



# ***Achieving a volunteer legacy for the community from the Gold Coast XXI Commonwealth Games: Insights and reflections from the 2010, 2012 and 2014 Olympic and Paralympic Games***

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# Background to this research

- 2008: I attended a conference in Whistler where the Resort Municipality of Whistler (RMOW) indicated they expected a legacy of event volunteering after the Vancouver 2010 Olympic and Paralympic Games. *I said, mmm ... I wonder ...*
- 2006, the RMOW Strategic Framework: Objective H: Volunteerism and Community Pride
  - Scope: The intent ... is to create a strategic framework that **fosters volunteerism** as an integral part of the VANOC volunteer program, enhancing resort community pride and spirit **before, during and after** the 2010 Olympic and Paralympic Winter Games.

# GC 2018 Legacy Plans include ...



- 🌐 ‘GC2018 will inspire people to be involved—to volunteer their time to make the event a success...’
- 🌐 ‘Our **sporting and community groups are invigorated with a spirit of volunteering and community service.**’
- 🌐 ‘Establish programs to provide opportunities to **grow and retain our volunteer network.**’
- 🌐 Chamier (2013): ‘The community have demonstrated a great pride and enthusiasm for GC2018 and our host city status thus far – **they will benefit from the many volunteer roles where they will gain or upgrade valuable skills to be used for many years to come**’

# The legacy rhetoric from the last 3 Olympic and Paralympic Games



# IOC and IPC: Planning for legacies

- 🌐 Both the IOC and the IPC have *legacies* as part of their charters/missions, e.g.
  1. IOC: 2.14
    - 🌐 to **promote a positive legacy** from the Olympic Games to the host cities & host countries
  2. IPC 5.2.1 Planning for Legacies
    - 🌐 The IPC, the Host NPC & the OCOG share a responsibility **to promote lasting legacies** in all aspects ...
    - 🌐 the IPC shall use its resources, expertise & global network to provide advice & transfer good practices in order to assist in **maximizing potential for legacy**

# The volunteer legacy rhetoric: Vancouver 2010



- 🌐 VANOC Mission
  - 🌐 To touch the soul of the nation & inspire the world by creating & delivering an extraordinary Olympic & Paralympic experience & **lasting legacies**
  - 🌐 *Legacies include:*
    - 🌐 Games employees & **volunteers trained in event planning & execution** (p.35)
    - 🌐 *Community legacies*
      - 🌐 ... volunteers will be recruited to help stage the Games. This unique experience ... will create an **enhanced talent pool of volunteers** ... and provide increased awareness about the passion for, and benefits of, volunteerism across the country (p. 36)

Source: VANOC Business Plan (2007)

# The volunteer legacy rhetoric: London 2012



- LOCOG (2009)
  - We aim to create a **‘family’ of volunteers after the Games** who would like to stay in touch with friends made during the course of their volunteering
- Department for Culture, Media and Sport (2007, 2012)
  - ‘Inspire a new generation of young **people to take part in local volunteering**, cultural and physical activity ‘
  - ‘In 1948, London was the first Games ever to use volunteers, and, fittingly, they will again take centre stage in 2012 – this time not only helping to make the Games happen, but **shaping a new culture of volunteering across the UK.**’

# The volunteer legacy rhetoric: Sochi 2014



- 🌐 Dmitry Chernyshenko, Sochi 2014 President and CEO, said (May, 2011)
  - 🌐 ‘Our program to train volunteers will not only deliver skilled and enthusiastic volunteers to welcome the world to Sochi in 2014, but **also leave the invaluable legacy of a volunteering culture in Russia which will benefit the nation for years into the future**’

**A volunteer legacy** is often used as one justification for the use of large amounts of public and private monies spent on hosting mega sport events – *is there proof?*



# Redefining Legacy: Enhancing the management of volunteers to maximise the social and economic impact of volunteer participation in mega sporting events

*This research was approved and supported by the International Paralympic Committee*

# Research partners have included

- 🌐 Dr Angela Benson, Brighton University, UK
- 🌐 Mrs Anne Terwiel, Thompson Rivers University, Canada
- 🌐 Prof. Simon Darcy, University of Technology, Sydney, Australia
- 🌐 Prof. Deborah Blackman, Australian Defence Force Academy, Canberra, Australia
- 🌐 Dr Deborah Edwards, University of Technology, Sydney, Australia



# Some research questions for our ongoing project

1. Who is volunteering?
2. What are the motivations for volunteering for the event?
3. Is there any increase in volunteering after the event? i.e. a volunteer or **social legacy** for the host community, via:
  - More people volunteering, and/or
  - People increasing their volunteering hours
4. What are the differences between countries?
5. How can we increase the potential volunteer/social legacy for the host community and their volunteer organisations?

# Methods and responses



- 🌐 Link to online survey sent out by OCOG
- 🌐 Responses from volunteers
  - 🌐 *Tested at Sydney World Masters Games, 2009 n=c. 600*
  - 🌐 Vancouver 2010: n= 2,066
  - 🌐 London 2012: n= 11,451
  - 🌐 Sochi 2014: n= 2,769 (Includes Sochi city volunteers)
  - 🌐 Total 2010-14 n = 16,286

This is first, and largest, study of Olympic and Paralympic volunteers across multiple events using the same survey instrument

# The legacy reality

There has been an expectation of a legacy of trained and experienced event volunteers, but this is flawed ...

# 1. What's an event volunteer?

There are more volunteers than just OCOG volunteers.

What are the legacy implications?



## 2. Recruitment: Who volunteers?

1. Vancouver 2010 and London 2012, mostly:
  - older women
  - people who:
    - already volunteer
    - do not intend to volunteer more
    - had the resources to pay for accommodation, food, travel etc. to volunteer
2. Sochi 2014
  - Mostly younger people who are students
  - Most had no prior volunteer experience
  - Food and accommodation was paid for by Sochi 2014

### *Recommendation for legacy:*

- *Find out who is most likely to want to volunteer more after the Games.*
- *Recruit for event delivery AND legacy?*

### 3. Motivations: Why do people volunteer?

#### Top 7 motivations were the same (of 35 items)

Motivation item	Vancouver 2010 rank n=2,066	London 2012 n=11,451
1. It was a chance of a lifetime	1	4.86
2. I wanted to make the Games a success	2	4.75
3. I am interested in the Games	3	4.57
4. I wanted to be associated with the Games	6	4.54
5. I want to do something worthwhile	4	4.47
6. I am proud of [London and the UK]	5	4.44
7. I believe in the principles & values of the Games	7	4.44
8. I have a passion for the Games	13	4.25
9. I have an interest in sport	8	4.22
10. I wanted to use my skills	10	4.10

*Comment: Most people volunteer because of the uniqueness of the event, not because they want to volunteer more after the event*

# 4. Training

1. There are only a few days of training provided
2. Generally there is no tracking of training and skill/knowledge development that could be used to demonstrate that the individual is trained
3. Transferable knowledge/skills:
  - Most training is not transferable to another volunteer context, e.g. *Background to the Games; Venue specific knowledge; Job-specific knowledge*
  - *Customer service* or *disability awareness*, which is transferable, is not a significant component of most OCOG training
    - 🌐 C.f. London City volunteers received 3 days of industry recognised *World Host Customer Service* training, this was more than the total training of London 2012 OCOG volunteers.
    - 🌐 VANOC was going to use *World Host* but took it in-house and delivered something less

## *Recommendation for legacy:*

1. *Emphasise transferable knowledge and skills, while non-transferable knowledge and skills could be delivered through self-paced online training e.g. VANOC;*
2. *Assess training so that it may be recognised through other training systems*

## 5. Event volunteer experience

- 🌐 A good event volunteer experience can influence intentions to volunteer more after the event
- 🌐 Many event volunteers are mature, experienced workers/managers
- 🌐 Many event staff are young, inexperienced supervisors
- 🌐 London 2012 focused on recruiting people with disabilities,
  - 🌐 The information system did not convey their needs to their supervisors
  - 🌐 Their support systems were often inadequate, e.g. transport

### *Recommendation for legacy:*

- 1. Recruit experienced and skilled paid staff, and/or, train and mentor*
- 2. If you are recruiting PwD, then get your systems right!*

# 6. Knowledge transfer between Games: Training

- Each event developed it's own training materials,
  - e.g. the VANOC online materials which would have made training more accessible and cheaper for future Games, was not passed on.
  - Why doesn't this happen?
    - It may be due to commercial arrangements with domestic suppliers / sponsors rather than a desire to be efficient / effective in training delivery.
- Comments/questions:*
  - Are there existing Open Access training materials, that would contribute to a credential or qualification recognised by NTIS, TAFE, Universities etc?*
  - Can GC 2018 volunteers be RPL'd/RCC'd from existing National event/volunteer training packages?*



# 7. Knowledge Transfer: Volunteer database

## 🌐 Vancouver 2010

- 🌐 No strategy to manage the database from volunteer recruitment to post-Games legacy
- 🌐 After the Games the database was incomplete (excl. alpine volunteers) and inaccurate (incl. people who didn't volunteer) and had 30,000 names (only 19,000 people volunteered)
- 🌐 Whistler Municipality reported having a database of volunteers, when in fact they didn't

## 🌐 London 2012

- 🌐 12 months after the Games they were still trying to work out what to do
- 🌐 Privacy restrictions makes it difficult to be able to hand over to another organisation

## 🌐 Sochi 2014

- 🌐 No central database of volunteers, the 23 volunteer centres have the contacts

## 🌐 *Recommendation for legacy:*

- 🌐 *Agreements about who is going to manage the database of volunteers after the Games needs to be done before the event,*
- 🌐 *Need to deal with relevant Privacy issues so volunteers may 'opt' in when they register.*



# 8. Expectation of legacy from volunteer organisations

- 🌐 Vancouver 2010: Of 30 volunteer organisations in British Columbia (Sept 2010),
  - 🌐 None had an expectation of legacy
  - 🌐 None had any plans for legacy
  - 🌐 None knew what or how to facilitate a volunteer legacy
  - 🌐 One example of post-Games volunteer legacy: Whistler Adaptive Sports
- 🌐 Sochi 2014
  - 🌐 Many young volunteers => the legacy may not be seen for 20-30 yrs!
- 🌐 *Recommendation for legacy:*
  - 🌐 *Work with these organisations **before, during and after** the Games re:*
    - 🌐 *planning and managing for legacy;*
    - 🌐 *managing the impact upon their volunteer supply during the event;*
    - 🌐 *managing volunteers' expectations of recognition and reward after their GC 2018 experience.*

# In summary

# If a social legacy of volunteerism is important ...

1. Plan and manage for it beyond the event, e.g.:
  - 🌐 Make it part of the **bid criteria** and **finance and infrastructure legacy plan** and a **KPI for the government for years after the event**;
  - 🌐 **Recruit volunteers for legacy**: e.g. those motivated by altruism and those who have time to volunteer more;
  - 🌐 **Train** people in transferrable skills
  - 🌐 Make volunteer legacy part of the **knowledge transfer** process between Games.
2. Develop links with, and work with those organisations who may benefit from a pool of new volunteers (before, during and after)
3. Evaluate it, and **measure** to see if, what and how it is working.

# Reflections

- 🌐 The organising committees are tasked with running an event, is the desired social legacy of volunteering even realistic?
- 🌐 Achieving a volunteer legacy requires work /funding before, during and after – well beyond the life of the OCOG and media interest.
- 🌐 The period in which GC2018 may influence stakeholders and the host community is limited to the period up to the event starts
- 🌐 It's easy to be enthusiastic about volunteering more before the Games. It is after the Games that the work begins to create social legacy, after the media-circus and excitement moves on to the next event.



**Thank you!**  
***What are your  
questions ...***

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# Some references

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