by the coordinator of this task.



Example tasks (performed during the European Games):

- Cooperation with the event announcer
- Audience animation
- Conducting contests

NOC Assistant:

This is a specific role for this type of event – NOC (National Olympic Committee) assistant is responsible for cooperating with the heads of the Olympic missions of individual Olympic committees and supporting them during their stay at the event.

Example tasks (performed during the European Games):

- Contact between organizers and team mission managers
- Cooperation with the team manager in scheduling day schedules
- Assistance in preparing team documentation

Medical Patrol:

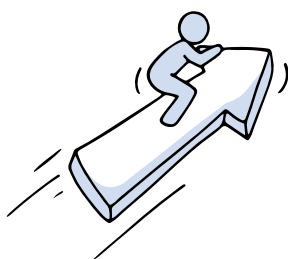
In this area, the most important thing is to take care of the health of spectators and fans. Volunteers in this department will have the opportunity to check their medical care skills during a sports event. They will also support medical rescuers at competition venues.

Example tasks (performed during the European Games):

- Supporting medical rescuers
- Providing first aid
- Assisting in reaching the medical point
- Quick response and assistance in transporting to the nearest hospitalization point if necessary

Sports:

Volunteers in this area use their knowledge directly related to sports disciplines – they are involved in organizing sports competitions. Their assistance is crucial in many areas, such as the field area, competition office, and locker room area.



Example tasks (performed during the European Games):

- Assistance in training
- Preparing dressing rooms
- Assisting in distributing results
- Assisting athletes
- Support in the warm-up zone
- Support in the call room
- Assistance in the sports info desk area
- The type of assistance depends on the sports discipline.
- Collaboration with competition judges
- Providing balls
- Assistance in the reserve bench area,
- Equipment control
- Ensuring the correct flow of information,
- The type of assistance is diverse, depending on the type and requirements of the discipline.

Promotion

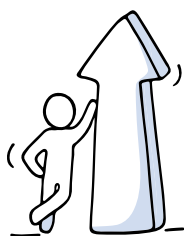
Volunteers will support activities related to event promotion in various locations and through various tools. Volunteers in the promotion area assist in marketing and promotional activities for the event. They may distribute flyers, create content on social media, or participate in promotional campaigns.

Example tasks (performed during the European Games):

- Preparation of materials, photos, and event reports.
- Collaboration with organizers to obtain materials supporting promotional activities.

Ticketing

Volunteer support in the ticketing sector mainly involves assisting fans in directing them to the appropriate sectors, supporting fans with disabilities, and assisting in ticketing processes.



Example tasks (performed during the European Games):

- Directing fans to their seats, including individuals with disabilities.
- Collaboration with the ticketing coordinator.

Transport

Volunteers in the Transport sector contribute to the smooth operation of the transportation system during sports events by performing tasks such as providing information related to transportation within event venues, supporting activities in the transport office, and assisting in reception areas. This may also involve assisting guests and athletes at airports with transportation-related issues.

Example tasks (performed during the European Games):

- Providing information related to transportation within event venues.
- Supporting the organization of transportation for participants and guests.
- Assisting in the transport office.
- Supporting the organization of transportation for participants and guests.

Venue Manager Assistant

Volunteers in this sector support Venue Managers and contribute to the smooth running of the event as a whole. Additionally, they coordinate operations at venues and provide informational support, acting as direct support for individuals responsible for specific sports venues.

Example tasks (performed during the European Games):

- Supporting the venue manager in current operational activities.
- Assisting in coordinating activities at venues.
- Providing communication support.
- Responding to current needs.

Welcome desk

Welcome Desks can be areas combining several functions. Volunteers working there may include: informing guests about the European Games, the sports program, and transportation services; reserving transportation services; maintaining communication with the main office regarding the distribution of VIP guest tickets; and reserving participation in additional programs.

Example tasks (performed during the European Games):

- Providing information to guests about the European Games, the sports program, and transportation services.
- Reserving transportation services.
- Maintaining communication with the main office regarding the distribution of VIP guest tickets.
- Reserving guest participation in additional programs.

Information

In this sector, volunteers help in various locations related to the event, providing information about the event. This may include supporting the proper functioning of storage areas, providing fans with necessary tips and information about what can be brought into the venue. In addition, volunteers at sports venues collaborate with stewards, provide information and directions to key areas, support people with disabilities, create a positive atmosphere around the sports event.

Example tasks (performed during the European Games):

- Collaboration with stewards.
- Providing information about the European Games.
- Providing information and directions to fans and spectators about routes to key areas.
- Supporting people with disabilities.
- Assisting fans in finding the right place in the venue.
- Creating a positive atmosphere around the event.
- Providing information to fans about tickets.
- Assisting in solving ticket-related issues.
- Assisting in reaching the venue.
- Language support for stewards.
- Assisting in deposit management.
- Accepting larger items that cannot be brought into the venue.
- Contacting fans.
- Informational support.
- Ensuring efficient fan service.
- Providing information related to safety.
- Supporting activities of the State Fire Service.
- Supporting the crisis management department at the venue.

Catering

In this area, volunteers support individuals/companies responsible for catering, assist in monitoring catering zones, and report any potential issues.

Example tasks (performed during the European Games):

- Supporting the person in charge of catering.
- Monitoring catering zones.
- Reporting any potential problems.
- Collaboration with the caterer.

Volunteer Center

The stay of volunteers also requires coordination and constant control over the order in the workplace. Volunteers in this area ensure a good flow of information between volunteers, maintain a positive atmosphere, and support the actions of other volunteers at the venues. Volunteer tasks include issuing volunteer starter packs, creating daily vlogs about volunteer work, ensuring a good flow of information, and fostering a positive atmosphere among volunteers.

Example tasks (performed during the European Games):

- Issuing starter packs to volunteers.
- Ensuring a positive atmosphere in the Volunteer Center.
- Ensuring a proper flow of information.
- Creating video materials about volunteer work.
- Supporting other departments in case of volunteer absence.
- Supporting integration activities.
- Assisting volunteers in other departments.
- Fostering a positive atmosphere among volunteers.
- Ensuring a proper flow of information.
- Creating photos of volunteer work.

Special Tasks

Volunteers assisting in solving sudden, current problems from various areas. They are versatile, multitasking individuals who perform tasks according to demand. They often handle unexpected situations where they must react based on their experience and knowledge.

Example tasks (performed during the European Games):

- Readiness to support the actions of other areas.
- Acting in unexpected and urgent situations.

II. TEAMWORK:

Critical aspects of working in teams composed of volunteers in specific roles include:

a) **Communication** - - Each team of volunteers should have its group communication channel, allowing for the fastest exchange of information. It is crucial to establish this channel before the event to prevent confusion among volunteers. This conversation enables communication among all participants, the exchange of current information, as well as the quick communication of problems and their easier resolution.

After creating such a group, it is important to check if everyone has been added and if the conversation is visible to them. Then, instruct everyone to regularly check the messenger. The most popular messengers include Messenger and WhatsApp.

The language used among team members is also essential. It should be understandable to everyone - if there is an English-speaking person in the team, all information should be communicated in English (both in the native language and English), for example.

b) **Position Training** - Volunteers should have knowledge of their role before starting work. It is essential to inform them about duties and requirements related to their function. It is also crucial to familiarize them with the critical points of the team's venue, which will expedite and facilitate the start of activities. Mutual acquaintance of team members, as well as the presentation of rules and rights during volunteering, will help in cooperation.

The group coordinator should also ensure that volunteers fulfill all requirements before starting their participation, such as signing or submitting documents, receiving an ID, and a volunteer package.

c) **Work Schedule** - The recommended working time for a volunteer is a maximum of 8 hours. Depending on the specificity and area of activities, this time may vary and sometimes be longer. Creating a work schedule can be a logistical challenge because both the availability of volunteers and the organizers' requirements regarding the number of involved persons must be taken into account.

When creating shifts, it is also essential to ensure that volunteers have time to rest. It is also worth considering aspects such as the schedule of competitions, key moments of the events (when demand may increase), as well as meal hours (so that volunteers can eat).

The work plan is created by considering:

- Volunteer availability,
- Organizer requirements (regarding the number and skills of volunteers in a specific position),
- Event schedule (start, breaks, end times, and possible delays),
- Key points of the competition program (moments with increased participant activity/games, multiple activities taking place simultaneously, medal ceremonies, etc.),
- Logistic planning and possible problems.





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7

**EQUIPMENT AND
FACILITIES FOR
VOLUNTEERS**

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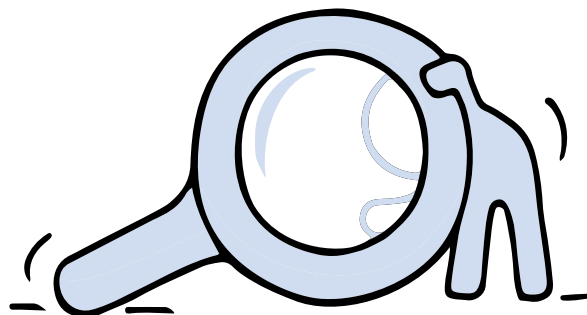
EG2023

Volunteers choose to selflessly support events, often dedicating many hours of their time and providing invaluable assistance to make the event a reality. To enable them to work smoothly and derive satisfaction from their efforts, it is crucial to provide them with appropriate conditions and tools. Providing suitable equipment and additional benefits is an expression of gratitude and care for their well-being. This is a way to show our appreciation and reward them for their effort, even if only to a small extent.

During the European Games, volunteers could benefit from various perks, including:

- Starter pack, consisting of clothing (t-shirt and hoodie) and gadgets such as a backpack, water bottle, fanny pack, sunglasses, power bank, notebook, fan, antibacterial gel, sunscreen,
- Personal accident insurance (NNW),
- Gift packs,
- Urban volunteer centers, serving as a place for rest and integration (equipped with items like foosball, Xbox consoles, board games),
- Training as part of the Volunteer Leaders Academy,
- Workshops (on communication and public speaking),
- Kick-off, an official briefing for volunteers,
- Certificate of participation in volunteering,
- Limited accommodation for out-of-town volunteers,
- Meals,
- Free public transportation,
- Final party at the end of the event.

Like other participants, volunteers receive personalized accreditations, serving as identification and granting access to the event venue, movement within it, and performing their duties. Only fans constitute a group that moves based on tickets or passes. Accreditations allow access to critical zones and the use of various services, such as transportation, catering, accommodation, or participation in additional events.





8

**ADDITIONAL
EVENTS AND
ACTIVITIES**

VOLUNTEERS LEADERS ACADEMY

These were training sessions aimed at a group of volunteers involved in the early stages of preparations. The modules were delivered in the form of training cycles. The goals of the training within the Volunteer Leaders Academy were:

- Enhancing leadership communication skills in building relationships, collaboration, and team management,
- Acquiring knowledge about communication tools,
- Learning to work under time pressure and in stressful situations,
- Developing assertiveness,
- Improving skills in effective work,
- Increasing competencies in team management and cooperation.

Over 200 volunteers participated in this series of training, which took place in May and June. They were conducted both in-person (live workshops in 5 cities) and remotely (online continuation).

WORKSHOPS DURING THE EVENT

In addition, volunteers had the opportunity to participate in open workshops organized during the event. These included:

- “Well Said, You Can Get Used to Everything” - workshops on communication and public speaking,
- “Human Library” - a living library, workshops on sharing experiences and stories,
- “Erasmus+ International Opportunities” - an informational meeting about international volunteering and Erasmus+ projects.

FINAL PARTY

An event organized for volunteers as a thank-you and expression of gratitude for their dedication and effort. It was a moment for relaxation, the collective celebration of the event, joy in the achieved success, and an opportunity to create memories and make new connections. Volunteers could enjoy pleasant surprises, games, music, and snacks during the final party.



A group of young women are gathered in a forest. One woman in the center-right is holding a lit torch with a rainbow stripe. The torch has a blue body with a rainbow stripe and a logo that says "EGROB". The women are smiling and looking upwards. The background is a dense forest of green trees.

9.

**SUMMARY AND
EVALUATION OF
VOLUNTEER WORK**

When all volunteer-related activities come to an end, it's time for a summary and evaluation of the volunteer program. It is crucial to gather opinions and feedback from volunteers about their experiences during the event. This is important because it:

- Highlights which issues were significant, what was executed correctly, and which aspects need improvement.
- Reveals elements that were not immediately apparent.
- Allows an assessment of the collaboration with organizers.
- Enables a thorough, holistic evaluation of the event.
- Shows phenomena and issues that were significant to volunteers and had an impact on their work.
- Facilitates the verification of satisfaction and the overall experience of volunteers.
- Provides volunteers with an opportunity to express their opinions and share their perspective on the event.
- Raises awareness among volunteers that their opinion matters.
- Allows for the definition and sharing of best practices.
- Leads to the improvement of processes.

One of the useful tools for evaluation can be surveys (including online surveys) where volunteers can provide anonymous answers to specific questions. European Games volunteers answered questions related to:

- **Recruitment** - satisfaction with the process, sources of information about the volunteer program.
- **Training** - topics covered, acquired knowledge, the method of knowledge transfer, usefulness, clarity, and attractiveness of the provided information.
- **Tasks** - experiences during role fulfillment, understanding of their function, transparency regarding assigned tasks, satisfaction with tasks, and a sense of security.
- **Coordinator** - support received, coordinator's involvement, availability, communication with the coordinator and within the team.
- **Evaluation** - catering, accommodation, equipment, volunteer center.
- **Motivation for future volunteering.**
- **Overall satisfaction with participation.**

Evaluation of coordinators and leaders - similar processes should also be conducted among those in leadership roles. This allows for their optimization and the improvement of management quality.

All of this data should be utilized to enhance ongoing volunteer programs. It represents invaluable knowledge that can serve as the foundation for subsequent similar programs. It also serves as a reference point for retaining volunteer interest in future events - the experience gained by volunteers can be invaluable for upcoming volunteer programs.



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