GUIDELINES

FOR
VOLUNTEER MANAGEMENT
OF
MULTISPORT EVENTS

K2S - GENZ

GUIDELINES

FOR VOLUNTEER MANAGEMENT OF MULTISPORT EVENTS

This Guideline is an intellectual output of the ERASMUS + project
Future Volunteers - Key to success is Generation Z
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Introduction

Project description

The small-scale cooperation partnership project involves three organizations from two countries - Sports Club of Miskolc University (MEAFC) and Hungarian University Sports Federation (HUSF/MEFS) from Hungary and the European University Sport Association (EUSA) Institute from Slovenia.

The members of the partnership are committed to the development of university sports, have been active in European and international university championships for several years, contribute to the values and goals represented by EUSA and FISU and as members of this community consider it important to act according to them. The members of the consortium participate in the organizing committee of European Universities Games (EUG) 2024, which, in addition to professional objectives, represent values such as good governance in sport, non-discrimination, healthy lifestyle and dual career.

We acknowledge that volunteers play a key role in the sucess of any type of event, especially when a very large group of stakeholders are present at a multisport event like the European Universities Games. At these types of events, their effectivness helps to overcome risks and create an added value for the success of the event.

All the partner organizations feel responsible for the younger generation, and due to our activities, for shaping the attitudes of university students, especially promoting lifelong learning, an active lifestyle and active social involvement. Therefore, for our project we chose the generation Z as our target group. This age group has a well-distinguished characteristics (consumption habits, needs) from the previous generations, which is especially true for their labor market activity and performance, as well as their needs and way of communication.

We consider it one of our most important tasks to overcome prejudices about volunteering and restore it's values as a valuable job experience, which can be a drive for development of individual competencies. The main aim of the program is to give young students, who are interested in sports and the organization of sport events, the opportunity to experience a unique adventure, learn about the values of sport and gain valuable work experience through volunteering, thus strengthening young people's employability.

Based on all the above mentioned, our mission is to develop the university sports movement and championship based on core values, to overcome prejudices about volunteering and to give young people the opportunity to improve their employability through sport and to build an active community motivated to fulfil value-creating and independent work.

The strategic goals of the cooperation are:

- Developing good sports management in connection with university sports,
- Development of the university sports movement and representation of core values,
- Developing an active community in university sports life locally and internationally,
- Creating value and motivation of volunteering in field of university sport,
- Focus on generation Z and their needs in developing individual competencies.

The experience of EUSA and MEFS and our international cooperation contribute to the development of the local and international organization of the university sports movement, to the active participation of young people, to the development of their skills and improvement of their employability. The project responds to the priority of digital dimension, which we believe is in line with the habits of the target group, also helps to overcome geographical and further barriers of communication and involvement.

Concept of the project

The basic concept of the project is to gain valuable theoretical and practical experiences paralelly in field of volunteer management, while examining the needs and motivations of the choosen target group of Gen Z based on their feedback.

Research tasks were started in April, examining first the requirements related to volunteering, as well as motivations of GenZ. Following 2 months we studied professional literature and previous projects in the field of volunteer management. A Guideline for Volunteer Management at multisport events was finalized in July. The purpose of the guide is to summarize the questions that contribute to the success of strategic planning, as well as to take into account the practical tasks that may arise during implementation in the order of the volunteers' life path.

The practical part of the project is based on the involvement of 10 volunteers and their participation in 2 multisport events. Implementation was started with recruitment in April. The volunteers were officially delegated to the domestic multisport event organized in Hungary and to the international event of the European Universities Games 2022 (EUG 2022), which was the largest European multisport event of 2022. As part of the induction, project partners organized an online Welcome Event with the aim to present the partners, the project and the schedule, and to introduce the volunteers' obligations and benefits undertaken in the project. Prior to the domestic event, MEAFC as the project leader organized an in-person Workshop for the volunteers including motivational training, teambuilding and presentation about university sport. While, volunteers were supported by mentor discussion before the international event. The volunteers of the project carried out their voluntary activities at the domestic event in May (MEFOB Fest – 19-22 May 2022, 8 sports, 4 days, more than 1000 participants, 100 volunteers), and in an international environment at the EUG 2022 in July (EUG 2022 – 17-30 July 2022, 20 sports, 15 days, 4,500 participants, 800 volunteers).

Based on the experiences and the feedback received from volunteers, coordinators and organizers, the Guideline has been revised, establishing the methodology of our European wide Not-for-profit European Sport Event ERASMUS+ project proposal related to volunteering, and which will provide a suitable basis for the volunteer management of the European Universities Games 2024.

Methodology of event evaluation

We carried out the experiences of participating in the two events mentioned above using a qualitative method, with the help of on-site observation, questionnairies and interviews (individual and/or group), targeting the volunteers, coordinators and organizers. All of this means for the project organization a deeper insight into the processes of volunteer management of a multisport event, as well as learning about the motivations, needs and skills of the target group, while the volunteers could really feel important by having the opportunity to evaluate the processes and share their opinions.

When compiling the questionnaires, we did not aim to evaluate the event itself or the management processes, our intention was to get to know the personal priorities and impressions of the volunteers. We assessed satisfaction and priority on a 4-point scale, so that it would be easy for them to decide, but they would not be able to give a neutral answer. While we asked about their experiences in open-ended questions. The interviews were conducted by the mentors and they specifically tried not to influence the answers when asking the questions.

At the MEFOB Festival, since it was smaller in terms of volume, one person observed during the whole event, while during the EUG 2022 the person appointed as volunteer mentors also performed observer tasks.

We put great emphasis on the motivation of the chosen target group. We examined this area using a questionnaire already during the applications and after the Welcome Event. Volunteer questionnaires were conducted after the events (in June and August), they focused primarily on volunteer motivations and the satisfaction survey of certain areas of volunteer management. The in-depth interviews took place between 8 - 19. September, 2022. The topic was determined based on the results of the questionnaires, and we intended to gain a deeper understanding of individual experiences, and how volunteers can be motivated and supported.

The coordinator's questionnaire sought to map the difficulties of the management process and the experiences of working with Gen Z volunteers. The questionnaire was conducted after the events (in June and August), which was supplemented by an interview with the volunteer manager in case of both events, thereby ensuring a 360-degree evaluation.

The purpose and structure of the guideline

The purpose of the guide is to summarize the questions that contribute to the success of strategic planning, as well as to take into account the practical tasks that may arise during implementation.

The guide first presents the theoretical background of volunteering, the regulatory environment, statistical indicators, and the most important characteristics of the target group. After that, we summarize the strategic tasks of the volunteer management and present the most important processes and practical tasks in the order of the volunteers' lifecycle.

Theoretical background

Definition and types of volunteering

Although there are several definitions, despite the differences of interpretations, voluntary activity can be described by three basic characteristics, according to which volunteering is an activity carried out of one's own accord for the benefit of others or for the public good, without financial compensation.

We distinguish between formal and informal volunteering. During formal volunteering, the individual performs the task at the request of a specific organization or institution, within its framework, while during informal volunteering, the individual does not serve others on behalf of an organization, but directly.

According to a study[1], in the past, volunteering meant that people of higher social status helped the disadvantaged and typically had a religious motive behind it. However, as a result of modernization and democratization, individualistic (gaining experience, building relationships) and secular motives (environmental protection, animal protection) appeared, and community-oriented volunteering became individual-oriented, in addition to the work done in one's own community, getting to know other foreign communities appeared as a new motivation. That is why we can talk about traditional, modern and mixed types of volunteering based on the volunteers' motivation. In the traditional approach, altruistic motivations dominate, i.e. social utility, helping others, moral commitment, belonging to the community and solidarity, possibly religion and faith are important to the individual. According to the modern approach, voluntary activity is a conscious choice, which has self-interested goals, be it gaining professional experience, personal development, spending free time usefully, making new acquaintances. While in the case of a mixed version of these, the search for experience, the importance of reciprocity and the inner self-worth of the activity, as well as short commitment are typical.

Based on the "donation" of free time[2], volunteer activities can be serious, occasional or project-based. In the first case, we can talk about regularly performed activities, which are typically driven by career goals. The second category includes short-term activities that do not require special qualifications and primarily increase internal satisfaction. The project-based group also includes short-term, but more complicated, creative leisure activities.

As a result of the more flexible forms of work, the freer management of individual free time, and the strengthening of individualization, volunteering becomes more heterogeneous. In addition to traditional, long-term, regular volunteering, modern or mixed and occasional volunteer activities come to the fore[3].

According to Bartal's study[4], the Volunteering in Hungary 2018 survey and the latest European Values Survey (EVS, 2017/18) show that a generational change is taking place in domestic volunteering. The growing proportion of young people poses new challenges to organizations, the so-called episodic volunteering, and as a result, organizations must become more flexible and better build on the volunteers' motivations.

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[1] Silló Ágota: Az önkéntesség modern formái - Útközben Az I. Demográfia és Szociológia Doktoranduszkonferencia anyagai, 2016

[2] Silló Ágota: Az önkéntesség modern formái - Útközben Az I. Demográfia és Szociológia Doktora0nduszkonferencia anyagai, 2016

[3] Infojegyzet 2021/35., Országgyűlési Hivatala, 2021

[4] Bartal Anna Mária: "Vissza a jövőbe" – Civil szemle 2019/1.

European and Hungarian statistics

Unfortunately, due to methodological differences, the available statistical data are not particularly suitable for comparisons and analyzes at the European or world level, however, certain conclusions can be drawn regarding the size and economic weight of the voluntary sector, as well as some characteristics of the volunteers (gender, age, occupation, etc.).

According to a 2010 report prepared by the consulting company GHK at the request of the European Commission, 22-23% of EU citizens over the age of 15 participate in voluntary activities, while according to a Eurostat survey conducted in 2015, around 18.9% of EU citizens participated in formal voluntary activities and about 22.5% in informal voluntary activities[5].

In the 2010 Eurobarometer survey - in preparation for the 2011 European Year of Volunteering - several targeted questions related to volunteering were included. The data collection was carried out in 32 countries (27 member states, 3 candidate members + Iceland and the Turkish Cypriot Community), on a representative sample, through population surveys among the population over 14 years of age. According to the results, active social involvement was characteristic of 80% of the respondents, while 30% of citizens performed formal voluntary work. The leaders in this survey were the Netherlands, Denmark, Sweden, Austria, Finland, and the runners-up were Greece, Portugal, Bulgaria, Cyprus, Lithuania[6].

The Gallup World Poll 2013-2015 survey covered 40 countries among the population aged 15 and over. The measured rate of formal volunteerism showed lower results than the above results (which can basically be traced back to a methodological difference, as the question asked in the survey was formulated for the past one month). Most volunteers were measured in Anglo-Saxon non-European countries (New Zealand, Canada, USA, Australia), and the least in Eastern and Central Europe, Greece and Turkey. Based on these, the research pointed out that a west-east axis is clearly visible, on which axis the weight of formal volunteering is significantly greater in states with unbroken democratic traditions, so it can be concluded that the proportion of volunteers is largely related to the development of the nonprofit sector and civil society of the given country[7].

According the Eurobarometer European quick survey, published in April 2015, 25% of young people in the EU took part in formal voluntary activities in the last 12 months, but this proportion varies significantly between individual countries (10% and 42% moves between). The same survey also found that voluntary activities carried out by young people are concentrated in two main areas: charity, humanitarian and development assistance (44%) and education, training and sport (40%). They are also the most frequent voluntary activities performed by young people in each of the Member States.

Regarding volunteering in Hungary, compared to Western European countries, the GDP produced by Hungarian volunteers is lower and voluntary work connected to organizations is characterized by less regularity and awareness, but at the same time, the economic weight of volunteering is constantly increasing. The trend following the European model, according to which the average volunteer is highly educated, has at least a secondary education, but rather a higher education, is economically active, and in many cases has an intellectual occupation. At the same time, disadvantaged social goups perform less voluntary work, so this is an integration option, that is still open to the state and the civil sector. Similar to

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[5] Az Európai Gazdasági és Szociális Bizottság véleménye – Önkéntesek - Az Európa jövőjét építő polgárok című jelentése (2022/C 152/04)

[6] Perpék Éva: Önkéntesség közel s távol: hazai és nemzetközi helyzetkép, In: Háztartási munka, önkéntes munka, láthatatlan munka, I., KSH, Budapest, 2017 pp 108-121.

[7] Perpék Éva: Önkéntesség közel s távol: hazai és nemzetközi helyzetkép, In: Háztartási munka, önkéntes munka, láthatatlan munka, I., KSH, Budapest, 2017 pp 108-121.

the international result, the supported organizations perform expressive activity on the one hand (culture, recreation, sports, legal protection), on the other hand they are social service providers and the volunteers do their work largely for the benefit of the (local) community.

From the nineties to the present, a high rate of informal volunteering is typical (58–94%) in Hungary. Assistance within formal frameworks, through organizations, rose less dynamically[8]. The domestic situation of volunteering is assessed every three years among the supplementary records of the population labor force survey. The most recent examination was carried out in the first quarter of 2019. According to this, in the last ten years, the proportion of volunteers ranged from 27% to 36%. In terms of the main socio-statistical characteristics of volunteers aged 15–74, the results art he following[9]:

- Among the volunteers, the proportion of women is higher than men (women: 54%, men: 46%);
- The majority live in cities (cities 49%, villages 37%;);
- The proportion of people with a higher education is higher (higher education: 23%, secondary school 32%, vocational school, skilled worker: 25%, 8 primary or less: 12%).
- In 91 percent of the hours worked, direct voluntary activities were carried out in 2019.

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[8] Infojegyzet 2021/35., Országgyűlési Hivatala, 2021

[9] Perpék Éva: Önkéntesség közel s távol: hazai és nemzetközi helyzetkép, In: Háztartási munka, önkéntes munka, láthatatlan munka, I., KSH, Budapest, 2017 pp 108-121.

Legal and regulatory environment

UN General Assembly resolution on the basic principles of supporting voluntary activity [10]

Although the UN's statements do not constitute legislation, its position is a guideline in the field of recognition, regulation and support of volunteerism, which is taken into account worldwide.

On December 17, 1985, the UN General Assembly decided about the International Volunteer Day, then in 2001 it announced the International Year of Volunteers, and at the same time, in a resolution, it adopted the basic principles of supporting volunteer activities.

This UN resolution draws attention to the fact that volunteering is an expression of solidarity in society and brings benefits both to society as a whole and to the individual who undertakes voluntary work, and through all this contributes to priority areas such as social integration, poverty reduction and total employment. While volunteering also makes a significant contribution to society from an economic point of view. Among the main questions and challenges of volunteerism, it names globalization, the growth of individualism, the economic isolation of the developing countries, the increasing participation of women in the labor market, the decrease in the commitment of young people, and the rapid development of communication technology. It points out that the development of the workforce is a cornerstone of sustainable economic development, and volunteerism is an essential element of this. It also states that a well-functioning public sector has a positive effect on volunteerism and that the role of governments is to provide financial support for the creation of efficient infrastructure, as well as to ensure the necessary legal and budgetary frameworks for this.

The EU's aspirations

There is no uniform definition of volunteering within the Union either, but there is a serious intention to define the framework of volunteering and to strengthen its socio-economic role. Since 1997, the EU Commission has dealt more deeply with volunteering, supporting it as a contribution to social solidarity and the exchange of information. It prioritizes the volunteering of young and old people as an opportunity for self-education and self-development[11].

The Commission's 2006 report[12] entitled "Voluntary activity: its role in European society and its effects" sees the true value of voluntary activity in the creation of social and societal bonds, which is therefore especially suitable for strengthening solidarity and active social involvement. In addition to making a significant contribution to national economic production, volunteering promotes personal development: on the one hand, the acquisition of social sensitivity, and on the other hand, the development of key competencies and skills. In the definition of voluntary activity (voluntarily undertaken, informal, open to everyone, unpaid, self-training-self-development, which has a social contribution), it adds that it must be accessible and open to everyone.

Since then, the European Union has taken this matter seriously and is trying to popularize volunteering in the member countries with various development programs. In honor of the 10th anniversary of the International Year of Volunteers, 2011 was declared the European Year of Volunteering, the European

[10] http://www.kka.hu/_Kozossegi_Adattar/DOKUMENT.Nsf/4be80daf005edcb8852566f2000b4f9f/23cfb58fb5894a43c1256a3400444ace?OpenDocument

[11] Bartal Anna Mária-Saródy Zita: Körkép – az önkéntesség helyzete és szerepe az Európai Unió egyes tagállamaiban az önkéntesmotivációs kutatások tükrében. – Civil szemle 2010/2.

[12] Európai Gazdasági és Szociális Bizottság vélemény – „Az önkéntes tevékenység: szerepe az európai társadalomban és kihatásai" (2006/C 325/13)

Capital of Volunteering program was launched in 2013. The European Voluntary Service (EVS), later the European Solidarity Corps (ESC) was launched to ensure cross-country infrastructure, while the Europass and Youth Pass systems were created with the aim of recognizing volunteering and volunteering was also a prominent theme of, for example, the "Europe for Citizens" program.

The European Parliament resolution 2013/2064 notes[13] that further strengthening a common European approach to volunteering will increase young people's chances of mobility and employability, emphasizes the need to promote volunteering, especially among school-aged children, students and other young people.

On 22 December 2021, the European Parliament decided[14] on the European Year of Youth (2022), which aims to give impetus to the active participation of young people in the democratic life of Europe, by supporting the participation of young people from different backgrounds in processes such as Conference on the future of Europe, and by promotion of civic engagement and volunteering initiatives. Among specific measures informational, educational and awareness-raising campaigns are listed, that convey values such as respect, equality, justice, solidarity, volunteering, belonging and a sense of security.

The report[15] of the European Economic and Social Committee, titled „Volunteers – Citizens building the future of Europe", calls for the European Commission to take steps to make 2025 the European Year of Volunteers, with the aim of: paying tribute to volunteers who have demonstrated a significant social role during the pandemic, promotion and encouragement of volunteering, exchange of experience between member states, expansion of programs and creation of new programs, provision of objective data and facts. The report points out that the range of volunteer opportunities must be adapted to the changed needs of the younger generations, as there is a visible shift towards occasional volunteering, volunteer tourism is also becoming more popular, and an observable trend is the appearance of intermediaries such as welfare or educational institutions, organizers of family volunteering and local volunteer centers. Beside, the development of online capacity and social media also makes it easier for people to organize themselves for ad hoc voluntary work.

The role of volunteering in sport was already recognized by the member states in the 2002 Aarhus Declaration on the role of volunteering in sport. After that, it was featured prominently in the Commission's 2007 white paper on sports, where volunteerism is named as an activity that strengthens active citizenship. In 2011, the European Commission published publication No. 568 on volunteering, in which a section is devoted to volunteer work in sports. In May 2011, in its work plan for EU sport, the Council identified voluntary work in the field of sport as one of the priorities for EU-level cooperation, expressing that the sports sector can mobilize more volunteers than any other, and that in most Member States the sports movement would not exist without volunteers. The publication also find that Member States with high levels of volunteerism in sport typically have a rich volunteer culture and appropriate structures and support from the authorities.

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[13] Az Európai Parlament 2013. december 10-i állásfoglalása az önkéntességről és az önkéntes tevékenységről Európában (2013/2064(INI))

[14] AZ EURÓPAI PARLAMENT ÉS A TANÁCS (EU) 2021/2316 HATÁROZATA

[15] Az Európai Gazdasági és Szociális Bizottság véleménye – Önkéntesek - Az Európa jövőjét építő polgárok című jelentése (2022/C 152/04)

Hungarian regulation

In Hungary, after the transition from communism to democracy and capitalism, it took nearly ten years for public interest voluntary activity as a legal relationship to be regulated by the state, which was clearly given a big boost by the International Year of Volunteers. The Act on voluntary activities as a public interest (LXXXVIII of 2005.) focused primarily on organizations employing volunteers, their registration and the definition of the voluntary legal relationship. The Act aims[16] to provide an orderly framework for voluntary activities carried out in an organized manner and to clarify the basic rules of the relationship between the volunteer and the host organization or institution.

The Act regulates the following:

- the range of benefits that do not qualify as financial compensation
- who can perform voluntary activities
- areas of voluntary activity
- the volunteers' working hours
- the content of the voluntary contract
- the obligations of the host organization and the volunteer
- the liability for compensation related to voluntary activity
- data management and data service

The creation of the National Volunteer Strategy 2011-2020, which summarized the professional and scientific results related to volunteering, gave a broader interpretation to volunteering and highlighted its role in social integration, was considered a breakthrough. This medium-term measure laid the foundations that launched Hungarian volunteering on a path of development. In the framework of other initiatives, the creation of national, county and local volunteer centers and volunteer points was supported, so it was possible for the volunteer area to receive help in terms of both infrastructure and human resources[17]. The establishment of the Voluntary Center Foundation and the website www.onkentes.hu in Hungary can also be dated to this time. A register was created about the organizations that host volunteers and in 2013 Pro Voluntarius award was established, with which outstanding domestic volunteers are awarded on the International Volunteer Day.

The National Voluntary Council was established in 2016, which has a proposer, reviewer and consultant role[18]. Among other things, the Council's task is to promote cooperation between civil, economic and church actors active in the field of volunteering, as well as the directors of government policy.

At the initiative of civil organizations and with the support of the government, 2021 was declared the Hungarian Year of Volunteering. The preparation and development of the second National Volunteer Strategy (2021–2030) was also started this year, which aims to popularize the culture of volunteering, increase the number of volunteers, strengthening corporate volunteering and making the connection between volunteering and sustainability closer.

During the epidemic, formal volunteering linked to organizational frameworks was almost completely destroyed, in many settlement the local municipalities stepped forward as coordinators of volunteering, but it is not yet clear what kind of decline the COVID-19 epidemic has caused in volunteering in general[19].

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[16] Bartal Anna Mária: "Vissza a jövőbe" – Civil szemle 2019/1.

[17] Rendezvény-önkéntesség a szlovák-magyar határmenti régiókban, szervezeti perspektívából, 2018

[18] Infojegyzet 2021/35., Országgyűlési Hivatala, 2021

[19] Bartal Anna Mária: Régi reflexek és új kihívások? Az első Nemzeti Önkéntes Stratégián túl, a másodikon innen – Civil Szemle, 2021/1.

Professionals [20] believe that the development of professional standards, trainings, methods and the development of the volunteer-coordinator and mentor network can bring about quality renewal.

The voluntary activity of students in public education is important in the formation of active citizenship. Starting from 2016, this is facilitated by the statutory requirement of 50 hours of community service, which is essential for passing the baccalaureate exam (Act CXC of 2011). Although this type of activity cannot be considered as volunteering, since it is mandatory, at the same time, its underlying content is education for voluntary activity.

Other regulations and requirements

EUSA Requirements

Volunteers are a privileged customer group of every EUSA event, the EUSA Minimum Requirements set specific rules regarding the services provided to them, such as accommodation, catering, travel and medical services.

The EUSA also declared its expectations that the organizing committees provide an appropriate volunteer management, professional guidance and support for the volunteers.

In addition, as a recognition of the work of the volunteers, at every EUSA event, the volunteers take an oath, just like the athletes, and receive a certificate of recognition during the events.

Requirements of ERASMUS+ Programme

The chosen priority of our project is „Promoting learning in and through sport", while we also keep in mind the priorities such as „Inclusion and diversity", „Digital transformation", „Environment" and „Active citizenship"

According to the principles of the ERASMUS+ Programme, we designed the project in such a way that the international dimension creates added value and the language of the project is English. During the implementation we will consider the following principles as well:

- Protection, health and safety of participants,
- Recognition and validation of skills and qualifications,
- Communication on projects and results,
- Open access to projects and results.

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[20] Bartal Anna Mária: Régi reflexek és új kihívások? Az első Nemzeti Önkéntes Stratégián túl, a másodikon innen – Civil Szemle, 2021/1.

Sports volunteering

Literary sources point out that volunteering is closely intertwined with sports, it contribute greatly to the operation of sports, therefore the "sports industry" could not function without volunteers. The results of the 2010 Eurobarometer research also confirm that sport plays an important role in shaping community life in the European Union, as many people volunteer to help the operation of local sports organizations and organize sports events, and the proportion of volunteers active in the field of sports shows an increasing trend.

Among the voluntary activities related to sports, voluntary work related to sports events stands out, the largest number of people are active in this area. The advantage of this kind of activity is that the volunteer can participate in the event for free, receive food and clothing, and get close to well-known athletes.

Student volunteering can be best interpreted in the organization of school, local, regional and national competitions, while students in higher education mostly participate in activities managed by institutions and in self-organized actions. The senior age group also plays an important role in the field of sports volunteering. On the one hand, it can create suitable and useful occupations for older ex-athletes, with the help of which they can continue to feel like a valuable member of society. On the other hand, after finishing elite sports, many former athletes become excellent coaches and sports organizers, who typically first start helping the sport on a voluntary basis. The role of volunteering also stands out in connection with sports activities that promote the integration of disabled people, whether in connection with the work of coaches and managers, or in connection with healthy and disabled people doing sports together.

The participation of volunteers also brings an economic advantage to sports organizations, as they can save significant amounts of money if certain tasks performed on a voluntary basis. While in the case of volunteers, the educational effect of this kind of work can be mentioned as an advantage, the feeling of social belonging, as well as the fact that it positively affects the strength of the local community, has a significant impact on the individual and his/her health.

The involvement of volunteers can be very diverse. By contributing human resources to daily operations, they can increase both the number of programs and the quality of services, but they can play an important role in strengthening the sustainability of the organization or even in stabilizing operations. What makes the group of volunteers at a sports event even more special is that they are not only suppliers, but also customers of the event, they play a mediating role between organizers and participants and they are the faces of the event.

The method of involving volunteers in sports and the development of motivation and commitment are key issues. The right atmosphere, the promotion of a sense of belonging, social rank, professional experience, other related services, other benefits and moral recognition are important factors.

Generation Z

Generation Z (aka Gen Z, iGen, or Centennials), refers to the generation that was born between 1997-2012, following millennials. This generation has been raised on the internet and social media, with some of the oldest finishing college by 2020 and entering the workforce. The average Gen Z got their first smartphone just before their 12th birthday. They communicate primarily through social media and texts, and spend as much time on their phones as older generations do watching television.

They are our first "Digital Natives"

A strong characteristic of Gen Z is their native use of technology. Gen Z was born into a world of peak technological innovation. These technological advancements have had both positive and negative effects on Gen Z. On the positive side: an abundance of information is at their fingertips, allowing Gen Z-ers to broaden their knowledge and be proactive in their learning. On the other hand, too much screen time can compound feelings of isolation and lead to underdeveloped social skills. They feel ultimately comfortable with technology and they are 24/7 connected. GenZ can be active on different screens at the same time, but switch without any hesitancy. Many of them even consider themselves as addicted and can't do without their smartphone.

They like sports and are health conscious

Gen Z has been brought up by millennial parents who emphasized healthy food, sports and exercise. Parents were prepared to pay a lot for this ensuring a healthy future for their kids. Hence a healthy lifestyle is engraved into the GenZ mind. Sports is an integral part of such a style. Hence Gen Z is more interested in practicing sports than watching it.

They are global citizens and care about the planet

This generation is more than well aware of sustainability issues. Plastics, global heating, pollution do concern them big time. With most of their lives still in front of them, they are concerned with the planet they are living on. They are very much global citizens. After all, they have a huge network that spans across the globe and have all the information at their fingertips. They know a lot at a young age.

They are pragmatic and financially minded

Financial mindedness is their other core characteristic. Gen Z-ers were shaped by the economic pressures their families and communities faced. Having witnessed their parents' struggles, this generation is driven by pragmatism and security. Thus, they value the stability that comes with conservative spending, stable jobs and smart investments. They are independent and like to have their own identity.

They are politically progressive

Gen Z-ers are the most politically progressive generation. They believe the government should play a greater role in solving problems, they are more likely to attribute climate change to human activity, as opposed to natural patterns and they are nmore likly to see the advancement of LGBTQ rights as a positive development.

Diversity is their norm

One of the core characteristics of Gen Z is racial diversity. They are more likely to have grown up amid diverse family structures — whether in a single parent household, a multi-racial household, or a household in which gender roles were blurred. As a result, they are less fazed than previous generations by differences in race, sexual orientation or religion.

Skills of the Gen Z-ers

- *Flexibility:* The Gen Z-ers are very open-minded people. They are interested in innovations, changes do not cause them stress.
- *Erudition:* Thanks to the Internet they know a lot of interesting and amazing things. They can be extremely interesting interlocutors. They monitor the latest news, try to always be aware of the latest events.
- *Creativity:* This is the generation of content generators. And from this content, new stars and even superstars are born.
- *Pragmatism:* They are practical and try to get the maximum benefit with the minimum waste of time. It is a pity for them to waste time not only on searching for information, but also on all sorts of formalities.
- *Learnability:* Representatives of the generation are well aware that without knowledge they have no future. Therefore, they enthusiastically absorb all the information that may come in handy.

Weaknesses of the Gen Z-ers

- *Lack of the concentration:* Representatives of this generation perceive information very quickly, without focusing on the details - it helps to process a large amount of information, but makes thinking superficial. The generation finds it hard to read long texts, to delve into the essence: they are waiting for brief conclusions summarizing what has been said. Few short missions, and a lot of feedbacks
- *Bad memory:* The generation does not consider it necessary to memorize information when they have access to the Internet. Their main skill is the ability to quickly find information, and not memorise it.
- *Sensitivity to the criticism:* People of this generation are not accustomed to harsh criticism. Harsh criticism can affect their interest and motivation for the cause.
- *Emotional burnout:* The Gen Z is open and inquisitive. They are happy to start doing something new, but at the slightest failure they lose interest and become disappointed.
- *Inability to communicate offline:* Representatives of this generation are generally open to the world and love to communicate. However, they prefer to do it online. The need for real contact with people is not as acute as for previous generations.

Volunteer motivations

According to a definition[21], motivation is the set of processes that give behavior intensity, a specific direction, and a form of flow that influence the course of individual activities. Motivation research therefore aims to explore what factors play a role in initiating action and behavior, since if one is able to understand the underlying factors, the influence of behavior may also become possible.

The research results of volunteer motivations justify a process[22] in context with the age, according to which, as they age, volunteering changes from an activity motivated by recognition and social relationships to an activity defined by values. The motivational structure of the younger age group differs from of the older, the background motivation is mostly characterized by the factors of social interactions, self-esteem and recognition.

Researches[23] among students also points out other motivational factors that are important for young people, such as previous volunteer experience, involvement of their higher education institution, self-expression, gaining experience and knowledge, developing skills, looking for new challenges, and developing personal relationships. It is important to note, that researches show that students' volunteering is not significantly affected by the discipline in which they are studying, although the willingness of students in the humanities is somewhat stronger.

Based on international comparisons[24], it is clear that the activity of Hungarian students is lower than in other countries, the main reasons are the lack of information and opportunities. Those who have never volunteered mentioned the high expectations, the lack of time and a lack of encouragement as their main problems. And those who have already volunteered mentioned factors such as the physical or emotional burden of the task, insignificant work, stress, difficulty traveling to the site, or the fear that volunteering could become an unpleasant activity over time as reasons for their negative experiences. Systematically addressing the above problems and barriers can significantly improve the success of youth engagement.

According to a study[25] specifically conducted among young people in generation Z, they are most inspired to develop their existing skills and knowledge, as well as to acquire new skills and experience. An important consideration for them is the belief that the fate of humanity and our environment depends on their actions and that the world can be changed through their volunteering. The author sees that a well-structured educational campaign and emotional messages that strengthen their motivations are the most effective way to win over young people with immature values. The lack of their motivation cannot be explained by the fact that they are less socially sensitive or they are self-centered, but rather by the lack of an undeveloped value orientation.

Representatives of generation Z are currently still in the process of forming career guidelines, their views on life and value systems. They are characterised by a focus on short-term goals and impatience, pronounced hyperactivity, which requires a constant need for new emotions and sensations.

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[21] Bartal Anna Mária: Mit mutat a kaleidoszkóp?, Civil Szemle 2010/1.

[22] Bartal Anna Mária–Kmetty Zoltán: A magyar önkéntesek motivációi, Civil Szemle 2011/4.

[23] BÉLA-CSOVCSICS ANDREA, KÉRI ANITA: Különbségek és hasonlóságok a magyar és külföldi felsőoktatásban tanuló hallgatók önkéntes tevékenysége és motivációja között

[24] BÉLA-CSOVCSICS ANDREA, KÉRI ANITA: Különbségek és hasonlóságok a magyar és külföldi felsőoktatásban tanuló hallgatók önkéntes tevékenysége és motivációja között

[25] Garai-Fodor Mónika: Az önkéntességre motiváló tényezők és az értékrend összefüggése a hazai Z generáció körében, Polgári Szemle, 16. évf. 4–6. szám, 2020

Especially strong among young people is the motive for acquiring new knowledge and experience in practical activities. This can be explained by the fact that volunteer work is identified by them as a direct path to permanent paid work. So, having received his/her first experience in volunteering and, thus, having certain advantages, the future specialist has a real idea of the future paid work. A young person can model his/her professional behavior in practice, trying himself/herself in various roles. In any case, motives such as "obtaining learning opportunities" and "obtaining career benefits" were found to play the most important roles in forming Gen Z's positive attitudes toward volunteering.

The "value" and "self-esteem" motives were also found to significantly influence Gen Z's attitudes towards volunteering, but their effects upon positive attitudes toward volunteering were weaker than the "career" and "learning" motivations.

Based on above mentioned characteristics of Gen Z, volunteer management work should strive to ensure a community experience and a pleasurable nature of activity, and treat young volunteers on an equal level with paid employees and reward performance with recognition. In general, it is extremely important to clearly articulate organizational values and goals and to build an organization that supports volunteers.

Case Study - MEFOB Festival 2022

When joining the project, most of the volunteers pointed out their interest in sports and the opportunity to gain experience and to learn as motivational factors, that was followed by networking. Less strongly, but the desire to help appeared (typically for international volunteers) as a motivation, as well as working in a team and gaining new impressions. Although most of them already had sports volunteer experience (primarily due to their own previous sports activities), only a small number of them participated in the events of the university sports movement, while they had not yet participated in a multisport event.

The volunteers clearly see that they do not only contribute to the success of the event by helping, but "volunteers can bring a lot of joy to multiport events and the diversity of personalities can raise the standards of working", creating the necessary teamwork. Also expressive is the idea that "It is not the lack of manpower but instead the ability to share passion and expand the meaning of camaraderie, unity, and promotion of healthy moving." Furthermore, they see mutual benefits and a good opportunity in volunteering as informal learning: "It is important because it can help the volunteers gain new experience and skills while assisting the multisport event, so basically, it's hitting two birds with one stone." They see that the various personality characteristics (enthusiasm, openness, kindness) and skills (language skills, adaptability, independence) make a volunteer valuable.

Case Study - EUG 2022

In the assessment after the EUG, most volunteer mentioned gaining international and professional experience, the adventure, being part of the community and skill development as the most important motivational factors. To a somewhat lesser extent, they saw the opportunity to make new frienships and self-knowledge, providing help and spending time with benefits were less motivating. Here are some reports from the project's volunteers regarding whether their preliminary expectations were met and in what areas they felt they had improved:

„Even in the most difficult situations, persistence and humility are what get you ahead. I learned that you always have to be on your toes, because there are points that even the organizers can't handle. I learned that these situations require a lot of patience and creativity."

„In any case, I was able to try myself at an international event, which was an extremely good experience for me. Personally, you had to be able to adapt to a foreign country, where you had to solve certain situations by your own."

„Since in the future I want to work in the world of sports and continue my studies in this field, events like this give me a kind of motivational boost and an opportunity for professional experience and insight, not to mention the extraordinary relationship capital."

We also learned from the main coordinator that there were volunteers whose participation and activities were supported by their university of higher education, on the one hand by obtaining credits, and on the other hand by partially covering their travel expenses. All of this highlights that it is worth mapping out which partnerships should be sought out and built in order to make sports volunteering valuable and motivating for the given target group.

Based on the experiences of volunteer leaders, who took part in recruitment, the most important messages that encourage Gen Z-ers to participate in a multisport event as volunteer are the opportunity to gain professional experience, gain experience in an international environment and make new friendship. While the most important factors to get the commitment of Gen Z-ers are frequent communication and regular feedback, advance communication of obligations, and listening to their opinions.

Guidelines for volunteer management of multisport events

In order for the preparation to be successful and to avoid unexpected situations, it is necessary to consciously plan the volunteer management.

In connection with volunteering at a multisport event, it is important to be aware that:

1. For what purpose do we host volunteers?
2. What are the advantages and disadvantages of hosting volunteers?
3. What basic principles do we want to implement when working with volunteers?
4. In what framework do we imagine working with volunteers?
5. What resources might we need?

1. Strategic planning

1.1 Purpose of receiving volunteers – Volunteer Strategy

A multisport event can only be realized with the participation of a large number of volunteers, their role and added value can be very diverse. It is obvious that there is also an economic advantage, but at the same time they contribute to the execution of operational tasks, they provide valuable human resource for everyday operations. With their participation, both the number of feasible programs and the quality of services can be increased. They can also play an important role in strengthening the sustainability of the organization and stabilizing the operation. And most importantly, they are the faces and messengers of the event.

The involvement of volunteers brings development potential for the event, the organizers and individuals. In addition, the reception of volunteers also means transparency, since volunteer groups appearing in large numbers can be important authenticators and messengers of the given event.

The volunteers, regardless of their exact number, form a privileged customer group at every multisport event. It is important that they identify with the goals of the event and the organizers, commit and contribute to the success of the event with their responsible attitude.

That is why it is worth starting the planning by defining a Volunteer Strategy, including situational analysis, vision and mission of the organizing committee, which are understandable to everyone and provide clear guidelines for completing the tasks.

Analysis of the situation – Where are we?

With the help of a SWOT analysis, we can identify the most important areas and the goals to be achieved. It is worthwhile to carry out the analysis on several levels, at the level of the individual and society as a whole, in the sports sector, in the field of volunteering and also within the given organization. Let's take into account those features that can be used as resources (strengths) or external features that make it difficult to implement the volunteer program (weaknesses). Let's examine the circumstances of which conscious development and planning can help (opportunities), or otherwise the difficulties that can hinder (threats) the implementation of the voluntary program. Finally, evaluate whether strengths enable us to take advantage of opportunities or to minimise threats. Based on all of this, set realistically achievable and, if possible, measurable goals.

Vision - Where do we want to get there?

Using the goal tree methodology, examine the horizontal, organizational, specific and operational goals of the organization and determine the optimal future state where we want get there within a given time frame. All of this will serve as a compass for all actors involved in the organization during the implementation of the volunteer program.

The vision of the volunteer program at a multisport event:

- High-quality, smoothly implemented event, elimination of unexpected situations;
- Volunteers strengthen the reputation of the event and the organizers;
- Based on the values of the event and the organizers, an effective working community should be formed, which is good to belong to;
- Providing development opportunities and valuable professional experience for volunteers, so that they will be happy to join the organizers and other volunteer activities in the future;
- Creating an organization with the right number of employees, composition and skills;
- Well prepared, committed and enthusiastic volunteer team;
- Environmentally conscious event;
- Creating a legacy within the organization and in the wider environment as well.

Mission - What way can we get there?

By answering questions like 'what', 'for whom' and 'how' we can define how we can achieve the desired future state. It must be described in such a way that all colleagues can understand it and can easily identify with it. Based on all of this, the organizational core values along which we want to implement the volunteer program emerge.

The mission of the volunteer program at a multisport event:

- Well-defined tasks and responsibilities, well-defined processes, and control techniques,
- Implementation of an inclusive voluntary program open to everyone and ensuring transparency,
- Well-prepared organizational structure that supports the integration and learning of the volunteers,
- Conscious community building,
- Creating a friendly, helpful environment so that all participants feel comfortable,
- Program elements, benefit package and incentive system attractive to the target group,
- Well-defined training program for coordinators and volunteers,
- Attitude formation: overcoming prejudices, active participation, solidarity, social responsibility,
- Establishing partnerships with the stakeholders of the volunteer program,
- Open, two-way communication,
- Evaluation of organizational and individual performance, recognition of volunteers' contribution - implementation of sustainable program elements and processes,
- Implement good practices, organizational development and educating the actors of volunteer program.

1.2 Advantages and disadvantages for the stakeholders

Volunteers are practically the insider customers of the event, they represent added value, while they also have their own needs and rights. For the sake of successful integration, examine the advantages and disadvantages of volunteering for the involved stakeholder groups.

Advantages for the organizers

- cost reduction
- capacity increase
- enthusiastic workforce
- increasing the level of the event
- increasing awareness
- image building
- avoiding unexpected situations
- positive social message
- development of organizational culture

Disadvantages for the organizers

- selection, preparation, control, motivation and coordination requires significant resources
- work environment require resources
- administrative burdens
- lack of trust
- a matter of appropriate attitude
- a source of conflict within organization
- question of responsibility
- information may be leaked
- various communication tools and methods may be necessary

Advantages for the staff

- help to perform tasks
- fresh energy, new ideas
- competence development
- avoiding unexpected situations

Disadvantages for the staff

- it is necessary to check the work of the volunteers and motivate them
- they can come up with unfeasible ideas
- lack of trust
- requires an intense coordination

Advantages for the participants

- improved quality of services
- more direct, friendlier environment

Disadvantages for the participants

- incomplete or wrong information

Advantages for the volunteers

- acquiring new knowledge and experiences
- expanding the network of contacts
- belonging to a community
- recognition
- benefits
- valuable use of free time
- language practice
- competence development
- adventure
- new challenges

Disadvantages for the volunteers

- high expectations
- lack of trust
- unequal treatment
- lack of information

1.3 Basic principles in the design of processes

The cornerstones of a successful volunteer program are how the participants are treated and the development of an appropriate leadership style and management. It is important to define in advance the principles along which we imagine the joint work with volunteers. It is worth to plan and ensure:

- An organizational culture that supports volunteers: coordinator, mentor, integration, etc.,
- A management style and processes that promote the development of volunteers: opportunities for dialogue, equal treatment, briefings, evaluations, etc.,
- Supportive attitude of the staff,
- Defining and evaluating the activities to be performed by volunteers: precise definition of tasks, authorities and expectations,
- Effective recruitment,
- Training and development opportunities for both volunteers and staff,
- Acknowledgment of volunteers.

1.4 Organizational and personal conditions

Own volunteer program or indirect volunteer reception

Voluntary involvement must be adapted to local, organizational and event-specific characteristics. The organizing committee may decide to accept volunteers indirectly through an external organization (with all its advantages and disadvantages), or to create and integrate its own volunteer program.

Division and integration

It is an important strategic question, that in the organizational structure, where to insert the volunteer program, i.e. in which organizational unit we ensure its operation, and where the volunteer manager and/or volunteer coordinator is located. For the maximum usefulness and efficiency, it is necessary to ensure the active participation of the leader of the volunteer program in the management set up by the organizing committee, and it is necessary to establish an organizational level appropriate to the size of the team, in justified cases this may even mean an independent organizational unit.

Preparation of managers and colleagues

The success of the volunteer program depends a lot on the attitude and support of managers and the staff. It is necessary to gain the support of individuals and the organization, so that everyone sees the volunteers as enriching, bringing creativity and new energy to the organization. It is necessary to ensure that the managers and staff are informed, and that they do not have any resentment regarding the entry of the volunteers and their new tasks. During the preparation, it is worth discussing the integration of volunteers and the implementation of the program as widely as possible, so that they are committed to host and the active involvement of volunteers. To overcome possible objections:

- involve the staff in the preparation process, by giving them the opportunity to express their ideas and opinions, and to commit themselves to the implementation of the volunteer program,
- precisely define the work areas, tasks, and authorities of the staff and volunteers,
- involve the staff in formulating voluntary tasks,
- recognize the cooperation of the staff with volunteers, for example by expanding the job description and organizing trainings,
- introduce the volunteers to managers and to the staff (e.g. in an internal newsletter, on the website, at a workshop, etc.),
- involve staff members in the selection, training and coaching of volunteers,

Participants of the volunteer management

Organizing and managing the volunteer team is a serious challenge for the organizers of a multisport event. Depending on the number of volunteers, it is worth appointing at least one person (either part-time or full-time) to coordinate volunteer management tasks. In the case of a multisport event with a large number of people, where even hundreds of volunteers can participate and perform tasks in several areas, it is worth appointing a separate volunteer manager, volunteer coordinator(s) and professional coordinators.

Volunteers

In connection with a multisport event, we consider all persons who perform activities of their own free will and who have a contractual relationship with the organization to be volunteers. It is typically a formal (i.e. linked to an organization) and project-type volunteering. It can go beyond this on a case-by-case or individual basis and we can also talk about long-term volunteering, if the given volunteer commits to the given organization in the long term.

Volunteer Manager

In the case of a large multisport event, a volunteer manager should be appointed. This person will be responsible for the overall and strategic management of volunteer tasks, overseeing the quality of the processes, providing leadership to volunteers and managing the cooperation between volunteers and all external and internal stakeholders of the event.

Tasks of the Volunteer Manager:

- Strategy development: assessing the contribution of volunteering to the strategic goals of the organization, regulating volunteering, developing how the rules are applied, ensuring legal and regulatory compliance, obtaining the necessary resources for volunteering
- Promoting volunteering: inside and outside the organization
- Volunteer management: managing recruitment and selection processes, managing training, motivation, rewards and recognition, supporting volunteers, planning and implementing volunteering activities, coordinating the monitoring and evaluation of volunteering
- Skills development and recognition: developing, documenting and recognising the skills of volunteers and staff
- Supporting the management of volunteering activities: managing projects with volunteers, data management and internal/external reporting, contributing to budgeting, ensuring the quality of volunteering activities and services, identifying and monitoring health and safety risks, addressing emerging issues.
- Managing the volunteer working relationship: providing a suitable working environment and facilities, promoting an effective working relationship between volunteers and paid staff

Competencies of the Volunteer Manager:

- Initiative and organization skills
- Project management and coordination
- Decision-making
- Creativity and innovation skills
- Administrative and IT skills
- Financial and economic literacy
- Ability to lead and positively influence others
- Empathy and understanding of the needs of others
- Problem solving and analytical skills
- Oral and written communication skills
- Presentation and negotiation skills

Volunteer Coordinator

The volunteer coordinator is a bridge between volunteers and the organization's staff and leaders. He/she supports the integration of volunteers, provides information on volunteer activities and carries out the administrative tasks.

Tasks of the Volunteer Coordinator:

- Carry out administrative tasks related to volunteer activities, from job descriptions, through contract management, to the preparation of evaluations
- Involved in the recruitment and selection process
- Assessing the competences of volunteers and providing them with any necessary training
- It also gets to know the volunteer's expectations and tries to reconcile the two
- The volunteer coordinator directs volunteers to the appropriate department
- Familiarises volunteers with the relations and rules within the institution, the conditions of their work, the possibilities for communication between staff
- Provides volunteers with information and advice on the use of materials and equipment
- Monitor the work of volunteers and intervene in the work process if necessary
- Depending on the volunteer's activity, maintains active contact with the departments, the legal officer, the labour and economic officer and the leaders
- Editing and moderating communication tools and interfaces
- Organizing community programs

Competencies of the Volunteer Coordinator:

- Organizational and coordination skills
- Administrative and IT skills
- Management and leadership skills
- Ability to lead and positively influence others
- Empathy and understanding of the needs of others
- Problem solving and analytical skills
- Oral and written communication skills
- Ability to delegate

Professional Coordinator

Although it is the volunteer coordinator at the organizational level who puts together the volunteer programme and documentation, it is the professional coordinator of the departments who is in daily contact with the volunteer, guiding their work

Tasks of the Professional Coordinator:

- Define the volunteer's tasks, draw up job descriptions, define the necessary competences
- Contributes to the selection process
- Provide task-specific training for volunteers
- Prepare the work schedule of volunteers
- Monitor and evaluate the performance of volunteers
- Provide the necessary equipment for volunteers

Competencies of the Professional Coordinator:

- Organizational and coordination skills
- Administrative and IT skills
- Ability to manage and organize
- Empathy and understanding of people
- Problem solving and analytical skills
- Oral and written communication skills
- Professional competences
- Willingness to work in a team and to strengthen teamwork

Volunteer Mentor

Volunteer mentors are experienced volunteers who act as the coordinator's right-hand man to help train and integrate newcomers. This status is formally the same as volunteer status. While the volunteer coordinator is basically focused on the implementation of tasks, the volunteer mentor focuses on the "well-being" of the volunteers.

Tasks of the Volunteer Mentor:

- Have a complete knowledge of the event program, processes and procedures
- Prepare newcomers for volunteering
- Support volunteers with individual problems
- Provides guidance to volunteers in case of conflict

Competencies of the Volunteer Mentor:

- Exemplary experience in the field of sports volunteering
- Experience of the values and objectives of the event and its organizers
- Recognised, reliable and cooperative personality
- Demonstrated initiative and problem-solving skills
- Empathy and understanding of the needs of others

Headcount and competence requirement

The activities to be carried out by the volunteers are clearly defined, as well as the tasks of the staff members (mentor, coordinator) associated with the volunteers. It is advisable to draw up a plan, i.e. a job description, for specific, individual activities. This should include the activities to be carried out, which will determine how many professionals and volunteers are needed to carry out the project. In addition to the tasks to be carried out, it is also useful to set out expectations in writing.

Volunteers can be involved in a multisport event in several areas: sports, venue management, complementary activities, coordination and information of participants on accommodation, catering, travel, communication or administration. The skills required vary from one area to another, foreign languages, driving licence, professional or event experience, even coordinating skills. Previous volunteering experience and a deeper attachment to the organization are also important, but certain personal qualities such as good communication skills, an engaging personality, etc. can be an advantage as well.

Voluntary activities at a multisport event

It is advisable to draw up a well-planned and detailed description of each job that can be undertaken at the event, including the title, the tasks, the location of the job, any expectations (e.g. language skills) and conditions (e.g. job subject to prior training). Precise descriptions will help volunteers to choose the type of tasks that suit their skills and interests.

As mentioned, volunteers can be involved in many areas, even during the preparation phase. We have now highlighted 10 areas, for which we assigned Job Descriptions.

<u>Accommodation</u>

The area is responsible for providing support to customer groups at the accommodation venues during the event, including check-in / check-out, accommodation services and assistance in case any problem. Our common goal is to make our guests feel at home and to create a pleasant environment for them.

Tasks to be performed in this area:

- Administrative tasks (managing the check-in of accommodation; managing check-outs; room allocation)
- Coordination tasks (administration of rooms after possible damage; management of individual special requests, operation of additional services)

Skills required to work in the field:

- Good knowledge of languages
- Good communicational skill
- Initiative skills
- Ability to solve problems

Training for people working in the field:

- General event specific training

Accreditation

Volunteers at the accreditation center will support to check registrations of praticipants, support the preparation and issuance of the accreditation card for different customer groups (athletes, officials, VIPs, staff and volunteers), which will allow to perform their duties and participate the event.

Tasks that can be carried out in this area:

- Administrative tasks (carrying out the registration process; management, administration and copying of certificates)
- IT tasks (assisting and supporting technical conditions; administrator role)
- Project management tasks (liaising, monitoring processes)

Skills required to work in the field:

- Good knowledge of languages
- Accuracy, precision
- Word, Excel user-level knowledge
- Ability to solve problems
- Ability to work under pressure

Training for people working in the field:

- General event specific training
- Training on accreditation processes
- Communication, problem and conflict management training

Attaché

Attaché is responsible for establishing a direct relationship between team of participants and the organizers. Its role is to provide support and information to delegations during the event.

Tasks that can be carried out in this area:

- Attaché duties (VIP and protocol events escort, reception; escorting teams, liaising)

Skills required to work in this field:

- Strong language skills
- Open personality
- Communicational skills
- Organizational skills
- Ability to solve problems
- Ability to work under pressure

Training for people working in the field:

- General event-specific training
- Communication, problem and conflict management training

Catering

The area is responsible for providing support to customer groups at the catering venues during the event, including coordination, food service, problem solving, etc. Our common goal is to make our guests feel at home and to create a pleasant environment for them.

Tasks that can be performed in this area:

- Administrative tasks (checking meal tickets, collecting special requests)
- Coordinational tasks (managing individual requests, complaint handling)

Skills required to work in this field:

- Good knowledge of languages
- Ability to solve problems

Training for people working in the field:

- General event specific training

Information desk

The knowledge center of the event provides information and support to different customer groups in case of any questions. The volunteer in this role will perform a customer service representative, event services assistant, and information host. This role will support participants with day to day issues.

Tasks that can be carried out in this area:

- Administrative tasks (providing information)

Skills required to work in this field:

- Good knowledge of languages
- Good communicational skills
- Initiative skill
- Ability to solve problems

Training for people working in the field:

- General event specific training
- Communicational training

Media and Communication

Voulnteers will assist the content production and communicational activities like keeping the online channels up to date, writing and/or collecting interesting news, reviewing and monitoring social media channels, writing daily bulletins, etc. Previous work in media relations is considered an asset.

Tasks that can be carried out in this field:

- Communicational tasks (social media operations: content production, broadcasting; writing reports, editing magazines, event promotion)

Skills required to work in this field:

- Good language skills
- Ability to use a photo camera
- Knowledge of editing software: Adobe (Illustrator, PhotoShop), Canva,
- Knowledge of Microsoft programs at user level
- Problem solving skills
- Ability to work under pressure

Training for people working in the field:

- General event-specific training
- Communication, content production training

Protocol team

The protocol team participates in the organization of official events (opening ceremony, general assembly, conference, medal ceremonies), including venue management, coordination and escort of the participants, and performance of representative tasks. Voulnteers will assist the organization of Opening and Closing Ceremonies, Medal Ceremonies and will host the guests of the protocol events. This is a high visibility role, where the main function is to maintain a high level of service for the guests.

Tasks that can be performed in this area:

- Coordination tasks (assistance during receptions and other programs, preparation of the medal ceremony/opening ceremony/results announcement, venue management)
- Communication tasks (information to participants)

Skills required to work in the field:

- Good language and communicational skills
- Excellent timekeeping
- Grace under pressure
- Ability to solve problems

Training for people working in the field:

- General event-specific training

Sport

Volunteers help in the smooth running of one or more sports tournaments, including coordination and supply of the teams and athletes, maintenance of the playing grounds and equipment, and support the professionals. The volunteer in this role could fill a variety of roles to include time keeper, score keeper, lead athletes to the field of play, assist general public, help set up sports equipment and other duties as assigned, take official results to technical officials and teams, assist with accurate scoring, help record timing and athlete placement.

Tasks that can be carried out in this area:

- Administrative tasks (keeping results; measuring; aggregating results)
- Coordination tasks (court handling, management of referee call-ups, reception, court supervision)

Skills required to work in the field:

- Good knowledge of languages
- Ability to solve problems
- Love and knowledge of the sport
- Ability to work under pressure

Training for people working in the field:

- General event-specific training
- Professional sports briefing

Transport

The transport team is responsible for the implementation of the transport plan of the event, including transport on the day of arrival and departure, as well as local transport. The main tasks: organization and coordination of transport and drivers, communication of practical information like access points, lines, schedules, etc. Volunteers in this role will helping travelling to and from event venues.

Tasks to be carried out in this area:

- Administrative tasks (collecting and tracking arrivals and departures)
- Bus escort
- Coordination tasks (possibly organizing individual trips on request)

Skills required to work in this field:

- Good knowledge of languages
- Driving icense may be an advantage
- Ability to solve problems
- Ability to work under pressure
- Good local knowledge
- Orientation skills

Training for people working in the field:

- General event-specific training
- Communication, problem and conflict management training

Volunteer Coordination

An important task is the coordination of the volunteers during the event, which includes the operation of the volunteer center, the support and guidance of other volunteers and administrative tasks.

Tasks that can be carried out in this area:

- Administrative tasks (preparing questionnaires, sending out requests; dealing with complaints)
- Coordination tasks (coordination, supervision, 'mentoring' of other volunteers)

Skills needed to work in this field:

- Strong language skills
- Open personality
- Communicational skills
- Organizational skills
- Ability to solve problems
- Ability to work under pressure

Training for people working in the field:

- General event-specific training
- Communication, problem, conflict management training

Hosting international volunteers

Hosting international volunteers requires more care in many aspects, but also has many advantages:

- They provide an intercultural learning opportunity for the host organization and the volunteer group
- They look at things from a different perspective, they can draw the attention of the organizers to new points of view
- They can increase the reputation of the event and the organizers on an international level
- Organizers can gain new experience in volunteer management
- Based on our previous experience, international volunteers are highly motivated and open-minded
- They bring an international flavour to the day-to-day running of the event
- They make both organizers and participants more culturally sensitive and prepared
- Their language skills help to improve the quality of services.

Recommendations for receiving international volunteers:

- International volunteers require more care and support (e.g. travel arrangements, administration, etc.), consider ensuring that there is adequate capacity at organizational level to support them
- Ensure that they are well informed in advance, e.g. introduction to the host country, city and organization, local customs, recreational opportunities, etc.
- Pair them with a local volunteer mentor to facilitate their integration
- Organize at least one online event before the event where they can meet them, to help them get to know the organizers and contacts
- Help them prepare for their trip by making sure they have the necessary documents (e.g. visas, ID documents)
- Make sure that there are local legal requirements for hosting international volunteers (e.g. age, liability insurance, content of contract)
- Make sure they have or arrange for valid health and accident insurance
- Find out about their eating habits (e.g. religious or cultural customs, food sensitivities) and, where possible, provide a choice of meals
- Organize intercultural training for staff and local volunteers

Hosting volunteers with fewer opportunities, inclusive organization

Inclusive volunteering is making volunteering accessible for everyone. It is well known and proven that volunteering reduces social exclusion and alienation, and can empower socially excluded groups to give, and not only to receive. Volunteering has an extremely positive impact on individuals from socially excluded groups engaged as volunteers: it increases physical and psychological wellbeing, creates a wider social network, enhances career opportunities, gives back the self-respect and sense of ability in providing something valuable as the worthy member of the community.

Similar to the reception of international volunteers, the reception of volunteers with fewer opportunities also requires more care, but at the same time their contribution helps our organization and the event to become even more inclusive. The benefits of inclusive volunteering are also:

- Developing new competencies among the staff, other volunteers, coordinators and participants involved in the event
- Broadening and diversifying the volunteer team
- Increasing the employees' and volunteers' motivation, due to an inclusive and open attitude promoted within the organization
- Increasing the quality of the event services by involving volunteers who have a better understanding of challenges
- Becoming more opened to people from vulnerable groups
- Change of attitudes towards volunteering, various things and target groups by new experiences
- Opportunity to experience of communication and life outside our usual activities.
- Transferring organizational values promoted about social inclusion to real practice
- Opportunity for new funding sources focusing on inclusion

Recommendations for inclusive volunteering:

- Create an appropriate organizational culture and prepare the staff and other volunteers
- Provide adequate capacity for their support at the organizational level.
- The most important is: patience, respect, empathy, tolerance, enough time
- Provide appropriate environment and communication
- Get to know the volunteers' need for assistance
- Connect them with a local volunteer mentor, thereby facilitating their integration.
- Feedback and acknowledgment are important for volunteer management in general, but it is even more important when vulnerable volunteers are involved
- Clear distribution of tasks and responsibilities is even more important then in general
- Show trust to volunteers and relate to the person as to a capable person
- Focus on the individual and not on the disability
- Be open, respectful and emphatic when offering support
- Don't be overprotective to the volunteers
- Relate to their assisting devices as personal property

Material and infrastructural conditions

Apart from the obvious responsibility of the organizers to provide the equipment needed to carry out voluntary activities, it is worth taking care of additional comfort and community-building conditions.

Whatever the number of volunteers and volunteer coordinators, it is essential to have a Volunteer Centre, a place for daily meetings and discussions and a hub for community life. If possible, provide internet access at the chosen location, possibly 2-3 computers, a fridge, coffee machine, other equipment that will make their daily life more comfortable. Provide office and presentation equipment. Also, if possible, decorate and furnish the room to create a friendly and safe environment.

In order to have a uniform appearance and a sense of belonging, let's also take care of work clothes that match the image of the event. It is also worth considering in advance whether some positions may require the provision of safety equipment.

1.5 Planning resources and budget

When preparing the budget for volunteer management, carefully plan the costs involved in integrating volunteers into the organization.

On the income side, possible sources are: grants, tenders, possibly sponsorship.

On the expenditure side, the following costs may arise:

- Salary of volunteer manager, volunteer coordinator, professional coordinator
- Cost of reimbursement of expenses and various allowances (e.g. working clothes)
- Cost of rewards
- Cost of training and other community programmes
- Setting up and equipment of a volunteer centre
- Communication-related expenditure (e.g. graphic design, recruitment campaign, etc.)
- Cost of tools and equipment specifically related to volunteer management

2. Processes of volunteer management

Once the strategy has been formulated, take the time to draw up an action plan, which should be drawn up on an individual basis, with deadlines and precise tasks, so that everyone knows what they have to do and when to achieve the main objectives chosen.

The first step is to define the precise needs, which should be agreed with the heads of departments and professional coordinators, and finally to seek the approval of senior management for the necessary actions. The next step is to define the tasks, i.e. to draw up the job descriptions, and then to integrate the area into the organization, i.e. to assign volunteers to coordinators and train colleagues.

In order of the volunteer's life cycle, the following processes should be implemented:

- Administration
- Communication
- Recruitment and selection
- Induction and training
- Daily management and evaluation
- Recognition and reward
- Termination of contract
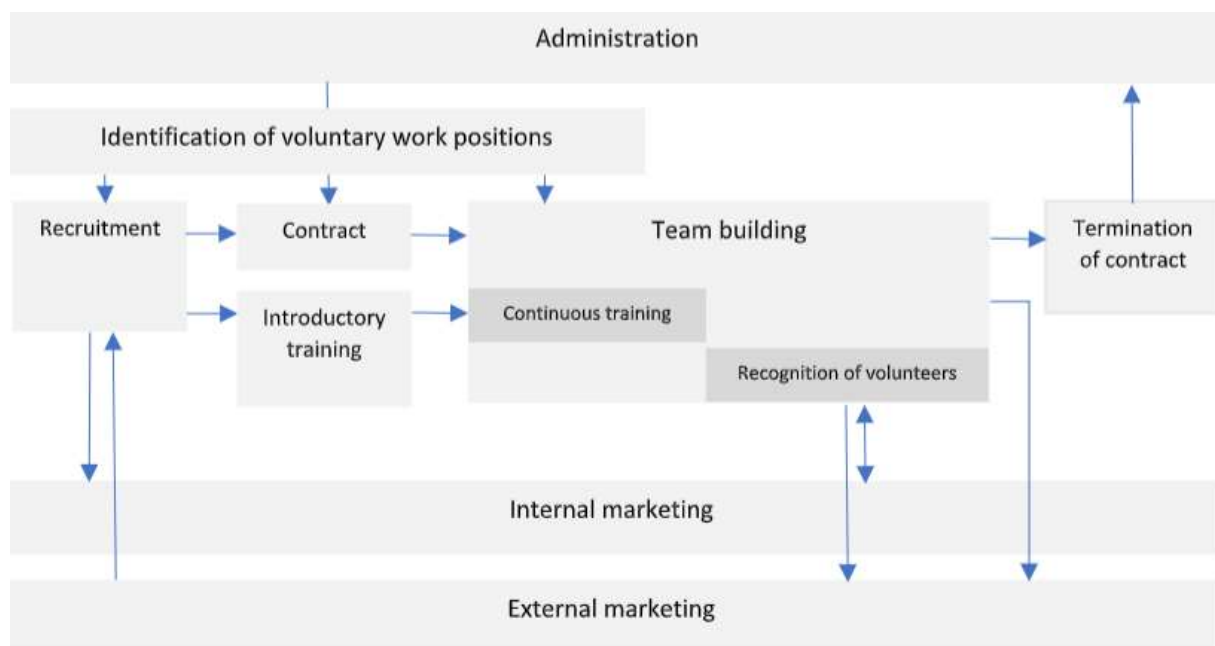
Now look at the different processes of volunteer management, illustrated by the practices and experiences of the MEFOB Festival organized between May 19-22, 2022 in Miskolc, Hungary and EUG 2022 organized between July 17-30, 2022 in Łodz, Poland.

2.1 Administration

The functional area of Volunteer Management is responsible for general administrative tasks and the creation/operation of a management system, the purpose of which is to fulfill legal requirements, transfer of information to related functional areas, ensuring the conditions of work management, control processes, providing quality assurance, making statistics and supporting professional reports.

Legal requirements

Once an organization has decided to set up a voluntary program, there are certain steps that need to be taken:

- Notification obligation (e.g. under Hungarian law, organizations hosting volunteers in the public interest have a notification obligation - in relation to the application of the law, the Volunteer Centre Foundation has produced guidance material which may be worth studying before starting a volunteering program).
- Statistical reporting (e.g. Hungarian legislation requires organizations hosting volunteers of public interest to provide statistical data as part of their annual report).

Administrative tasks

- Registration of application, contractual and accreditation data of volunteers
- Data management
- Documentation of recruitment, selection, training, benefits, statements, receiving assets, etc.
- Information package and educational materials for volunteers
- Documentation of working schedule and volunteers' performance
- Documentation of evaluation and recognition of volunteers' performance
- Documentation of feedbacks and expereiences
- Documentation of exceptional events
- Report of the volunteer program and professional performance
- Media contents and media releases
- Documentation of paertnerships
- Documentation of procurement

Data management

The host organization keeps a register of volunteers. The management of the register in Hungary is governed by Act LXIII of 1992 on the Protection of Personal Data and the Disclosure of Information of Public Interest. Personal data contained in the register may be recorded with the consent of the volunteer. Host organizations must have a data management policy in place, which specifies who processes the data and how. It must be regulated in detail who has access to the volunteer's data and it must be ensured that no unauthorised person has access.

The register shall include:

- The volunteer's natural identity data and, if the volunteer is not a Hungarian citizen, his/her nationality,
- The volunteer's place of residence or, failing that, his/her place of stay or accommodation,
- In the case of a minor volunteer and a volunteer with partially limited capacity to act, the natural identity data and residence or, in the absence thereof, the place of stay of the legal representative,
- The duration of the activity and the benefits granted to the volunteer
- The date of the start of the volunteering activity in the public interest, and
- The date on which the legal relationship terminates

However, the data contained in the register must be kept confidential by the host organization and may only be disclosed to the authorities without the consent of the volunteer. This does not affect the use of the data for statistical purposes if this is done in a way that does not allow the identification of the person. The host organization is obliged to keep the records for five years after the end of the volunteer relationship.

Due to the number of volunteers and the possibly different benefits, it may be necessary to record additional data that the volunteers provided on the application and accreditation form, which was recorded in the contract, data related to training, work, etc. The register can be useful for the preparation of statistics, statements, and to support reporting.

Most important documents

Volunteer contract

In Hungary, from a legal point of view, volunteering is a free civil law contract, where no payment is made for the work done or services provided. A contract can be concluded not only in writing, but also orally or even by implied conduct. In other words, if the parties have agreed on the nature of the task and its free nature, they have already created a contract for voluntary work.

Voluntary activity in the public interest can be carried out in the context of a voluntary relationship, which is established by a voluntary contract between the host organization and the volunteer. The voluntary contract must specify:

- The content of the voluntary activity in the public interest,
- The place where the voluntary activity in the public interest is to be carried out,
- The time to be devoted to the voluntary activity in the public interest and the rest period,
- The benefits to be provided to the volunteer and provisions to be made in the event of termination of the volunteer contract,
- Other elements of content laid down by law.

Youth under the age of 18 and persons of full age partially incapacitated may conclude a voluntary contract only with the consent of their legal representative. In this case, the legal representative makes the legal declarations relating to the voluntary legal relationship, but the consent of the volunteer is required for the conclusion and amendment of the voluntary contract.

The voluntary contract must be in writing if:

- The voluntary contract is concluded for an indefinite period or for at least ten days,
- In the case of a volunteer under 18 years of age or a volunteer who is a partially incapacitated adult, the volunteer contract is concluded for a period of at least two days,
- The volunteer receives an allowance,
- The volunteer is employed to participate in construction work for which a permit is required,
- The volunteer's activity is carried out abroad,
- The volunteer is a third-country national,
- Either party's right to immediate termination is restricted,
- The volunteer requests it,
- Is required by law.

The legal relationship of a volunteer in the public interest can be established by an agreement between the volunteer and the host organization, the so-called volunteer contract. Act LXXXVIII of 2005 lays down specific requirements for the establishment of a legal relationship. In these cases, the existence of a written contract or of specific content is essential. The contract must contain:

- The volunteer's personal data and address,
- The content of the voluntary activity,
- The place where the activity will be carried out,
- The time to be devoted to the activity,
- The time of rest,
- The start date of the volunteering activity (including the end date if it is for a specific period),
- The benefits to be granted to the volunteer: these must be provided for in the event of termination of the contract),
- In some cases, the law may also specify other mandatory elements of the contract.

The diversity inherent in the nature of volunteering and the differences in the life situations of individual volunteers require contracts to be drafted individually. Therefore, even if contracts are drawn up on the basis of a template, it is advisable to agree with each volunteer separately on what will be included in his or her contract, with the stipulation that it must be in line with the provisions of Act LXXXVIII of 2005 on Voluntary Activities in the Public Interest.

It is important to note that the volunteer relationship can be terminated at any time, unless the contract with the organization provides otherwise (it can still be terminated, but not with immediate effect).

The host organization must keep the written voluntary contract for five years after its termination.

Code of conduct

Code of conduct, is preliminary collection of guidelines that defines the expected and acceptable level of behaviour for each group of people involved in the event. It explains how the organizers expects staff, volunteers, athletes, officials, committee members, spectators, etc to behave and encourages a commitment to ethical and professional behaviour. It should be in written and a copy should be delivered to each person, practically as part of the registration process. In case of volunteers it is practical to include the Code of conduct as part of the Volunteers' Handbook.

Recommendations to set the Code of Conduct:

- Define expectations and acceptable behaviours,
- Define the unacceptable behaviours and consequences,
- Define the process of suspension or termination,
- Re-enforce positive and address negative behaviours,
- Administrate desired outcomes and expectations in a written document,
- Clearly communicate the expectations by sharing the document with each person.

Volunteer Handbook – operating principles

Before hosting volunteers, the organization needs to clarify a number of aspects that provide the framework for volunteering. This is essentially about the organization's well-defined expectations. The following issues, some of which have already been mentioned and others which not yet, are worth considering:

- To which department and how is the Volunteering Program linked?
- How does the Volunteering Program fit in with the organizational mission and vision?
- Will there be a coordinator?
- In which areas will volunteers be accepted?
- How many volunteers do we want?
- What are the basics of volunteering? How many hours and exactly what kind of work are we expecting?
- Do we provide training for volunteers?
- Are the physical conditions for receiving volunteers in place?
- Can we terminate the volunteer contract and in what way?

All these questions and the answers to them can be summarised in a volunteer handbook. The handbook is one of the most important documents that serve as the organizational and operational charter of the volunteer program, as it contains all the information and rules that set out the conditions, the rights and obligations of volunteers. The length of the manual may vary depending on the size and type of the event (5-50 pages), but it is important that organizers have it. The contents of the handbook should be known not only by all volunteers but also by all the staff of the event. It is important to note that the contents of the handbook, like the volunteering strategy, can be adapted over time.

Recommended contect of a Volunteer Handbook

- Purpose of the event
- Welcome message and introduction of the organizers
- Information about the multisport event that is good to know and understand: sports program and side events, venues, participants, etc.
- Description of the venues, map
- Brief description of each functional area
- Technical information: info points in the event area, parking, health and safety insurance, refreshment points, emergency protocol, transport between venues, etc., so that all volunteers, regardless of their area, have an overview and can provide basic information if needed
- Meals, accommodation, on-site contact info
- Benefits and costs for volunteers
- Working conditions
- Insurance
- Equal opportunities
- Ethical issues
- Complaints handling
- Motivation and recognition
- Leaving the organization
- Information on data management

A specific section of the document may include the accident, health and safety provisions applicable to the volunteer. The rules that apply to volunteers in general will be set out in the volunteer handbook and the individual level agreement in the volunteer contract.

Working schedule of volunteers

The larger the number of volunteers and the tasks that can be carried out, the more complex the schedule of volunteers can become. Further attention is needed to ensure that the schedule is subject to change at any time, so that changes can be managed quickly and efficiently. An important aspect of the scheduling process is to ensure that any subsequent changes can be monitored and even followed up by the volunteers themselves.

Attendance sheet

A number of statistics can be kept on volunteering, but the number of volunteer hours should be kept by the organization. The main source of this is the attendance sheet, as it shows the number of volunteer hours actually worked. The number of volunteer hours can also be broken down by volunteer and by task.

Milestones of administrative tasks

- Development of a management system
- Compilation of data management regulations and information
- Creation of an application form and register
- Compilation of a volunteer contract template
- Accreditation data sheet
- Compilation of educational interface and educational materials
- Compilation of a Volunteer Handbook and code of conduct
- Work schedul, working time registration
- Compilation of a satisfaction questionnaire
- Preparing a professional report

Digital tools to support administrative tasks

Nowadays, there are many online tools available that can help with efficient information and data management. Their use is in line with sustainable objectives, as well as the need of Gen Z to be able to reach and do everything conveniently and quickly with the help of their phone. Taking into account our financial possibilities and cost-effectiveness goals, we can choose from the following options:

- Development of own management system
- Use of free of charge Google applications
- Usa of payable HR software or other online applications like InitLive

Case Study - MEFOB Festival 2022

Before hosting the volunteers, we made sure that a fixed-term volunteer contract in accordance with the law and a volunteer handbook were drawn up. The Code of Conduct was part of the handbook, its contents were explained before the event and then verbally discussed at the volunteers' briefing, so that everyone was clear about the behaviour expected of those involved in the event. A database of volunteers was kept and a person was appointed to manage it for data protection reasons. The various documents and allowances were properly administered.

In retrospect, our experience is that the job descriptions need to be drawn up more precisely in the future, with a more precise definition of the tasks to be performed, instead of highlighting 1-2 tasks. This sometimes led to misunderstandings which had to be clarified by the coordinators on site. More care would also needed to document the volunteers' contribution with photos and video content. Due to our limited capacities, we could not devote enough attention and energy to this, which we will have to change in the future.

2.2. Communication

Internal Communication

As already mentioned in the part of strategic planning, knowledge of the objectives and results of the volunteering program is important for all actors in order to identify their place and their activities during the event. The successful implementation of a volunteering program is not feasible without effective internal communication. In addition to the flow of information within the organization, it may have many other functions depending on the organizational objectives (e.g. financial and labour issues, gaining management support, communicating results, professional reports, updates, problem and conflict management, evaluation, recognition, etc.).

A large part of the volunteer manager's and volunteer coordinators' job is internal communication, as they need to be in constant consultation with other managers, staff and volunteers. The frequency with which certain information is communicated to stakeholders is also important, with regular reporting on results and updates, while conflict management may arise occasionally, and professional reports are typically deadline-driven tasks.

Customer groups of internal communication

Owner of the event

In many cases, a multisport event is owned by an association or other umbrella organization, such as the EUSA in the case of the European Universities Games. In such an event, the organizers must prepare a report at regular intervals on the progress of the organizational tasks, as necessary involve the owner in decision-making, problem management, or even in external communication. After the event, an important task is the preparation of the professional report, as well as the provision of media content and branded samples.

Project management, decision makers

For the successful and scheduled implementation of the event and the volunteer program, we must use the monitoring, control and decision-making tools prescribed by the project management, with the help of which we can follow and evaluate the progress at regular meetings.

Colleagues and staff

A critical element of internal communication is interactions with other functional areas, including those areas that are responsible for the care of volunteers as participants (e.g. accommodation, catering, transfer, etc.), the areas where the volunteers will be involved (e.g. sports , accreditation, information desk, etc.), as well as those areas with which there is process-level interaction (e.g. finances, legal affairs, etc.).

Volunteers

After selection, volunteers become internal actors of the organization. Communication with them is multifaceted, starting from data reconciliation, through their preparation and team building, day-to-day orientation and work management, problem and conflict management, evaluation and recognition. All these represent communication tasks for the actors of the organization.

Channels of the internal communication

- Basic documents shared on common storage such as the Master Plan, Action Plan, Volunteer Strategy, Job descriptions, etc.
- Written pre-decision documents, progress reports
- Regular meetings in person and online, meeting minutes
- Volunteer handbook, Code of conduct
- Official event website and social media platforms
- Organizers' and partners' websites and social media platforms
- Team building programs, group and individual assessments
- Online chat applications for operational contact
- Internal newsletter
- Professional reports, presentations

Milestones of internal communication

- Creating a common storage space and folder system
- Compilation of Master Plan and Action Plan
- Volunteer Program approval
- Development of a management system, monitoring and control tools
- Scheduled progress reports
- Approval of roles and responsibilities and job descriptions
- Introduction of internal newsletter
- Approval of Volunteer handbook and Code of conduct
- Approval of training plan, compilation of educational materials
- Creating a work schedule
- Daily reports, report of exceptional events
- Conducting volunteer evaluations
- Collect feedback
- Evaluation of the volunteer program
- Preparation of a professional report

Digital tools to support internal communication

- Cloud-based shared storage and workspace (e.g. Teams, Google, Padlet, Jamboard, etc.)
- Online project management application (eg: Trello, Slack, etc.)
- Online meeting applications (e.g. Teams, Zoom, Meet, etc.)
- E-learning application (eg: Classroom, Canva, Slido, etc.)
- Chat mobile applications (e.g. Viber, Messenger, Telegram, WhatsApp, etc.)

Communication Plan

<u>*Tasks before the event*</u>

- Definition of organizational needs: how many volunteers are needed, in which areas they will be involved, what are the requirements, what task they will perform
- Internal communication of volunteer program, induction and training of colleagues
- Recruitment plan: who is responsible for recruitment and selection, which channels will be used to advertise the opportunity, what is the deadline for applications, interview process and deadlines, finalisation of selection, notification (to all candidates)
- Induction and training: Setting expectations and rules, preparation and handover of volunteer handbook, preparation of educational materials, ensure uniform appearance of volunteers, communication of training program, evaluation of training program, teambuilding, transfer of volunteers to functional areas
- Progress reports and professional reports to event owner, management and decision makers

<u>*Tasks during the event*</u>

- Presentation of each functional area, what the area is doing at the event and what we expect from volunteers, how they can contribute effectively as part of the team - this is to outline to ourselves and the volunteers what we want to achieve with their help (cooperation)
- Daily briefing to lay down the rules and enforce volunteers - work assignment (what, when, how), evaluation, feedback on the day's work
- Continuously review and evaluation of tasks assigned to volunteers, debriefing volunteers on issues associated with their roles and the support provided to them.
- Have a plan B ready - after the first day test, if they are not able to carry out the given daily tasks, we have be able to reschedule
- Integrate volunteers in the communication area - they should also be asked what they can contribute, which sub-tasks they are interested in, etc., as if we involve them in the planning, they will be more motivated
- Daily reporting on the presence and performance of volunteers
- Posting personal stories, colourful news
- Creative tasks for the Gen Z volunteers: social media posts, stories (especially Instagram), sports summary, interviews, reports, pictures of daily life, mood report, program communication, short, quick visual, video content (from Gen Z to Gen Z)
- Recognition of volunteers involvment - put them in the spotlight at the closing ceremony and reward by coordinators

<u>*Tasks after the event*</u>

- Evaluation by all three parties (organizers, coordinators, volunteers).
- Posting personal stories and memories
- Recognition of volunteers' performance
- Promoting the results of volunteer program

External Communication

External communication on the volunteering programme is primarily aimed at reaching potential volunteers, promoting volunteering and communicating on the results of the volunteer and professional program. This contributes to the image, perception and credibility of the organizers and the event. Nowdays, there is a huge amount of media noise, so it is worth choosing more creative solutions that reach the target group. Although the functional area responsible for the implementation of external communication tasks is the Media and PR, the volunteer manager provides professional content and controls the implementation.

Customer groups of external communication

Potential volunteers, partner sinstitutions, parents

The main target group of external communication is the potential volunteers whom we would like to invite to the volunteer program. Organizations through which we would like to reach the target group may be indirectly affected, as well as parents in the case of youth under 18 years of age. In their case, the communication task is to explain the volunteer program, promote volunteering, share news and current events, and organize information days. The main purpose of communication is to arouse interest, encourage action, shape attitudes and develop commitment.

Participants of the event, general public

The purpose of informing the participants and the public is primarily to promote volunteering, to publicly recognize the contribution of volunteers, and to disseminate the results and ensure transparency.

Sponsors and partners of the volunteer program and the event

An important target group of external communication is the supporters and partners who are also interested in the successful implementation of the event and the volunteer program, therefore our task is to explain the professional objectives and volunteer program, organize professional programs, make presentations and promote the results.

Channels of the external communication

- Official website and social media platforms of the event
- Organizers' and partners' websites and social media platforms
- Volunteer search portals, websites of professional organizations and social media platforms
- Newsletters
- Traditional media channels (possibly local, regional, national, international)
- Posters, leaflets in locations relevant to the target group
- Direct mails to target group
- Professional events, conferences, expos
- Personal or online meeting with partners
- Pre-event programs and offical side events
- Working clothes
- On-site decoration
- Professional reports, presentations, publications

Milestones of external communication

- Creation of a communication strategy and action plan
- Launching the event's website and social media platforms
- Definition of recruitment plan
- Start recruiting
- Closing of recruitment
- Event communication
- Recognition of volunteers
- Collection of feedback
- Evaluation of the volunteer program
- Professional report, pomotion of results

Digital tools to support external communication

- Websites and social media interfaces
- Online media channels
- Digital content (images, videos, podcasts)
- Online stream
- Sharing digital contents via QR code
- Online tools for the production of digital content, image and video editing applications (e.g. Canva, WeVideo, Infogram, etc.)
- Online tools for gamification (e.g.: Poll everywhere, Aha slides, Mentimeter, MyQuiz, Duelbox, etc)

Communication Plan

Tasks before the event

- Defining messages for each target group and channel
- Timing of tasks related to recruitment
- Promotion of volunteering
- Preparing the text and visuals for the volunteer call
- Preparing promotional materials and contents
- Regular publication of news and current events on the website and social media platforms
- Reports on promotional events
- Reports on the formation of partnerships
- Reports on the preparation of volunteers
- Event communication planning

Tasks during the event

- Daily reporting on the presence and performance of volunteers
- Posting personal stories, colourful news
- Recognition of volunteers and tank you messages
- Promotion of results

Tasks after the event

- Posting personal stories and memories
- Recognition of volunteers and tank you messages
- Promotion of results

Effective communication tactics with Gen Z-ers

Daily face-to-face communication

The reason why Gen Z-ers prefer in-person communication in the workplace is that they want to be taken seriously. Instant messaging has made Gen Z communication extremely informal with abbreviations and their frequent use of emojis to convey emotions.

Maximize online communication channels

No matter how much they value in-person communication, digital communication is still a prominent part of their lives. By having a blend of in-person and digital communication with Gen Z-ers, we can establish a physical bond with them in person and connect with them in their comfort zone digitally.

Structured channels and contents

They have a new way of seeing, they are able to deal with several things at the same time, and they are constantly present on social networks and online interfaces, which is why they are able to collect a large amount of information in a short time. However, if they are looking for something, they note not the content itself, but the location and route to find it, so that they can later use the given information.

Maximize the video contents

Gen Z users are much more attuned to the video experience, so they are primarily inclined towards video platforms. Use platforms where video content thrives, such as Instagram, Snapchat, YouTube, and TikTok.

Instant messages and gamification

Email is dead to them and they do not like verbosity because of their impatience. Feedback is welcome via social media and instant messages. To make a good impression on them, we should make real-time conversation possible, choose short messages, digital content and try to make the processes playful.

Find the message that is attracting them

Gen Z is characterized by outspokenness, astonishment, striving for new things, and egocentrism. Beauty, appearances, health awareness and being important to society are important to them, but they are motivated more than anything else by gaining experience and pleasure.

Be honest & transparent

Having honest, transparent conversations with Gen Z volunteers is important in winning their trust and dedication. When dealing with Gen Z-ers, let them know that they can trust us to be honest with them, as this will lead them to have faith in our leadership.

Treat them as equals

Gen Z advocates equal treatment, so they don't expect the age gap between them and the previous generation to cause even the slightest form of disrespect or condescension. They want to be able to give their opinions and be respected.

Bottom-up approach

The bottom-up approach is a means of communication that involves the entire staff by providing them with a voice in decision-making matters. This form of inclusivity will foster a good relationship between the organizers and the Gen Z-ers. By providing them with an active role in the process, they' would feel free to communicate their ideas and concerns.

Case Study - MEFOB Festival 2022

For MEFOB Festival 2022, the communication decision was made that, as there are enough professionals available to carry out the daily mandatory tasks, we would like to recruit the type of volunteers who have already indicated this area during registration, are creative and proactive (all of which could be relatively well screened by the application data).

The communication goal with their application was to produce content that their own generation likes to consume and for the platform (Instagram and sometimes Facebook story) that they prioritize the most in connection with a multisport event. Basic communication tasks have been planned as version B - if it turns out after the first day that they are not suitable for the tasks discussed - (image selection, watermarking, communication assistance at additional events, promotion of evening programs).

Early in the morning of the very first day, the communication team started the day with a nearly 1.5-hour meeting, which was given the opportunity, since the event only started with two sports that day. The communication staff (4 people) briefly introduced the work of the area to the 5 volunteers, and then the volunteers also introduced themselves. After that, the head of the communication group briefly outlined the tasks, among which the volunteers had to prepare a daily mandatory task, plus a final task at the level of the entire group. We agreed and discussed these tasks with them, listened to their ideas, incorporated them and in some places redesigned the daily tasks based on their suggestions.

Daily tasks:

- They had to know each day what events will take place and where, which universities are competing against each other
- They had to inform fans and participants about the evening's activities and encourage them to participate (opening, opening party, additional events, etc.)
- Attend all sport and leisure events and provide "information" about them in the form of short clips, videos, announcements, etc. on the platform most used by Gen Z
- Various games were launched in the online space (prediction games linked to the results of competitions), which had to be agreed with the head of the communication area before posting
- Drafting of daily announcements and reports

Group project task:

- Introduce each student volunteer and the functional areas (the format was left to them)
- They had to submit a report on the whole multisport event at the end (the format was also left to them, and after brainstorming together we agreed on a comic strip format that fits well - less text, more images - with Gen Z-ers' consumption of information)

Of course, the daily and group project tasks required constant monitoring, as there was no way of knowing how well they could achieve the task, so it was decided to solve the problems that arose on the way by discussing them together 3 times on the first day and the other days in the morning and evening, and incorporating their better ideas into the communication of the multisport event. We have also set up a closed messenger group for any case of questions that need immediate decisions or for an urgent discussion because a problem or an extra idea arises that cannot wait until the next meeting. These many meetings on the first day also proved to be very important because each piece of content had to be checked one by one after it was completed. Once they had been seen to be reliable and responsible in carrying out the daily tasks assigned to them, they were then given permission to post their own content (which was of course constantly checked).

Case Study - EUG 2022

As a good practice, it can be absolutely highlighted from the Polish program that after the selection, the volunteer coordinators were responsible for the primary contact with the volunteers assigned to them. With this, an up-to-date communication channel was created, since it was an additional responsibility of area managers or main organizers to maintain contact with the 800 volunteers. Obviously, this entails additional risks, but it is an additional task to determine what kind of information and how it flows at certain communication levels. The selection of the communication channel was entrusted to the volunteer coordinator. Typically, the first contact took place via email, and later through various chat applications. The organizers created a Facebook group, but the first information came to the volunteers in a non-standardized form, through the volunteer coordinators, so it was very variable who received information in what depth. For an international candidate, it is very important, if not the most important thing, to have as much information as possible available, or at least to have access to interfaces where they can easily get answers to their questions and problems in the future. Since the coordinators were also typically generation Z, they easily found the channels through which the daily communication took place smoothly, overall the most common were WhatsApp, Messenger, and Facebook groups.

The Volunteer Handbook summarizing event-specific information was received by the participants one week before the event, however, it had more general content.

In several cases, the volunteers of the project felt a lack of information, which can of course be a general problem when organizing a multisport event, but the most important thing is to deal with the problem. In this case, the goal is to provide a customer-oriented system, which includes the establishment of appropriate communication management and organizational culture.

Striving for the preferences of Gen Z, it is important to use communication channels that are appropriate to the current trend, of course keeping in mind the priorities of the organizers. It is not necessary to use the newest and most channels, but rather to find the easiest and most transparent channel that can be easily accessed internationally, even at the European level. It is interesting that Facebook is not popular in many countries, so not everyone has a registered account, and Gen Z does not consider it their primary communication channel.

2.3 Recruitment and selection

Effective recruitment can be a serious challenge for any organization, especially if we have to build a large team of volunteers. Proper planning and preparation is important because it is the foundation on which team building is built.

The volunteer manager is responsible for the preparation, execution and selection of the recruitment. The volunteer coordinators contribute to the implementation, as well as the functional areas employing volunteers and Media & PR.

Define before recruitment:

- Duration of the program
- What we can offer, how we can motivate and engage volunteers
- What areas we welcome volunteers for
- What qualities volunteers should have
- How we will select and train volunteers
- What will be the steps in the recruitment and selection process

Steps of the recruitment and selection process

Definition of the ideal candidate

Precondition of the recruitment plan is the definition of the organizational need, which, in addition to the number of employees, includes the definition of jobs and necessary competences, based on which recruitment and selection are carried out. Furthermore, it is necessary to define the details of the volunteer program, including the duration of the program, the incentive system and the selection process.

Expectations of the ideal volunteer should defined in terms of qualifications, skills, personality and how long we expect them to be available. It is worth considering whether there are any specific qualities required that might be disqualifying for certain jobs.

Compilation of a call for volunteers

During the preparation of the recruitment, information material is prepared for potential volunteers and partner organizations, the volunteer call, the application interface, the application form and the sample contract are compiled.

The call will be used to announce the launch of the program. Describe the nature and objectives of the event, clearly state what volunteers are required to do, when and where, the basic requirements (e.g. training), expectations (e.g. previous experience) and skills that may be an advantage.

In order to reach better the target group, it worth to complement the call with specific messages, i.e. why it is worthwhile for applicants to volunteer, what we can offer to participants (e.g. benefits, other advantages).

Proposed content of the call:

- Name of host organization, activity
- Name and brief description of the voluntary activity
- Activity to be carried out individually or in a team
- Location and time of volunteering activity
- For how long we are looking for volunteers
- What are the requirements for the activity (e.g. language skills, computer skills)
- Is there any training prior to starting the volunteering activity
- What benefits and allowances are available to volunteers
- What to send in with the application (e.g. CV, motivation letter, photo, reference, language, etc.)
- Who to send applications to, how to contact and where to ask for more information
- Deadline for applications
- Selection process and schedule

Application form and documents

In addition to personal data, the application form may collect information about the applicant's previous volunteering experience, skills and motivation, which will help us to get an impression of the applicant's personality and skills.

Recommendations:

- Define the format and content of the application, including possible annexes
- Specify the format and the way in which applications should be received
- Use online solutions
- Create a direct link to the application form on the event website
- Seek to assess the needs of applicants

Publication of a call for volunteers

Choose the recruitment channels carefully, try to identify where and how to reach the target group most effectively. Recommendations:

- Use own channels
- Use free possibilities such as volunteer search sites, partner organization channels, etc.
- Be creative, prepare unique appearance (e.g video content, info graphics instead of long sentences)
- Highlight keywords, key messages
- Promote volunteering, add video content to the call
- Use a tone of voice appropriate to the target age group
- Highlight the benefits that are important for the target group
- Attracting and recruiting volunteers should focus on individual values and motivations, inspire the target group to volunteer by identifying their needs
- In addition to emphasizing the benefits that are important to the target group, pay attention to dispelling their possible fears, obstacles, and misconceptions
- Provide details of the program, current news and results on the event website and social media
- Use online solutions
- Inform applicants about the selection process and schedule
- Send at least a short feedback to all applicants and, if possible, stick to the previously communicated schedule
- Allow sufficient time for applications to be sent, start recruitment in good time (this can be particularly critical in the case of large numbers of volunteers, in many cases it is worth starting a year before the event)

Promotion of the volunteer program

Recruitment should be supported by communication activities, as well as other promotional activities like information days, events promoting volunteerism, orientation discussions with applicants. For the sake of the success of recruitment, it is worth establishing partnerships with institutions and organizations through which we can effectively reach our target group.

Analyses of the applications

Applications should be assessed according to previously defined expectations and those who meet these will be invited for a personal interview.

Invitation for an interview

The invitation should be formal, preferably in writing, and administered.

Personal interview with the candidate

Face-to-face interviews, which can take place in person or online, are a common method of selection. It's aim is to validate the skills, personality and motivation of the candidate and support the orientation of the volunteer. It is also an opportunity for the organizers to provide information about themselves and the event. It is recommended to prepare a script for the orientation conversation for the coordinators.

The volunteer coordinator takes notes on the conversation and, based on experiences and impressions, "directs" the applicant to the functional area as necessary. On the basis of all this, the volunteer coordinators make a proposal for the job assignment of the volunteers, which is approved by the managers of the operational areas.

Recommendations:

- Beside the volunteer coordinator, a professional coordinator should attend the interview, so the involved actors, will be working together in the future, would have the opportunity to meet in person
- There are a number of interview techniques, either individually or in a group, on a predefined topic, or supplemented by a test, for example to assess problem-solving skills
- Choose an interview technique that suits the purpose and makes you feel comfortable
- Start the interview with a short introduction, a few informal questions to help the candidate to relax
- Do not judge on first impressions, as the candidate may need time to relax and gain confidence
- Validate the personal data collected through the application form
- Ask about the candidate's motivation, experience, ability to work independently and in a team
- Ask about the candidate's expectations of what they would like to achieve by joining the programme
- Validate the declared experience of the candidates
- Validate the declared level of a foreign language
- Be honest and make the expectations known during the face-to-face meeting, as well as any conditions or circumstances that may be a problem for the applicant (e.g. working hours, duration of the programme, etc.)
- Try to avoid influencing the candidate
- Give the candidate the opportunity to ask questions
- Take notes, even using an evaluation sheet

Selection of volunteers that meet the stated requirements

Either by comparing the candidates or by using the previously defined criteria, match individual volunteer preferences to the most appropriate volunteer roles and job tasks. Be sure to consider the nature of supervision, operating conditions, co-workers, nature of the work itself and communication processes when aligning volunteer preferences to job roles and tasks.

After that, it is advisable to communicate the results of the selection to the candidates within a reasonable time. This communication will offer the evaluated person an useful feedback. If possible and appropriate, the recruiter also can make an alternative proposal to the candidate, for example offering a position at a different functional area, instead where he/she applied.

Invitation of selected volunteers for training

Those who successfully passed the application, invite them to the training program and inform about the next steps. The invitation should be formalised, preferably in writing, and administered.

Rejection of volunteers who did not pass the selection

It is also recommended to replay applicants in case of unsuccessful applications as well, as this contributes to the image and perception of the organizers. The information should be formalised, preferably in writing, and administered.

Channels of recruitment

- Partnerships
- Promotional events (pl: own events, relevant expo or sport event, etc)
- Official websiteand social media interfaces of the event
- Websites and social media interfaces of partners
- Other media appearance
- Volunteer recruitment websites

Milestones of recruitment

- Definition of the ideal candidate by area
- Finalization of the volunteer program
- Estabilishing partnerships
- Creation of application interface and application form
- Publication of the call
- Promotional events, communication campaign
- Training of volunteer coordinators
- Compilation of a script for the orientation interview
- Evaluation of applications
- Orientation talks
- Sending information to applicants
- Closing the applications

Monitoring and quality assurance

- Collection of professional needs from functional areas, scheduled meetings with area managers
- Progress report
- Partners' needs and feedback
- Promotional plan and scheduled tasks
- Coordination of the content of the professional report with the management
- Collect feedback from applicants

Case Study - MEFOB Festival 2022

One of the most important lessons learned from the organization of the MEFOB Festival was the late recruitment of volunteers. Given the tight timeframe, promotion was essentially internal and multi-channel. In the first instance, organizers approached the Sports Ambassadors of the MEFS, hoping that their interests and studies would attract a large number of applicants. In addition, to strengthen sporting ties, organizers also approached the host sport city's junior athletes for easier, off-the-field tasks. The third target group was high school students doing the mandatory community service.

Unfortunately, the number of university students was much lower than expected, so the definition and assignment of jobs had to be reconsidered. Previously we had pre-defined the minimum number of people needed to make the event a success, but the number of applications barely exceeded this, so a selection process was not necessary to allow all applicants to participate.

The volunteers of the project were asked in a questionnaire to evaluate their satisfaction with the information prior to the event on a scale of 1-4, where 4 is completely satisfied and 3 is rather satisfied. Overall, this area received an evaluation of 3.6, within which the description of the tasks was 3.9, the content of the call and the content of contract were 3.8, the description of the benefits and the objectives of the event were 3.7, while the selection process and its result were 3.5. They were basically satisfied with the preliminary information and the content of the call, but the selection process should be more transparent for them, especially with regard to its schedule.

During the recruitment process, the organizers measured who wanted to work in which field in the form of a questionnaire, and this is where the need arose to try themselves in several fields. They were satisfied with this opportunity in retrospect, but at the same time, both the volunteers and the organizers still felt a sense of absence, which can be eliminated in the future with more precise orientation. A personal or online interview may be suitable for this, which may require a serious effort (in terms of time and human resources) on the part of the organizers. If the skills required to fill individual volunteer positions are defined in advance on the part of the organizers, it will help the volunteers to find a job that suits them and their personality.

Recruitment is an area for improvement, and in the future it is essential to start much earlier and to reach out to as many channels as possible. The most important principle is to focus recruitment on students who have some kind of connection with sport, athletes or who can use their studies during the event. In addition, there is a need to set basic expectations for known tasks and to organize training courses.

Case Study - EUG 2022

The promotion started already in 2021, almost a year before the event. It was multi-channel, they used their own channels (website, social media, creation of promotion centers) and partner relations (universities, federations, associations, host city, EUSA), as well as media appearances. The application was opened in November 2021 and from February 2022, 8 leaders participated in the selection. Online tools were used to schedule appointments and conduct interviews. During the more than 1,000 interviews and online calls, they talked about the previous experiences and interests of the applicants, so the conversation also helped the orientation. Many times it happened that the 2nd or 3rd preference was the most suitable, but other options were also discussed. It can be seen that this is a complex and resource-demanding area, where we would like to highlight as good examples the establishment of promotion centers, the invitation of local volunteers to test events, promotion in previous volunteer groups, cooperation with institutions and the emphasis on orientation, which can greatly influence the satisfaction of volunteers.

From the side of the volunteers, it can be said that most of them heard about the event through their previous acquaintances or through their higher education institution (obviously beyond the fact that they were involved in the project). They were more satisfied with the content of the volunteer call and the selection process (questionnaire evaluation results 3.1 and 3.3), and during the interviews, most of them recalled the orientation conversation very positively, seeing it as useful and a particularly good experience. In this area, they formulated the constructive criticism that, given the international nature of their volunteering, the confirmation of participation could have arrived a little earlier, so that they could plan and organize their trip more comfortably.

Volunteer leaders reported that lack of time, administrative burden and finding volunteers with appropriate competences were the main difficulties of the period before the event. They also experienced as a challenge to communication with different age groups and get the necessary infortmation from other departaments. As a key success factor of recruitment they pointed out the importance of promotion and communication with other departments: „After speaking to volunteers, most of them heard about EUG from other sport events, where we were able to promot it", „The key was communication with key OC deparements as well as other leaders. It was important to have information that could be passed to our volunteers.".

2.4 Induction and training

Volunteering requires participation in a community and working with others. It is an excellent way to expand network of contacts and develop social skills. A multisport event is also an excellent way to gain professional experience, regardless of whether a volunteer has previous experience. Volunteering is a good way to enhance skills in a different environment, outside someone's comfort zone.

Considering that a multisport event is very complex in many aspects (accreditation, organizational tasks, communication, evaluation, etc.), it is essential to introduce volunteers to the community and prepare them for the event. It is recommended to organize various exercises, training sessions and workshops to equip volunteers with the values and competences of the community so that they can play an active role during the sports event. Due to the complexity of multisport events, the induction and training should be adapted to this.

Steps of the training plan

Defining the purpose and target group of the training

If the training is aimed at the professional implementation of the event, it is worth emphasizing team work and motivation in addition to event and task-specific education. At the same time, if the purpose of the training is related to the reception of international volunteers and guests of the event, the development of language and intercultural knowledge can be useful. Therefore, the first step in creating a training plan is to define the exact goals and target groups.

Planning the training

We also need to define whether the training is based on the knowledge of our own organization, with the involvement of an external specialist, or whether it is implemented in the form of accredited adult training. The latter may entail a reporting obligation and administrative tasks, but at the same time it can be a serious motivation for the participants.

Timing

It is worth adjusting the time of the training to the busyness and needs of the target group. In the case of students, pay particular attention to their workload during the given period of the academic year.

Location

The choice and design of the location is determined by the type of training we provide. In the case of training based on continuous interactions, playful, social tasks, it is more beneficial to organize in-person training. While when imparting general knowledge, or if we want to increase the willingness to participate, online training may be more beneficial.

Invitation

The given target group should be notified in time about the training schedule so that they can plan with it, and we should provide detailed information about the purpose, content and possible requirements of the training. To do this, select the appropriate channels.

Participation, support the participants

For the success of the training, it is necessary to support the motivation and learning of the participants:

- Make the training personal and set an example with our own enthusiasm,
- By showing personal interest and paying attention to the learning process of participants, we can promote the development of trust,
- Share real-life, practical, even personal examples,
- Make the tasks interactive, group tasks can be particularly effective,
- Make training interactive and playful, using online tools and applications,
- In the case of any assessment, focus on what the participants know and not on what they don't,
- Strengthen the learning outcomes with positive feedback and constructive criticism,
- Be open to volunteers' ideas and provide opportunities for feedback,
- Use images, diagrams or video content to visualize the course material,
- Support the learning of the course material by emphasizing key words and telling stories,
- Recognition of learning outcomes can be supported with self-assessment questionnaire,
- Eliminate potential sources of conflict,
- Ensure adequate rest time between training sessions,
- Involve external experts where appropriate and within financial possibilities.

Administration and evaluation

To conclude the training, we perform the administrative tasks (verification of attendance, issuance of certificates, verification of acquired competencies, etc.), and we evaluate the implementation of the training with a satisfaction survey.

Induction to the organization

After selection, we need to ensure that volunteers are introduced to the organization. This is an important preparatory phase, during which volunteers can gain an impression of the organizers and the event, shape their motivation and develop their commitment. Organization and conduct of the first introductory meeting is the task of volunteer coordinators, but also professional coordinators or the management can be involved. It is important to emphasize that handing over the Volunteer Handbook does not replace the introductory meeting.

Ensure the right format for the first meeting (face-to-face or online) and convenient access (technical or convenience). The meeting is a good opportunity to pass on essential information such as travel, accommodation, basic information about the location, documents, etc., but it also ensures that the volunteers feel valued enough and gain a sense of professionalism.

Content of the introductory meeting:

- Organizational and event objectives
- Information on volunteer program and schedule
- Contract information
- Information on benefits of volunteers
- Contact persons

Additional recommendations, opportunities:

- Involve senior management in welcoming volunteers
- Introduce coordinators, mentors
- Provide an opportunity for volunteers to introduce themselves and get to know each other before the event
- It is a good opportunity to hand over the volunteer handbook
- Organize a team building session
- Involve local volunteers who can give a presentation on local characteristics
- Assign "buddies" to help volunteers settle in
- Encourage volunteers to take notes
- Provide opportunities, encourage them to ask questions
- Be honest
- Help volunteers prepare for participation, especially for international volunteers, non-local volunteers and those with fewer opportunities (e.g. write a check-list of necessary documents, provide advance information on accessibility, travel arrangements, etc.)

Trainings

Once we have taken care of the integration of volunteers, we should also ensure that they receive appropriate event-specific and task-oriented training. Schedule event-specific training for each volunteer, providing full information on the event program and venue, services available, working conditions, safety standards (work, accident and health) and code of conduct. Provide task-oriented (vocational) training, detailing the tasks of volunteers, professional expectations, job roles and responsibilities in the field, and providing the necessary professional knowledge (work procedures, use of equipment, etc.)

Taking into account the specificities and characteristics of our target group, it is also worth to design the training to their needs. Taking into account that both face-to-face and online training have advantages, disadvantages and opportunities, the use of both together can lead to the best results.

Advantages of online training:
- It can be viewed from anywhere, no need to be present in person to participate in the training - thus easily accessible to volunteers in other cities or countries.
- Possible to watch and listen back to the lecture or presentation at any time -> less note taking, more attention to the lecturer/presentation.
- Gen Z-ers are more comfortable in virtual space, therefore they may interact more and share their ideas more willingly and more courageously.
- Less technical requirements for online training than face-to-face training more cost-effective.
- Preparation time is also less time-consuming and therefore more time-efficient than face-to-face training.
- Easy accessibility means higher participation rates.

Disadvantages of online training:
- Less personal approach to participants.
- It is not possible to carry out interactive exercises requiring personal presence.
- Poor internet connection, poor quality sound can make it difficult to deliver the training material or, if the problem is on the side of the recipient, for them to understand it.
- Loud noises in the background, e.g. traffic, pets, etc.

Opportunities of online training:

- Holding an online team-building training session is a good opportunity for volunteers attending the event to get to know each other, the event organizers, the area coordinators and to receive general information about the sporting event and the tasks they will be asked to perform.
- A first screening of volunteers before the event to see who might be suitable for the tasks.
- Selecting potential volunteer coordinators from among the more active participants.
- Training and workshops in the online space are more suitable for Gen Z-ers and may be more attractive and motivating.
- Easier to produce statistics and analysis afterwards.

Dangers of online training:

- Failure of technical equipment, poor internet connection, poor sound and image quality.
- Incorrect functioning of the applications used.
- Inadequate information transfer before the workshop may lead to lower participation rates.

Advantages of in-person training:

- The presentation is more direct, more understandable for the audience, questions can be asked more easily.
- Team-building games are easier to implement, most require personal presence.
- Developing an image, design, roll-ups, placing promotional material, which is a source of information for volunteers and raises the quality of the workshop.
- Better measurement and monitoring of volunteers' interest due to personal presence.
- Make it easier to identify less interested volunteers.

Disadvantages of in-person training:

- Volunteers from other cities or abroad may find it difficult or impossible to participate.
- Higher costs for technical equipment, speakers, catering, photographer, etc.
- Less time to organize the training in the busy period before the event.
- Managers' and organizers' schedules cannot always allow a face-to-face meeting.

Opportunities of in-person training:

- Taking pictures and videos of the training to be used for future materials.
- Selection of coordinators from among volunteers for the duration of the event, based on activity and interest.
- Motivating volunteers, encouraging them to be proactive, using speakers who have volunteered in the past.
- Provide printed materials, handouts, information leaflets about the event.
- Opportunity for informal discussion with trainers, organizers after the training.
- Placement of registered volunteers in the event areas.
- Volunteers can get to know each other better, which is very important for working during a multisport event, and organizers can also introduce themselves.

Dangers of in-person training:

- Low turnout, training may fail if cancelled.
- Lack of interest on the part of volunteers.
- Failure of technical equipment.
- Incompetence of the presenter.

Online training and meetings in the weeks leading up to the event may be useful for several reasons:

- It is the first time volunteers "meet" their peers and the organizers of the event. The early meeting sends a positive message to them, so they can feel that they have an important role to play in the success of the event.
- The objectives and general information of the multisport event can be broadly communicated to the volunteers.
- Participation can be done from anywhere, without the need for physical presence.

We recommend to provide professional training in the form of an in-person training, with the involvement of the relevant persons (professional coordinator and other stakeholders), in the days just beforeg the event, during which the tasks of the given functional area, the professional expectations, the roles and responsibilities, the working conditions and the safety regulations (work, accident and health protection), can be presented. The activities of the functional areas must be broken down into transparent processes, the roles and responsibilities of different actors, including volunteers, as well as agendas, reports, and quality assurance measures must be regulated. It is also recommended to finish the task related training with a team-building program.

Development of personal competences

Competence is a combination of appropriate knowledge, skills and attitudes in a given situation. The terms "skill" and "competence" are often used as synonyms, even though they have different meanings due to their scope. "The term skill typically refers to the use of methods or tools in a specific environment and in relation to specific tasks. The term competence is broader and typically refers to a person's ability to use and apply knowledge and skills independently and self-directed when faced with new situations and unforeseen challenges.[26]"

In 2006, the European Union defined a framework of key competences to which all types of education, including non-formal and informal learning, can apply. This is a European reference tool on Key Competences that provide added value for the labor market, social cohesion, and active citizenship by offering flexibility and adaptability, satisfaction and motivation. In 2018, the model was revised.

That framework sets out eight Key Competences, including:

- Communication in the mother tongue
- Communication in foreign languages
- Mathematical competence and basic competences in science and technology
- Digital competence
- Learning to learn
- Social and civic competences
- Sense of initiative and entrepreneurship
- Cultural awareness and expression

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[26] Aftermatch (Life Beyond Sport) project material (WP4): WP4 Action towards sport trainers / coaches and managers - Training materials and tools, 2017

Revised Key Competences:

- Multilingual competence
- Personal, social and learning to learn competence
- Citizenship competence
- Entrepreneurship competence
- Competence in cultural awareness and expression
- Digital competence
- Mathematical competence and competence in science, technology, engineering (STEM)
- Literacy Competence

Useful studies, tools and training are available on SALTO-YOUTH website: https://www.salto-youth.net/rc/training-and-cooperation/tc-rc-nanetworktcs/youthworkers-competence-model/

We can increase the motivation and commitment of our volunteers by providing additional training to develop their individual skills and competences, especially in certain positions (e.g attache) that require clearly identifiable key competencies. In addition, it may be worthwhile to spend time on skills such as teamwork or intercultural communication, as these can help the position of volunteers in any organizational area.

Teamwork

Teamwork is the integrated effort of a group of people to carry out a project. Working as a team involves the coordination of several people working towards a common goal. Each member must contribute to the completion of part of the work.

In order for teamwork to be enjoyable and effective during a multisport event, teams need to consider a few points that will help to eliminate the characteristics that hinder group dynamics:

- Setting objectives
- Division of tasks
- Scheduling
- Communication

It is the responsibility of the event coordinators and organizers to identify and check the above points. They assign tasks and objectives to the volunteers and should receive feedback on the tasks carried out so that they can see what needs to be done.

It is important for teamwork that all participants feel responsible for the project. Good coordination, harmony, solidarity and understanding between volunteers are essential.

Intercultural communication

Intercultural communication is the interactive communication between people from different cultures. Messages are formulated in such a way that they can be understood in another culture. The interaction of people, athletes, volunteers from different countries often leads to misunderstandings and conflicts. Some of these problems are simply cultural and can be avoided if people get to know each other's cultural backgrounds and the rules of intercultural communication.

Good communication between volunteers is essential during a multisport event. When communicating with fellow volunteers or participants of different nationalities, it is possible that they may have different opinions and confrontation is inevitable. This is why emotional and social sensitivity is important in managing human relations, and a constructive attitude towards the suggestions and views of others.

Self-development

Self-development is nothing other than the conscious search for personal development by broadening and understanding self-awareness and developing personal skills. According to Maslow, the highest level of human need is self-realisation. In order to achieve this, we need to continuously develop ourselves. It makes no difference in which area of life and in which form self-development begins. Whether it is reading, playing sports, participating in professional events or volunteering, all of these help us to develop ourselves if we take the time - and with it, ourselves - to do so.

Volunteering is an untapped potential on the road to self-development, especially during a multisport event. One of the reasons for this is the diversity of such events, and therefore the wide range of skills required from volunteers. Part of self-development is building relationships and friendships, and sporting events offer opportunities for this. Development is always out of someone's comfort zone, so it is worth venturing out of it from time to time, for example, helping in unfamiliar sports or communicating with other nationalities. This helps to develop language skills as well as other perspectives.

Milestones of induction and training

- Definition of the training plan
- Preparation of educational interface and materials
- Preparation of scenarios for trainings
- Introductory meeting
- Delivery of the Volunteer Handbook and code of conduct
- Buddies contact the international volunteers
- A survey of prior expectations
- General training (online)
- Evaluation of general training
- Professional training (in-person)
- Evaluation of professional training

Monitoring and quality assurance

- Selection and preparation of volunteer coordinators
- Script for conversations led by volunteer coordinators, presence of a volunteer manager
- Notes and reports on discussions led by volunteer coordinators
- Collect feedback from applicants
- Coordination of professional content with operational areas
- Training element led by an external specialist
- Professional training led by professional coordinators
- Progress report and professional reports

Learning habits of Gen Z-ers

We have already mentioned that Gen Z particularly receptive to technological innovations, they are characterized by a constant online presence and a good ability to share attention. At the same time, studies dealing with the topic point out that they cannot use these for their advantages during traditional learning, as media devices are primarily used for entertainment purposes, and their average concentration time is reduced to 8 seconds.

Since they prefer to live their social relationships online, they are characterized by alienation, shyness and conflict management problems. It is difficult for them to adapt to the traditional, authoritarian and rule-following pedagogic culture; instead, gaining experience, practical activities, the use of electronic teaching materials and a more direct relationship with the instructor make their learning more comfortable.

The results of a survey carried out in 2018 proved that Generation Z prefers teamwork and cooperation with others, as well as tasks that require creativity and testing theory in practice[27].

All of this leads us to the fact that we can best support the volunteers' informal and non-formal learning by creating experience, interactive and group tasks, and by creating a mentor-mentee relationship instead of a student-teacher relationship.

Gamification

Gamification is a fashionable solution of contemporary pedagogy, both in the field of increasing the efficiency of education and work, and its application has become particularly widespread as a result of the COVID-19 epidemic.

Gamification primarily helps to revive and maintain internal motivation, because the best results during gamification are shown in cases where, in addition to immediate feedback, a continuous learning effort is required. There is probably no method and tool that suits everyone, but gamification can help the digital generation move from passive boredom to constructive activity.

Nowadays, applications that support gamification and interactivity are available in a large number and in a varied range, both in paid and even free version. Some examples of themes and applications:

- Trivia quiz: Kahoot!, AhaSlides, Slido, Crowdpurr, Duelbox, Sutori
- Live polling: Mentimeter, Wooclap, AhaSlides, Poll Everywhere, Slido, Duelbox, Sutori
- Word cloud: Mentimeter, AhaSlides, Duelbox
- Spinner wheel: AhaSlides, Duelbox
- Fingersport: Duelbox
- Matching, putting in order: Quizizz, Flippity
- Random name picker: Flippity, Classroomscreen, wheelofnames,
- Word games: Flippity
- Drawingtool: Classroomscreen
- Bingo: Bingo Baker
- Digital classroom: ClassDojo, GoalBook, CourseHero
- etc.

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[27] Gál Tímea, Árváné Ványi Georgina: How does Z Generation learn?, Gradus Vol 5., No (2018) - https://gradus.kefo.hu/archive/2018-1/2018_1_ART_004_Gal.pdf

Mentoring

Mentoring is a structured and trusting relationship that brings young people together with caring individuals who offer guidance, support and encouragement aimed at developing the competence and character of the mentee[28].

The mentor can support the participation and performance of the volunteers by:

- Constant contact, providing the volunteer with a reliable contact to whom he can always turn,
- Focusing on the mentee's needs, prospects, and living conditions,
- Taking care of the mental and physical well-being of the mentee,
- Following the path of the volunteer, supporting his learning and participation in the event
- Supporting the assessment of experiences and acquired knowledge

Case Study - MEFOB Festival 2022

Volunteers were able to participate in an online meeting before the Festival, where the aim was to get to know each other and the event organizers. They were given general information about the Festival (location, dates, sports, participants, etc.) and possible tasks related to it.

Feedback showed that the meeting had achieved its purpose. The volunteers who took part found it useful and necessary. It was very helpful for them that they did not receive all the information in a few days before the event, but received it in sections, and they were able to get an idea of what to expect from the event and to get to know the organizers.

We then offered the opportunity to attend a workshop on day -1 of the Festival. The program started with a motivational training session aimed at encouraging participants with different experiences to perform responsibly in a multisport event. The participants then got to know each other and the coordinators in a playful team-building exercise. Finally, the volunteers were given a presentation about the event and the organizers, where they were also introduced to the values of university sport movement and the objectives of the event.

Feedback suggests that both the motivational training and the team-building programme helped to prepare the volunteers, develop the right attitude and a sense of importance. The personal presentation of Zoltán Rakaczki, EUSA Assembly Member and MEAFC President, who started his career as a volunteer sports leader, was particularly useful and inspiring.

Project volunteers were able to participate in an online meeting before the domestic event, where they could get to know each other and the event organizers. They were given general information about the event and possible tasks. Feedback showed that the meeting had achieved its purpose. The volunteers who took part found it useful and necessary. It was very helpful for them that they did not receive all the information in a few days before the event, but received it in sections, and they were able to get an idea of what to expect from the event and to get to know the organizers. ("…I could meet them online, it was easier to make contact after that in person").

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[28] MENTOR: How to build a successful mentoring program using the Elements of Effective Practice, 2005 - https://www.mentoring.org/wp-content/uploads/2019/11/Full_Toolkit.pdf

Organizers then offered the opportunity to attend a workshop on day -1 of the Festival. The program started with a motivational training session aimed at encouraging participants with different experiences to perform responsibly in a multisport event. The participants then got to know each other and the coordinators in a playful team-building exercise. Finally, the volunteers were given a presentation about the event and the organizers, where they were also introduced to the values of university sport movement and the objectives of the event. Feedback suggests that both the motivational training and the team-building program helped to prepare the volunteers, develop the right attitude and a sense of importance. The personal presentation of Zoltán Rakaczki, EUSA Executive Committee Member and MEAFC President, who started his career as a volunteer, was particularly useful and inspiring. But there was also an opinion that: „It was nice to get to know the volunteers, maybe less presentations next time and workshops for everyone on the fields they will work on".

Case Study - EUG 2022

Before the event, the volunteers had an opportunity to take part in online training. The organizers planned a total of 3 trainings in Polish and 2 in English, which primarily focused on personal competencies useful during the event, such as communication or problem solving. Approaching the event, it was the duty of the volunteer leaders to contact the volunteers assigned to their group, which took place through chat applications. But in addition to this, the organizers also created a Facebook group. The first information thus came in a non-standardized form, via the volunteer leaders. After that, the participants received event-specific information in the form of the Volunteer Handbook the week before the event. On-site induction and task-specific training was organized for the 2 days prior to the event, with a different form and content in each area. These group events also created a good opportunity for team building. At the same time, this also meant that those who arrived later could no longer participate, they typically received a personal induction from the professional coordinators on their first volunteer day. The organizers paid special attention to those working in the attache position, since supporting the sports team required knowledge covering many areas and a high level of communication and problem-solving skills, while those working in the field of result management received targeted training due to the IT and technical challenges.

The reports of our volunteers revealed that they did not participate in online training, but they found the Volunteer Handbook particularly useful, which provided them with adequate preliminary information to prepare for their participation. Those who were able to participate in the on-site induction liked the team-building activities the most. Those who arrived later received an induction from the coordinator individually or in smaller groups, the personal form of which was positively evaluated as attentiveness, but at the same time they felt that they had to make more effort to fit into the group. In the area, it was formulated as constructive criticism that they would have needed more local knowledge (e.g. more preliminary information about the city and local services), and in some cases they would have required more task-specific information, which they learned during the execution of the task on their own or from their teammates, but at the beginning it would have helped a lot.

The experience of the coordinators agrees with the opinion of the volunteers, according to which: „Volunteers were able to take part in pre-event online trainings, but in my opinion, the most important thing was to meet with leader in place where they were assigned, and present them what they will need to do on certain positions."

However, in addition to these, volunteering is known to be a very diverse and effective form of informal learning. In their experience reports, our volunteers mentioned a number of skills that this international experience definitely contributed to their development: perseverance, humility, resilience, patience, creativity, problem-solving, teamwork, adaptation, communication in foreign languages, time management, etc. Finally, here are some testimonials from the project's volunteers:

„I believe I developed the personal skill of interacting with people from other cultural backgrounds and as well as participating and working on new activities. Being an ambivert which is more on the introvert side, this activity helped me practice my interaction with other people more, same and different interests alike, so thank you so much for this opportunity."

„I believe that my social skills were improved thanks to the EUG event and my network is expanded with number of people who has same passion on sport events and sport volunteering."

„Even after my previous volunteerings and during the EUG 2022 as well, I realized that people's personality is shaped a lot unintentionally when they are in such an open and great environment. In such cases, a completely new world opens up in front of me and it is much easier for me to notice the opportunities, and I also become more open-minded."

Case study – Effective communication training in the frame of K2S Gen-Z project

During a sports event, volunteers act as mediators between the organizers and the participants, they are the face of the event. An important part of their preparation is to act in accordance with the objectives and values of the organizers and the event in a given situation. On the other hand, effective communication is a key element of successful teamwork and proper team dynamics. It is important that the volunteers and organizers have adequate communication skills, and it is worth putting a lot of emphasis on this during their preparation and training.

In the communication training realized in our project, we examined the hypothesis that the training aimed at developing personal competencies gives good motivation for volunteers in the Gen Z age group, and that the training also works well in online form. In addition, during the training, we also intended to test digital tools that can increase the activity of the participants, and to identify those project volunteers with whom we can cooperate even in the long term related to future events.

For the 10 volunteers participating in the project, we provided the opportunity to participate in a 16-hour Effective customer service communication training course accredited in the Hungarian adult education system between October 21 and December 2, 2022. The training was conducted in English, the participants met online on the 5 sessions of the training. 6 volunteers accepted the opportunity, so the training group of 10 people was filled with the future volunteer coordinators of the partner organizations. In accordance with the objectives of the project, during the training, the participants solved a number of group tasks and situational exercises, which specifically exemplified situations that arise during volunteering and sports events. As a recognition, the participants received a Certificate issued by the Adult Education Data Service System.

The training methodology was based on experiential learning and followed the rules of the T group method, the important elements of which are risk-free learning, no room for judgment, respect for feelings and the joint responsibility of the participants and the trainer in order to achieve the training goals. The trainer placed great emphasis on raising awareness of the learning process and reflecting the learning outcomes. The structure of each session was realized in three units: introductory exercise, trainer's presentation, deepening of knowledge. The 5 focus areas of the course were personality typology, forms of

communication, assertivity, conflict management, generational characteristics and voluntary motivations. As a result, the participants were able to develop their skills to recognize their own and others' personalities and according to that to communicate effectively and assertivly. The goal of the training was for the participants to create a communication style where they can express their thoughts and opinions with courage and confidence. The participants learned about communication pitfalls and how to avoid them, and by the end of the training they were able to apply conflict management strategies and gain knowledge about the motivational backgrounds of different age groups.

During the training, in addition to situational exercises, a number of digital tools were integrated into the course, which interactively helped the work of the participants, including tasks shared and carried out via e-mail or in a messaging application, an online poll application and a digital interactive whiteboard, where despite the physical distance the participants were able to perform the group tasks at the same time. After the training, the participants could use an online satisfaction survey to evaluate the organization of the training, the program, the results, the curriculum and the usefulness of the training.

The training was carried out with an ideal number of participants, according to the trainer's assessment, although there were occasionally, individually, quieter participants, the group showed more activity than average and the stages of team development were well established. The evaluation also showed that since the proportion of participants with dominance and influential personality was smaller, the situational exercises worked minimally, on the contrary the self-assessment and group tasks were realized with high activity.

Experiences and results - Motivation

Although the participation rate in the training did not reach 100% of the project's volunteers, we can say that the language, the topic of the training - which focused on an important personal skill - and the fact that the opportunity was about an accredited and certified adult training program, were motivating factors for the volunteers. While those who could not take advantage of the opportunity, mostly did not participate due to their other commitments.

Given that the 5 training sessions and their curriculum formed an interdependent course and followed the methodology of experiential learning, it was therefore important to clarify in advance that minimal absence is allowed during the training, and that the effectiveness depends largely on the activity of the participants. Similarly, the first part of the first session, where we could discuss our expectations and fears regarding the training, and the expected learning outcomes, also served to develop an open and positive attitude and a trusting relationship between the participants and the trainer.

An unplanned positive outcome of the training was the joint participation of the project's volunteers and future volunteer coordinators, since in addition to the opportunity to gain common experience and a kind of team building, the coordinators were able to get to know the volunteers' skills, the participants could share different points of view in each situation, and the exemplary attitude of the coordinators also encouraged the activity of the volunteers.

Online environment

The advantage of online training is that geographical barriers can be overcome, so it is suitable for developing the general skills that affect all volunteers before a sport event, so that during professional development that requires physical presence, we can already focus on acquiring the necessary competencies and knowledge in the given field. At the same time, it is important to encourage the careful choice of the location from which the participants log in, because we also experienced during this training

that a public location can be a disturbingly noisy environment, which can reduce the activity of the participant. Although in most cases no other technical conditions are required to organize an online training apart from an Internet connection, if there is a problem with that, it can be a serious obstacle to participation, so both the participants and the organizers should make sure of the quality of the technical conditions in advance.

Trainer / Facilitator role

The key to the effectiveness of this training was the partnership and preparation of the chosen trainer. We can say that her previous volunteer experience and her connection to sports and sports events were a lucky circumstance, and the fact that the trainer was open to get to know the objectives of the project, the partnership and the activities of the partners helped to develop a relationship of trust. The specific training was selected and the practical tasks were compiled according to all of these.

In addition to the fact that the training was conducted under the guidance of a prepared and experienced instructor, we received valuable feedback on the processes within the group and the learning process from an external observer.

Learning support

During the training, the participants received support for the learning process in many ways, which is essential in an informal learning environment. It is important to emphasize the tools that support the awareness of learning and the strengthening and deepening of learning results:

- Establishing a personal relationship with the help of short, personal conversations
- Encourage participation with reminders and information sent between training sessions (regular check-in)
- Carrying out tasks in small groups helped the participants to get to know each other and develop a relationship of trust
- Practical tasks placed in a familiar context helped to process the theoretical course material
- The written study material handed over after the training helped deepen the acquired knowledge
- By sharing own experiences and examples, the trainer encouraged the participants' activity
- The trainer helped deepen the learning outcomes with positive reflections
- Strengthening the awareness of the learning outcomes by evaluating the practical tasks
- With the joint evaluation of the practical tasks, peer learning was also realized
- In connection with several topics, a self-assessment questionnaire helped to develop skills and raise awareness
- At the end of the sessions, we reviewed the specific learning outcomes, related competencies, and future development opportunities

Online tools

Online tools helped the group's activity, but it is worth choosing the 1-2 applications that we use throughout the whole training, so that the fixed channels of the training can be formed and the participants are able to adopt and use them confidently. They can also be useful in the joint processing of the course material, in the visualization of learning outcomes and in the preparation of the subsequent evaluation.

What we would change in the future

- Sending house rules of the training to the participants in advance
- Encourage the preliminary compilation of the learning plan during a pre-training consultation
- Motivational discussion with the participants during a pre-training meeting
- Encouraging the usage of a learning diary and/or a questionnaire to help raise awareness of learning process at the beginning, during and at the end of the training (depending on the duration of the specific project)
- In case of the international nature of the sports event, puting the topic of cultural differences on the agenda instead of generational differences
- Carrying out self-assessment tests "at home" so as not to take away from the training time
- "Homework" that deepens the acquired knowledge
- Easter eggs / surprises that lighten the mood and provide rest time during the training
- Documentation of acquired competencies using a self-assessment method

2.5 Daily coordination and evaluation

A successful multisport event is characterised by the efficient design of workflows in each functional area. The activities should be broken down into clear processes, roles, responsibilities, agendas, reporting lines and quality assurance measures for all participants, including volunteers. This will serve as a guide for day-to-day coordination and monitoring of the implementation of tasks. Volunteers are basically helpers and assistants. To ensure that the role of volunteers is not diminished, we need to be creative in defining their tasks and how they can add value to the organizers and the event.

Volunteer coordinators and professional coordinators have a number of coordination tasks related to the participation of volunteers, including organizing arrival and departure, handling accreditation, managing volunteers' schedules, possible reorganizations, and continuous information and feedback.

It is practical to organize the arrival and departure of volunteers within a formalized framework, the place for this can be the Volunteer Center. It is practical because upon arrival we can complete the administrative tasks (signing a contract, collecting statements, etc.) and thus we will certainly have the opportunity to greet them personally or to say goodbye to them. Similarly, the Volunteer Center will be the base where volunteers can rest, relax, and visit the coordinators and mentors in person. The Volunteer Center is the base, the center of community life, where volunteers have the opportunity to relax; refreshments, internet connection, possibly 2-3 computers, and other devices that make their everyday life comfortable are available. In addition, a rest room and/or meeting point can be designated at each event venue.

In a multisport event where the service hours exceeds 8 hours, the critical task of daily coordination is to prepare the schedule to ensure that services are maintained at all times, taking into account the need to ensure adequate rest time. The schedule can even be Excel-based, but if possible, we should make it available to everyone in electronic form. The schedule can be changed, but we need to require to notify in time. If the volunteer does not appear at the place of work, the professional coordinator will notify the volunteer coordinator, who must take measures to replace the missing person. The professional coordinator can also initiate a modification if he seems it justified to reorganize the work. Work schedules and changes are managed by volunteer coordinators. When planning the schedule, ensure the necessary number of rest days. The rest day is also suitable for the volunteers to take part in a mentor conversation, the purpose of which is to provide two-way feedback, uncover possible problems and support the learning process.

Excellent online tools are available to coordinate tasks on a daily basis and to support group communication. Day-to-day coordination is typically the responsibility of the professional coordinators, who organize the daily work, prepare the daily schedule, supervise the execution of tasks, hold daily briefings, debriefings and team evaluations. They are the ones who give work instructions and to whom volunteers can turn to with professional questions during working hours. Volunteers report to them 5 minutes before the start of working hours (sign the attendance sheet), and after the team meeting to start the day, the tasks begin. The professional coordinators constantly check and evaluate the execution of the tasks, if necessary they intervene and reorganize the work process. At the end of working hours, the volunteers also report to the professional coordinator (sign the attendance sheet), evaluate and close the day together. The attendance sheets are sent to the Volunteer Center, which is processed by the volunteer coordinators.

Recommendations to supervise Gen Z-ers

- Define common rules, behavioral and safety expectations,
- Define common goals for completing the given task,
- Create the "I'm doing it right" experience,
- Evaluate and recognise the achievement of the goals,
- Keep constant contact and use chat applications in operational communication,
- Strive to create diverse tasks, minimize monotony if possible,
- If possible, involve them in decision-making,
- Give and ask for a lot of feedback, make them feel that their contribution is important.

Conflict management

Also critical is the management of potential conflicts, for which the code of conduct can provide an objective aspect for coordinators. If properly managed, conflicts can also improve processes and relationships.

In general, the task of volunteer and professional coordinators is to resolve conflict situations. The involvement of volunteer coordinators as mentors can help resolve conflicts. If one of the parties involved in the conflict makes a complaint (verbally or in writing), the coordinators notify the volunteer manager, who either takes action within his own authority or involves the relevant manager. The process of suspension or termination can be regulated in the code of conduct.

Conflicts can have different intensities and levels depending on their exact source. Awareness of this can help to manage conflict.

Sources of conflict:

- Discomfort that makes us feel that something is not right
- Small events that upset us but we don't pay much attention to
- Misunderstandings that can generate disagreements
- Fixed negative attitudes that can make it difficult to converge views
- Crises arising from extreme behaviour, heated debates

Dimensions of conflict:

- Confrontation over tangible issues, methods
- Confrontation over the allocation of resources
- Confrontation over political, religious, moral values
- Confrontation about identity, loyalty, self-confidence

An important way to prevent conflicts can be a carefully drafted code of conduct, an appropriate organizational culture and management style, adequate prior information, team building and training, and clear job descriptions.

Conflicts that have already arisen can only be dealt with individually, there is no general solution or universal "recipe". But the following techniques can help to defuse tensions:

- Listen to all concerned
- Try to identify the real source of the conflict
- Try to find a solution together, involving all parties
- Administrate the agreement between the parties
- Make sure that the parties are satisfied

Misunderstandings between volunteers and between volunteer and coordinator, and the resulting dissatisfaction or, in the worst case, disobedience of the volunteer, can be handled by developing group cohesion, group and individual discussions, clear assignment of tasks, and setting an example.

Evaluation and feedback

We can give feedback to the volunteers about the work they have done, the performance of the tasks undertaken, their attitude, and areas for improvement. During the feedback, the most important goal is that in the future they perform their tasks correctly and in a value-creating way, and to be motivated.

It is recommended to hold a group evaluation at the opening and closing meetings of the day, where the professional coordinator summarizes the experience of the day, the performance of the team, highlights the good performers, points out the right direction with constructive criticism, and listens to any comments.

Individual evaluation of the volunteers is the task of the volunteer coordinator, for which he constantly checks the presence and activities of the volunteers, and collects feedback from the professional coordinator by phone or in person, and then prepares a note about it. The administration takes place in a closed system, which is managed by the volunteer coordinators and which gives the volunteer coordinators a reference point to summarize the competencies acquired during the volunteer activity to be shown in the certificate. In addition, volunteers can evaluate their own activities in the satisfaction survey following the event. The results of the evaluation can also be summarized in writing in the volunteer certificate, which is the task of the volunteer coordinators. Volunteers can receive the certificate in electronic form as soon as possible, at the end of the event, or afterwards.

The evaluation is of great importance because generation Z wants feedback and to feel important more than any other age group. They desire attention, to be addressed, to be spoken to and listened to. At the same time, it is difficult for them to commit themselves, they do not tolerate monotony well and their ability to concentrate is weaker. All of this can be countered by frequent interaction and feedback.

Positive reinforcement is important, but at the same time, it is important to evaluate and correct possible mistakes and misunderstandings from the organizer's side. If a volunteer does not perform his job well (of course, there can be many reasons for this), it is necessary for him to receive adequate feedback on the areas to be improved, so that he can perform according to expectations in the future. It is worthwhile to consciously prepare both volunteer and professional coordinators to handle constructive criticism and feedback and to choose communication tools.

It is important that volunteers also evaluate the functioning of each area, the allocation of tasks, support, etc., from which the organizers can improve their experience in the future. It is equally important for the event organizing committee to evaluate with the leaders of each area how the area or the volunteer group in that area performed, what and how it could be improved and what are the good practices to keep for a next multisport event. Finally, it is important to evaluate the event professionally, present and disseminate the results, and prepare reports for funders and partners.

There are several methods for evaluation, but in each case the below steps need to be defined individually:

- Setting objectives
- Define the evaluation method, choose the instrument
- Determine the evaluation levels
- Defining the evaluation interface
- Carrying out the evaluation process
- Summarise, identify results achieved, set future objectives

In addition, it is necessary to define the basic conditions that will further refine the appropriate outcome of the evaluation:

- Who will execute the evaluation?
- What will be evaluated?
- When and how often will we evaluate?
- What method will be used?
- How will we summarise the results?
- How will we give feedback on the result?

Purpose of evaluation

To give feedback to volunteers

Volunteers can be given feedback on the work they have done, the tasks they have undertaken, their attitude, areas for improvement - this should be expressed in a constructive way. Gen Z wants continuous feedback, but they are not always able to decode the right message. It is important that negative criticism is not well received, so it is always necessary to be constructive and to highlight what the right direction is. The most important goal when giving feedback is to keep them motivated, motivated to continue to do their job well, to create value. The most important goal in evaluation and development is to increase loyalty, which can be enhanced by a sense of appreciation.

Getting feedback on the organization

Volunteers can provide feedback on the organization of areas, work processes, volunteer management, areas for improvement. Typically, there is always an idea about the organization of workflows, but in most cases the workflows thus calibrated are developed according to the needs of the organizers. The feedback from volunteers allows us to assess whether the tasks have been properly assigned, whether they can be extended, whether the preparation, briefing and training of volunteers has been adequate.

Evaluation of the achievement of previously set objectives

The most important aspect of the evaluation is to assess the achievement of the objectives set at the beginning of the project. Measuring and quantifying this is only possible if we can identify the means, circumstances and risks available, and thus determine which conditions were not met and how they could have been supported.

Evaluation of performance, levels of performance

The first and most important task in evaluating work performance is to formulate two basic principles: identifying expectations and, in contrast, evaluating work performance. So we evaluate the job and the employee.

- Identify the nature of the tasks, the conditions required to perform them
- Take into account the extent of training, the way information is provided, the amount of information
- Assess the individual's capabilities, limitations, whether he/she has been given the right task
- Set up general area-specific assessment criteria, but take into account unexpected factors (force majeure, illness, accident, etc.)
- Evaluation of work done according to expectations

Evaluation in practice

As mentioned before, evaluation should be two-way. This requires that both parties, the volunteer and the coordinator, are aware of the purpose of the evaluation, and provieds the most accurate (e.g. about professional competence, tasks, communication, qualities, cooperation).

The most important pillar of the evaluation is standard setting. If we want to draw clear conclusions from a large number of participants, it is important that the information received is clear and can be clearly translated into statistical form. While for a small-scale evaluation, human contact and personal interaction and feedback are important, in the longer term, a standardised response is the right format for improving the system. This can be supplemented by a face-to-face interview if deemed important. When dealing with volunteers, this is of course the most important at the end of the project.

Standardised answers to pre-defined questions should therefore be marked on a point system or on a scale (e.g. 1-6 scale - excellent = 6, good = 5, better than average = 4, below average = 3, fair = 2, not fair = 1). Where a large number of negative responses are received for certain questions, it is necessary to further develop the area and explore the negative reasons for this. The possibility of a neutral answer, i.e. a medium answer, is not given, thus forcing the respondent to take a position.

Standardised responses allow averages and straightforward conclusions to be drawn in certain areas. These can be used to identify the work process and personal characteristics that need to be improved. We also gain a better understanding of the limitations of individuals, which will enable them to be given a task in the future that is fully suited to them. It is also important to inform the participants of the results of the assessment.

For project based volunteering, such as a multisport event, the target set will determine the frequency of measurements needed. On a daily basis, it is advisable to end the day with group evaluations. On the one hand, this will help to organize and reorganize the work for the following days, and on the other hand, it can be a good basis for individual evaluation at the end of the event and for issuing a voluntary certificate of acquired competences.

Tools for evaluation

- Own evaluation system and form*
- ETS Competence Model, for which support tools are available on the SALTO-YOUTH network
- Point system or badge system: The point system or badge system is a practical solution for evaluating volunteers from several points of view. On the one hand, it is suitable for strengthening the motivation of volunteers, as they themselves can perceive progress and development. On the other hand, it is also useful from the coordinators' point of view, as it creates an opportunity to prepare an individual evaluation. With such an incentive system, we can motivate volunteers to take an active role and participate in side events as well. We can develop our own incentive system, but there are also online applications available, such as Class Badges.
- Self-assessment: self-assessment is probably the most important step in a learning process, with the help of which individual competences can be assessed and learning results can be redcognised. During the self-assessment, volunteers may underestimate or overestimate their knowledge and competences, so it is recommended to supplement it with other feedback. Online tools are available for self-assessment, like YOCOMO self assessment tool on SALTO-YOUTH network.

*Sample evaluation form

Features	6	5	4	3	2	1
Does the volunteer's work ethic meet organizational expectations?						
Can he/she carry out his/her tasks independently?						
Can he/she focus well on his/her work?						
Is he/she open to new tasks?						
Does he/she present himself/herself accurately at work?						
Does he/she report problems immediately?						
Does he/she participate in joint activities outside working hours?						
Is he/she flexible in dealing with unexpected situations?						
Concentration						
Accuracy						
Patience						
Does he/she admit when he/she makes mistakes?						
Cooperation						
Can he/she work in a team?						
Can he/she organize his/her own work?						
Can he/she organize the work of others?						
Can he/she transfer knowledge to others?						
Does He/she feel ownership of the common organizational goals?						
Does he/she delegate his/her daily work in such a way that he/she can carry it on without anyone else's problems?						
Can he/she independently suggest solutions to problems?						
Tasks						
Is he/she doing his/her job as expected?						
Did he/she take extra tasks beyond what was expected?						
Does he/she know exactly what his/her job duties are?						
If he/she is given extra tasks, how does he/she manage them?						
Does he/she respect the expectations of his/her job?						
Is he/she able to judge when he/she may exceed the limits of his/her job description?						
Can he/she deliver more than the expectations?						
Does he/she perform the assigned tasks accurately?						
Does he/she perform his/her tasks on a high standard?						
Professional skills						
Was he/she aware of his/her own professional skills at the time of taking up the post and did he/she prove adequate in practice?						
Did he/she receive adequate training?						
Was he/she able to develop further skills in the course of the task?						
Did he/she seek opportunities to take on more responsibility during the course of his/her work?						
Does his/her qualifications meet the job requirements?						
Is he/she open to further training?						

Milestones of coordination and evaluation

- Creation of online interfaces and groups supporting operative communication
- Establishment of a volunteer center
- Share work schedule to volunteers
- Arrival and accreditation, orientation at the volunteer center
- Opening and closing group discussions
- Mentor conversations
- Administration of exceptional cases
- Creating individual evaluations
- Preparation and sending of certificates
- Evaluation of satisfaction questionnaires

Monitoring and quality assuarance

- Accreditation process and checklist
- Description of work processes
- Code of Conduct and Volunteer Handbook
- Voluntary contract
- Work schedule and attendance sheet
- Report of exceptional events
- Daily consultation and evaluation discussion with the professional coordinators
- On-demand mentor conversations with volunteers
- Collect feedback from volunteers
- Progress report and professional reports

Case Study - MEFOB Festival 2022

Volunteers need to be heard, to feel like an active part of the events, which the organizers can support with feedback. It was evident based on the prior assessment of motivations, and it was also stated that volunteers can be supported by ensuring their needs, with fun activities, and with valuable benefits.

The MEFOB Festival highlighted gaps or areas for improvement and the evaluation of volunteers' performance is also such an area. First of all, organizers wanted the evaluation to be objective, but not everyone had the opportunity to work in the same jobs, with the same coordinators. It was important for us to give the volunteers as much insight as possible into the different areas and jobs involved in the event, and to give them as much insight as possible into the nature of a national multisport event. The most important conclusion is that the daily fluctuation is not useful either for the volunteers or the organizers. Volunteers did not gain enough experience and confidence in the job, because by the time they got into the job they had to learn other jobs the next day. And the organizational side could not give out really responsible tasks, because there was not the right relationship of trust and they had to take over the tasks again every day. It was planned to evaluate the volunteers on a daily basis, but the shifts and the different working schedule did not allow this.

After the event, the volunteers evaluated the area of coordination, the team work and community that developed met the preliminary expectations particularly high (3.9), followed by the opportunity to gain experience and helpful contribution (3.6), then the opportunity to build relationships and individual challenges (3 ,5), finally, a weaker evaluation was received for the responsible tasks (3,4). Based on the interviews, it can be said that basically due to the monotony of the tasks, they felt that their task was less important or responsible.

The volunteers of the project were asked in a questionnaire to evaluate their satisfaction with the coordination during the event on a scale of 1-4, where 4 is completely satisfied and 3 is rather satisfied. No serious criticism was formulated during the evaluation, communication was rated 3.6, coordinators' performance 3.5, volunteer tasks and work schedule 3.4, and free time 3.2. However, the personal interviews revealed that the job descriptions need to be drawn up more precisely in the future, with a more precise definition of the tasks to be performed, instead of highlighting 1-2 tasks. This sometimes led to misunderstandings which had to be clarified by the coordinators on the site.

In order to meet the volunteers' prior demand, the assignment of tasks was done on a daily basis (except for the communication group), so that volunteers could try themselves in a new area every day. This in itself did not cause any disruption, but did not promote group cohesion well. There was no evaluation at the end of the day, and volunteers were not able to deepen their understanding of an area. In retrospective, it is more appropriate to assign tasks within a given area according to group dynamics and personal competences, and to give greater responsibility to high performers where justified.

Messenger application (most popular among volunteers) was used to support on-time communication, which proved to be practical and effective, also from the volunteers' point of view: "This essenger group was great and active, it made the team better and the communication smoother."

The support was found to be adequate, depending on the personality, some of them found the professional, some other the personal side more important. The in-depth interviews pointed out that volunteers expect from the side of the organizers, "Connecting more to them whether it's in person or online", "Provide appropriate orientation and necessities", "attending to their needs and letting the volunteers be heard". Most importantly giving feedback, especially constructive criticism. In this way, the organizers and volunteers foster a healthy dynamic of work conditions and chances for conversation to flourish that may lead to far more greater ideas for improvement"

No major conflicts have arisen, mainly due to good internal communication within the teams and the flexible restructuring of workloads. As a good example, in one of the competition sites, the monotonous work resulted in a loss of motivation of the volunteers and unfortunately the volunteers even left the site of the service, but with the intervention of the coordinator, the assignment of the tasks was changed and everyone was satisfied to continue their work.

They rated the performance of themselves, the team and the coordinators highly. They did not evaluated their performance as working but also felt good, gaining good experience where they felt useful. From answers to open questions it can be concluded that if they feel that their activity is important and that they are a full-fledged member of the team, they see the activity as a valuable experience: „It was a great experience being a part of the festival I did my tasks happily and i felt good.", „I worked a lot, but I enjoyed it because I was with my friends :)", „I met so many new people, could do what I love so overall it was a nice experience. This experience is also confirmed by the opinion that although he felt useful and active at the event „We were mostly in assisting roles, there were always a more responsible person at our tasks". In this case, the volunteer probably did not receive adequate feedback or was given a task that did not match his abilities. An important feedback was also arose in connection with an unexpected event and its solution, where volunteers were involved, but the organizers also took operational tasks to an equal extent. It created a particularly positive impression for the volunteers helping to solve the problem, as they could feel equal, which the organizers were able to verify with the improvised celebration of the joint success. It is also worth mentioning that the volunteers did not receive a distinctive T-shirt, organizers and volunteers wore the same T-shirt during the implementation of the event.

Particularly negative experience was not reported, but there was feedback from the international volunteers regarding the use of language, which was considered as a communication barrier. Others mentioned the lack of communication and respect between the volunteers, some felt that the working hours were not evenly distributed. All of this highlights the importance to pay attention to equal treatment (no matter how small factor we are talking about) and the dynamics of the group in order to prevent internal conflicts and dissatisfaction.

Professional coordinators evaluated the performance of the volunteers in a questionnarie as well. They found the attitudes of volunteers were exceptional, later they explained it with strong intention of cooperation, trust in coordinators and respect for the participants. According to coordinators' opinion volunteers' reliability, openness and teamwork exceeded the expectations both individually and at the team level. The flexibility and independence of the volunteers were considered adequate compared to the possibilities, while responsibility and communication were identified as weaknesses. The latter was explained by the fact that being late or leaving the location was a frequent problem, which was later explained by the monotony of the activity. „In many cases, the site managers were not able to give continuous work to the volunteers, which was poorly received by some volunteers. I have always said that because there is no current task all the time, it is important to be present at the site, because it helps if you are available when help is needed." Several coordinator mentioned the cooperation in unexpected situations as an exceptionally good experience, while they could not report an extremely bad experience.

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The schedule and assignment of tasks was typically prepared by the volunteer coordinators, who worked closely with the functional area to compile it. The coordinators also communicated the positions to the volunteers and shared them (in each departments in different ways - drive, email, personally). The schedule of working hours and days off was different for each department, in some areas two shifts were used, in others only one. Both the schedule and the working hours were handled especially flexibly, considering the volunteers. In some area the number of volunteers was limited, so in some jobs, where the change did not arrive, the working hours were longer than planned. This is a huge risk, since it depends on the attitude of the given volunteer whether he stays longer and completes the given task.

According to our experience, one of the most difficult tasks during daily coordination is to achieve the right attitude of the volunteers. During recruitment, it is worth placing a lot of emphasis on the nature of the commitment and stressing as often as possible that the expectations are the same at all organizational levels. No clear conclusions can be drawn, but international volunteers are typically more experience-oriented, since they organize the trip at their own expense, so they want to leave with as many memories as possible. Dealing with possible delays or other minor violations was difficult for the coordinator to handle. As an observer, we can say that although the event did not have a code of conduct for volunteers, on the one hand, the EUSA rules and regulations can be applied to all participants, the Volunteer Handbook contained relevant information, the leaders received training and the organizers were in contact with external specialists who could be involved if necessary. They did not experience any serious conflicts, there were two incidents that the leader was able to handle. It is also important to mention that there was no planned distinction between the different age groups, but the leaders received relevant training and shared exercises among themselves.

We would like to emphasize international volunteering, as it is a pivotal point of every EUSA events. Although no dedicated volunteer coordinator was appointed to deal with internationals, it was the leaders' task to support their integration. Mentorship was not planned separately, but there was a leader who specifically dealt with the accommodation and transfer of the volunteers.

The volunteers delegated by the project received mentoring from the project leaders, which was extremely important for both parties. For project leaders, this was a direct source for collecting the volunteer's experiences, on the side, even there were no hard situations to be dealt with, continuous support gave the volunteers a sense of security. For future projects, we recommend to establish a "buddy" system, which helps team building between international and local volunteers and the integration of international volunteers. This is really a big challenge, but with more attention (e.g. protocol for bilingual communication, especially in writing, training for coordinators, mentor program, etc.) it can prevent cliques.

In the questionnaire, the volunteers rated both the way of communication and the assignment and support in the rather satisfied category. They were also rather satisfied with working hours and additional programs. During the interviews, we found that they appreciated the constant contact with coordinator through several channels, they especially liked the flexibility of the organizers and the openness of the leaders, and the orientation greatly helped them find their way around. They appreciated the side event programs for volunteers, but were rarely able to participate due to their schedules. Of those who participated, they were most pleased with the team-building and sports programs. The volunteer center was always a point of safety for them, where there was always someone to turn to, to rest, or to have refreshments, but at the same time, they missed the social space or events at the accommodations. With the intention of improvement, they indicated that communication would have been simplified if they had to use fewer channels, and monotony would have been reduced if the assignment of tasks had been more varied, or if the leaders paid attention to individual competencies and provided opportunities for more responsible position. They felt that team cohesion would have been facilitated, for example, by starting and ending the day with group discussions, and by more consciously using bilingualism.

Volunteer leaders reported that the main difficulties of the event period were the lack of time, the attitude and reliability of volunteers and the administrative burden. Which could counterbalance all of these: „Definietly communication - without it nothing could be done" and „Flexibility of some volunteers - it was possible to make some last minute changes". The importance of internal communication prior to the event was formulated as good advice. While as a good experience they stated:

„Meeting a lot of motivated and happy people, that were bringing a lot of good atmosphere to the team, but also additional events for volunteers - it was great opportunity to integrate with participants as a leader"

„Hard to choose one - now the most positive experience is to meet the same persons again at other event, as they were motivated to come back to volunteering in sport"

The organizers did not plan or give evaluation or formal feedback, but they did informally and the leaders paid special attention to outstanding performers. The volunteers expressed perhaps the most criticism in this area, first of all, they missed team events where they can evaluate the day together, give feedback themselves and gain motivation for teamwork and the next day's tasks. According to one opinion, "I felt a difference in attitude between the volunteers, which was not necessarily acknowledged", the fact that some people do not respect each other's work caused her/him a little dissatisfaction. According to another opinion, "I felt that I could perform a more important task", which probably could have been handled by listening to the volunteer or by giving positive feedback. Others would have been open to constructive criticism.

2.6 Recognition and reward

If our volunteers feel that we do not value their work, they may lose their motivation, which can greatly affect their attitude and performance. Especially in the case of project-based volunteering, such as multisport events, it is necessary to consciously plan the benefit and recognition system so that we can thank each volunteer for their service, thereby building the image of our organization and the event. At the same time, it is important to always keep equal treatment in mind. Since community building is an important goal from the organizers' point of view, instead of emphasizing individual achievements, it is recommended to emphasize and reward the success of teamwork and volunteer teams.

Positive reinforcement is something everyone needs and can take many forms:

- Keeping them informed of events and news, so that they feel like full members of the organization
- Verbal praise of coordinators for positive performance
- Public recognition, for example in the form of a certificate presented in public
- Acknowledgement by name, for example in the event newsletter
- Thank you letters from leaders
- Organizing joint activities during free time
- Joint celebrations
- Small group or mentoring discussions
- Small, personal help from the coordinator, staff
- Small signs of appreciation (e.g. birthday greetings), gifts
- Volunteer portfolio, reference
- ECTS credits
- Volunteer of the day award
- For the best performing volunteers, we can offer further opportunities for cooperation (e.g. internship, job opportunity, volunteer mentor at future events)

Part of the benefits for volunteers is necessary to ensure that volunteers can carry out their tasks safely, have adequate tools and protective equipment. The host organization may also take liability insurance in connection with the work. The organization may also reimburse volunteers for expenses incurred in connection with their activities (e.g. travel expenses) or provide them with meals, accommodation, local transportation during the event. The other part of the benefits are called rewards: they are used to motivate and retain volunteers. The possibility of providing these services depends mainly on the host organization's possibilities. It is essential to ensure that the benefits and rewards are traceable, accurately recorded and titled. The latter is particularly important because it may involve extra tax liability for the volunteer or the organizer.

Benefits

- Provision of volunteers during the event: meals, accommodation for non-local volunteers
- Transfer for international volunteers
- Free local transport with accreditation card
- Free visit to additional programs and competitions
- Work clothes and Welcome package
- Liability insurance
- Training
- Rest day and leisure program
- Buddy system for international volunteers
- Volunteer Center

Recognition measures

In addition to the allowance and above benefits, the valuable contribution of volunteers can be expressed and recognized in countless formal and informal ways. Some non-exhaustive examples and suggestions:

- Continuous contact starting from the selection with the help of volunteer coordinators and buddies, information about events and news
- Coordinators should spend quality time with volunteers
- Name plate (so we can call everyone by name)
- Decoration displaying the first names of volunteers at a central location
- Verbal praise of coordinators for positive performance (during day opening and closing discussions)
- Thank you messages in the event's newsletter, on social media platforms, sharing volunteer stories
- Organizing team-building programs and a joint "celebration" on the last day (with the help of volunteer and professional coordinators)
- Mentor discussion with volunteer coordinators
- Personal care, small favors
- Public recognition and thank you from the leaders at the closing ceremony
- Closing party
- Thank you letter from the leaders (sent out by volunteer coordinators)
- Volunteer certificate, which summarizes the competences acquired during the volunteer activity (sent out by volunteer coordinators)
- Highlighting the contribution of volunteers in professional reports, in discussions with managers and colleagues

Recognition of learning outcomes

Volunteering is nothing but experiential learning. Helping participants reflect on their learning process is an important quality aspect in any volunteering project[29]. A tool for this can be the inclusion of competencies acquired during volunteering on the volunteer certificate. The website **youthpass.eu** can provide guidance for the planning and design of the process. Youthpass is a European recognition instrument for identifying and documenting learning outcomes that are acquired in projects under the Erasmus+ Youth and the European Solidarity Corps programmes, but the publications and guides on the site can be useful in developing our own processes.

Milestones of recognition and reward

- Definition of a benefit and incentive system
- Organization of volunteers' on-board services
- Compilation of a communication plan
- Preparation of coordinators
- Accreditation, benefits administration
- Recognitions realized during the event
- Recognitions after the event

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[29] https://www.youthpass.eu/en/

Monitoring and quality assurance

- Preparation of coordinators
- Voluntary contract
- Volunteer Handbook
- Scheduled communication plan
- Progress report and professional reports

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Based on measured feedback, we can say that volunteers were satisfied with the benefits provided by the organizers and the verbal and tangible recognition they received on the spot. The gift pack given to the volunteers on a workshop, which included a pen, notebook, water bottle and gym bag, proved to be an useful gift for them during the 4 days of the event. Three meals a day and accommodation were provided for the volunteers throughout the event. They were given two T-shirts of the official MEFOB Festival T-shirt to wear. They could use the local bus services for free by showing their accreditation card. In their free time they could participate in all sports and additional activities. A Volunteer Centre was set up for them on the ground floor of one of the dormitories, which they could use at any time during their daytime rest. Free Wi-Fi, printer, bean bags and a coffee machine were provided.

Public recognition has a positive effect on motivation for volunteers, which is why the organizers of the MEFOB Festival have also paid great attention to this. On the final day, during the break of the basketball final, Péter Juhász, Secretary General of MEFS thanked the volunteers for their work and then they received certificates of appreciation from the volunteer coordinators. All the examples mentioned previously were implemented in a planned way. However, a crisis situation that arose during the event gave us the opportunity to spontaneously thank the volunteers who had contributed. The situation was successfully managed and the "heroic act" was celebrated in a modest way. The shared adventure and the spontaneous team activity also helped the volunteers to feel important and a full member of the team.

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We would like to point out that volunteering is an important element of every EUSA event, so as an event owner, EUSA pay special attention to this area and cover it with the guidelines of requirements for organizers. Accordingly, the organizers devoted a lot of attention and resources to it, so it is not surprising that the benefits package for the volunteers was very complex and rich. It included accommodation, catering, local transportation, airport transfer for international volunteers, welcome package, training before the event, additional educational and social programs, insurance, volunteer center and certificate.

The volunteers were more than satisfied, especially with the accommodation, the welcome package, the volunteer center and the transportation. They had minor and major problems, but on the one hand, they realized that considering the volume of the event, individual comfort needs could not be fully met, and on the other hand, they could get help or solve the problem individually. Greater discomfort was experienced only by those with food sensitivities. What gave them the completeness of the volunteer experience was the fact that they felt like equal participants with the athletes, and were able to participate in the matches and entertainment programs. Although our volunteers were not able to participate in the online training, they really enjoyed the team-building, joint activities (e.g. handball training or evening beach-volleyball). During the interviews, the volunteers stated that although they are happy with all the training opportunities, they prefered the more relaxed and informal programs during the event, because at the end of a working day they feel more like a burden on the formal programs.

As observers, we encountered many versions of the recognition, including the personal thank you messages from the coordinator, the banner with the names of the volunteers placed in the volunteer center, the many individual and group attentions, the public and executive thank you organized during the closing ceremony and the certificate issued after the event. All of these volunteers were very happy and gave the following feedback:

„I realized that when I assisted people with kindness, I received a lot of impressive feedbacks."

„when I worked I felt like I was helping the team"

„I have never been such an important person at such a big event. Until now, I have mostly only been able to experience sports events as a player or spectator."

„The coordinator unofficially appointed my company and me as the "best volunteers"."

„Already there, we received many praises and thanks from our coordinator for the work done. Even after the event, countless thank-you post made it to the volunteer group."

2.7 Termination of volunteering

At the end of the event, or if the time for which the volunteer has agreed to serve has elapsed, the contract is typically terminated. On the day of departure, it is typically the responsibility of the organizer to take care of the volunteers' breakfast, and after moving out of the accommodation, they can wait for the transfer at the volunteer center, where they have the opportunity to get refreshments until they leave.

Situations may arise that cause the volunteer or the organization to initiate the volunteer's earlier departure. In the latter cases, this may take the form of a mutual agreement or even immediate termination of the contract by the parties. According to Hungarian law, both parties have the right to immediate termination, but in the case of volunteers over 16 years of age, this possibility may be excluded in the written contract. However, it requires careful consideration and justification when the organization, typically at the initiative of the coordinator, decides to part with its volunteers. Such cases are rare, but it is worth preparing in advance, setting out the process and consequences in the Code of Conduct, bearing in mind the need to preserve the reputation of the organization and the event. In other cases, even if the volunteer leaves of their own free will, by interviewing the volunteer we can find out the reasons for their decision, how long they have been considering leaving, and whether they have any suggestions or comments that could help us in our future work.

In any case, leaving can be emotionally difficult. Either because of a feeling of emptiness following emotional saturation caused by the new experiences, or because of difficulties caused by any negative experiences. Even in the case of a problem-free departure, we can support our volunteers in remembering the experience by keeping in touch, sharing photos of events, testimonials and information about future events. An easy-to-implement and cost-effective solution is to use online interfaces and tools. We can organize such activities on social media platforms, for example: reliving the best memories, creating a giant montage wall from the submitted images (find yourself), let's meet again challenge, where you can share joint photos from meetings after the event, etc. We can even organize personal alumni meetings for local volunteers, depending on our financial possibilities.

Post-event tasks

- Thank you letter from the leaders (sent out by volunteer coordinators)
- Volunteer certificate, which summarizes the competences acquired during the volunteer activity (sent out by volunteer coordinators)
- Post-event evaluation and feedback collection
- Collecting and sharing event photos and experience reports
- Possible alumni meetings after the event
- Highlighting the contribution of volunteers in professional reports, in discussions with managers and colleagues (the Media and PR operational area contributes)

Milestones of termination of volunteering

- Issuing thank-you letter and volunteer certificate
- Evaluation of satisfaction questionnaires
- Professional report

Monitoring and quality assurance

- Progress report and professional reports
- Collect feedback from volunteers

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Since we can talk about fixed-term project volunteering in terms of its type, all parties involved were aware of how long the volunteer assignment would last. The experience expressed by the organizers' side was that closing the event was less important for the volunteers than for the organizers, they already focused on their self-organized trip and arrived unexpectedly in droves with suitcases to say goodbye. Strengthening team cohesion can help prevent this type of attitude.

At the end of the project, the organizers asked for feedback from the volunteers in the form of a questionnaire.

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The closing ceremony of the EUG event was an important protocol event in many ways. The program traditionally includes, among other things, the management's thank you to the volunteers, which took place in a festive setting this year as well. We also experienced it as ~~an~~ observers, but it also became clear from the volunteer conversations that, like the domestic event, the volunteers pay less attention to this event, unfortunately, it was common that they did not participate.

However, an event is only over when everyone has been taken care of. Several people mentioned as a particularly positive impression that they had to leave the accommodation early in the morning on the day of departure, the organizers provided a place in the Volunteer Center to wait for the airport shuttle to start. In addition, an enjoyable social program was spontaneously formed, which proved to be a fitting conclusion to the entire event.

Finally, the organizers closed the volunteer program with a voluntary questionnaire, collecting the participants' experiences and feedback to help future organizers.

We should briefly mention that most of the volunteers reported a strong sense of loss after the event, after the many experiences, they even needed several days to get used to everyday life. The pictures available in the volunteer groups helped them to process their experiences, so that they could keep in touch through the groups, but also that they could report their experiences to the organizers in the questionnaire and to the project mentors in the interview.

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