

VOLUNTEER MANAGEMENT

The purpose of volunteer management is to establish a standard for addressing volunteer recruitment, screening, orientation/training, supervision and recognition. A well-coordinated effort will result in an accurate record of who participated where and when during the Games.

The legacy of volunteer management is to introduce people to Special Olympics who will continue volunteering at Special Olympics long after the World Games have concluded. Volunteer management will be instrumental in ensuring that the volunteers are provided a positive experience with Special Olympics that will perpetuate an involvement with the movement that outlives the existence of the Games Organizing Committee (GOC). After the Games, the host Special Olympics Program will be given an accurate database of volunteers who participated in the World Games.

Efficient volunteer management includes:

- Recruit sufficient numbers of qualified volunteers
- Register volunteers and maintain a database of volunteer contact information
- Screening of volunteers
- Quality supervision of volunteers to minimize risk
- Work closely with all functional areas to determine needs for volunteers
- Interview volunteers in cooperation with function areas
- Communicate with the volunteers prior to the Games
- Train the volunteers together with functional areas
- Develop an efficient plan for distribution of uniforms and credentials
- Schedule volunteers
- Keep the volunteers motivated prior to and at Games time
- Develop efficient check-in procedures for volunteers at Games time
- Ensure volunteers find their volunteer locations without confusion
- Ensure that there are enough volunteers at each venue on a daily basis to make it run smoothly
- Develop the processes by which all volunteers are managed prior to and during Games
- Ensure that all departments are functioning in a way that will motivate your volunteers
- Recognize the volunteers after the Games
- Establish a legacy for volunteering following the Games

RECRUITMENT

The purpose of volunteer recruitment is to ensure reliable, well-matched volunteers are in place prior to Games time. Through the process of recruiting personnel, the Volunteer Management Department will assess, plan, source and enlist Games-wide volunteers from all viable sources. This will result in a large volunteer pool to be maintained and ultimately placed and trained.

A successful volunteer recruitment process includes the following:

- An overview of staffing needs for each functional area and venue;
- A workable schedule for each functional area's volunteers;



VOLUNTEER MANAGEMENT

- Plans for attrition and other “unforeseen circumstances”;
- Recruitment among community and business groups and their leaders, who can inspire members of their organizations to volunteer; and
- An exciting and inspiring presentation that will consistently fit all recruitment needs.

The result of recruitment efforts should not only be a large pool of qualified volunteers, but also elevated community awareness, involvement and enthusiasm for the Games.

CHANNELS OF RECRUITMENT

- Media coverage – TV and radio ads
- Games Web site
- Employer-supported volunteering (especially sponsors)
- Sports clubs members and other community-based organizations
- Schools and universities
- Word of mouth
- International volunteers through Web site, multinational companies or other channels as needed

PAST VOLUNTEER NUMBERS FOR WORLD GAMES (SOURCE: 2001 AND 2003 WORLD GAMES)

SUMMER GAMES (number of athletes: 6,000)	WINTER GAMES (number of athletes: 3,000)
23,400	4,900

Volunteer numbers will vary as availability of volunteers, skill sets, number of Games participants, number of special events, scheduling, structure, time committed, etc., fluctuate.

See Appendix A for a detailed description of World Summer Games functional areas and numbers of volunteers needed in 2003.

See Appendix B for a detailed description of World Winter Games functional areas and numbers of volunteers needed in 2001.

SCREENING

Screening and interviewing candidates for a volunteer position is imperative to ensure that the most qualified persons are selected. Risk management guidelines for volunteer screening, addressed in the Risk Management and Insurance Games Guide, should be followed. To find qualified volunteers, applicants are asked to complete the volunteer application form and consent to a reference and background check if necessary (and if allowed by the laws in your state, province or country). A key outcome of screening and interviewing is to ensure that a person is appropriate for the position you seek to fill. Without this significant step, many misplaced or inappropriate volunteers may begin to work for your World Games and Special Olympics Program, leaving both the volunteer and Special Olympics dissatisfied. When the wrong person is in the wrong volunteer job, the inevitable results are poor performance, volunteer dissatisfaction and staff complaints.

The necessity for a face-to-face interview (in lieu of a phone interview or application review) is based on the volunteer’s level of responsibility and his/her direct contact with athletes. The interviewer should guide a discussion to determine if there is a mutual fit between the interests and needs of the World Games and



VOLUNTEER MANAGEMENT

the interests and needs of the volunteer. When asking staff and volunteers to interview other prospective volunteers, you must provide training in the skills involved in effective interviewing. Effective interviewing and screening is essential in a well-run volunteer program.

VOLUNTEER REGISTRATION GUIDELINES REGARDING CRIMINAL BACKGROUND CHECKS

Each GOC must decide whether to conduct criminal background checks on all volunteers that will have close contact with athletes. If the GOC establishes a good working relationship with the local law enforcement authorities, it is possible they might donate this service to the GOC.

Whether a GOC requires criminal background checks depends on a number of factors, including: Is it allowed by local law? Is it common practice in the jurisdiction where the Games are being held? Is it practical? As of 2005, for all Games held in the United States, all volunteers who will have close contact with athletes will be subject to the screening requirements set forth in the "U.S. Volunteer Screening Policy" which includes criminal background checks.

If a GOC decides not to conduct criminal background checks on all volunteers having close contact with athletes, it should establish other procedures to screen volunteers. The following are possible screening practices (subject to applicable law):

1. Require at least two references;
2. Conduct random criminal background checks;
3. Conduct interviews; or
4. Ask volunteers to voluntarily tell you if they have a criminal record and then conduct a background check.

Once selected, each volunteer cleared to have close contact with athletes should be identified by a certain code on his/her credential so that others can easily determine whether that person is allowed to be with athletes in non-public places such as dormitories and bathrooms.

**** Remember... All information about a potential or accepted volunteer must be held in strict confidence and shared only with those who need to know because of their professional relationship with the individual.***

VOLUNTEER ORIENTATION AND TRAINING

The purpose of volunteer orientation and training is to plan, direct and execute the training of thousands of volunteers for the World Games. Orientation and training should be conducted in a comprehensive manner to ensure that volunteers are well trained and empowered to carry out their duties and tasks.

The Special Olympics World Games standard of volunteer training includes four components, each led by a staff member or designee completely familiar with the selected orientation/training component. The standard components and leaders, which are listed below, will be covered in more detail following this introductory section.

- General Orientation: Led by volunteer management staff
- Job-Specific Training: Led by functional area staff
- Venue/Event-Specific Training: Led by venue management staff
- Venue Walk-throughs: Led by venue management staff

It is important to ensure the following goals are achieved during orientation and training:



VOLUNTEER MANAGEMENT

- All volunteers are provided sufficient information to help them feel comfortable working with persons with intellectual disabilities.
- All volunteers understand the underlying philosophy of the Special Olympics movement.
- All volunteers fully understand their roles in terms of:
 - skills needed;
 - job preferences;
 - job description;
 - availability, where and when they will be assigned to work;
 - time required;
 - materials needed to complete the assigned tasks;
 - who they will report to;
 - major deadlines for completing information/registration; and
 - where and when to pick up uniforms or other equipment.

Volunteer orientation and training helps ensure a safe and fulfilling experience for all participating Special Olympics athletes by providing a well-trained volunteer force to host their event.

Training is also an important time to get volunteers excited about their participation in the World Games and properly recognize their importance to the organization and to the event. World Games volunteer orientation and training may be the first introduction to Special Olympics for a person who will continue volunteering on a local level with the Special Olympics Program long after the World Games. We want to ensure that their experience is exciting, meaningful, well-managed and rewarding.

Participation in volunteer orientation and training should be tracked. Attendance can be recorded in the Volunteer Management System and the training reports will become a part of the after-action report.

Early on, the GOC should determine a policy pertaining to volunteers who register but do not complete required orientation and training. It may be that if any volunteers do not attend their required session, they will not be able to volunteer because they will not be properly trained, credentialed or uniformed. In the event that a volunteer arrives at volunteer check-in without having followed the proper procedure, they may be invited to watch competition but not to participate as a volunteer unless there is a shortage of volunteer assistance. In that case, the person will be directed to the volunteer service center to receive training and a volunteer uniform and credential.

GENERAL ORIENTATION

Volunteer training should begin with a general orientation to the Games and the Special Olympics movement. These orientation sessions are most easily organized by functional area (e.g., Sports, Delegation Services, Host Town, Special Olympics Town, Ceremonies, etc.) and consist of:

- General Volunteer Orientation materials consistent with materials developed by Special Olympics;
- Video (This should provide an overview of the Special Olympics movement and World Games. Special Olympics headquarters has several videos available that a GOC may use.);
- Overview of functional areas;
- Small group discussion of common Games scenarios or “what ifs” (e.g., how you can change your volunteer schedule, what to do if there is inclement weather, how to handle emergency situations, frequently asked questions, uniform questions, how to respond to the media, etc.);
- Overview of Games credentialing (what it is, how it works and why it is used);



VOLUNTEER MANAGEMENT

- Uniforms and catering; and
- Questions and answers.

It is recommended that general orientation sessions be small enough to allow for quality discussion and question/answer time. Orientation sessions can be an opportunity to assess volunteers for key roles such as core management teams and long-term volunteers.

JOB-SPECIFIC TRAINING

Job-specific training is the second training for volunteers. Job-specific training often is considered the most valuable of all four trainings. It provides volunteers the information they need to perform their specific duties effectively. Each functional area should be responsible for the planning and execution of its own job-specific trainings. The Volunteer Management Department should assist by providing a template for these trainings.

Suggested job-specific training components include:

- Details of duties assigned;
- Guidelines to fulfill duties;
- Phone list and points of contact during the Games;
- Tools that can be used at Games time (e.g., volunteer handbook, etc.);
- General functional area and venue information (e.g., security, medical, safety, etc.) relevant to specific volunteer role; and
- Volunteer schedules.

VENUE/EVENT-SPECIFIC TRAINING

Venue/event-specific training is an opportunity to explain and demonstrate the role of the volunteer specifically as it relates to a particular venue/event and the others involved. The objective is for volunteers to gain an understanding of their role in relation to the larger scope of the venue or event. Suggested elements of this training include:

- A description of selected demographics for the venue/event, such as numbers of athletes, coaches, family members, volunteers and spectators involved and sport information;
- An overview of the other volunteers and functional areas that will be on-site and their primary roles and interactions with one another, (e.g., how a guest services volunteer at speed skating will work with emergency services volunteers, security or media);
- A description of other activities that may be taking place at the venue during the World Games;
- A description of how the venue/event fits into the overall World Games structure; and
- A description of the historical elements surrounding a particular venue/event and what impact this may have on the World Games.

VENUE WALK-THROUGH TRAINING

The fourth component of volunteer training is the venue walk-through. Attendance should be strongly encouraged by functional area and venue team leaders throughout training. Suggested venue walk-through components include:

- Where volunteers should park for their assignments, or location of public transportation;
- Which venue entrance volunteers should use;



VOLUNTEER MANAGEMENT

- Where the volunteer check-in area will be located;
- Emergency evacuation procedures;
- Location of specific zones for credentialed and non-credentialed participants (athletes, coaches, families, media, medical, spectators, etc.); and
- Other venue-specific items deemed necessary by the Venue Management Team.

SUPERVISION

Once volunteers have gone through the registration process, orientation and training and have been given assignments, they are ready to begin fulfilling their role for the Games. Each volunteer should have someone as a direct supervisor they will receive assignments from and report to on a daily basis. Proper supervision of volunteers is important. Supervisors ensure volunteers are performing their roles satisfactorily based on established expectations of their position and that risks are adequately managed.

The following should be encouraged of volunteer supervisors:

- Greet and welcome volunteers daily, preferably before they start their duties. This allows the supervisor to assess each person to determine health, wellness, proper uniform and if the individual has current information relevant to their assignment. If a face-to-face greeting is not possible, a phone call may be effective.
- Address directly with volunteers any concerns or issues from the previous day's work or interactions with other volunteers and athletes. This helps confirm the individual is comfortable and can adequately perform the assigned tasks.
- Address immediately any risk management concerns.
- Conduct record keeping, such as time sheets and daily notes.
- Establish effective communication channels among your team.

EVALUATION

Determining if volunteers have the skill, ability and interest to carry out their assignments is an important component of supervision and recognition. The volunteer's immediate supervisor should be in a position to evaluate the volunteer's performance on a simple scale because an assignment may be as brief as one day or as long as the duration of the Games. A system should be in place to re-assign or terminate a volunteer if necessary.

There also should be a process by which volunteers can comment and voice any concern they may have about their assignment, hours, supervisor or other matters.

RECOGNITION

Volunteers are the foundation of Special Olympics and recognizing their time, effort and contributions to the Games is very important. Elements of a successful volunteer recognition system may include the following:

- A system of rewarding and recognizing all volunteer contributions;
- Outfitting volunteers with a uniform to ensure quick identification;
- Ensuring that volunteers receive a personal thank you letter immediately following the Games;
- Ensuring that all volunteers feel appreciated;



VOLUNTEER MANAGEMENT

- Organizing a volunteers party;
- Providing the opportunity for volunteers to be involved in the National Program following the Games;
- Working with the various GOC departments to guarantee that all who contribute to the Games are appropriately thanked;
- Thanking pre-Games volunteers on a regular basis; and
- Developing a monthly recognition program for leadership volunteers.

COMMUNICATION

Clear and timely communication with volunteers throughout their involvement will be a valuable tool. Communications may be generic messages to all volunteers or a specific message to an individual volunteer. Other essential communications for the Volunteer Management Department include explaining policies and procedures to other GOC staff.

Effective communication mechanisms include:

- Newsletters;
- Web site;
- Orientation, training and other presentations;
- Letters to individual volunteers
 - A letter thanking someone for an application and inviting them to a volunteer orientation session.
 - A letter welcoming a volunteer to the World Games and advising which position/area they have been assigned. This may outline their position, functional area, venue, dates and times of the volunteer assignment, as well as dates, times and location of job-specific training.
 - Sending out a roster, details of venue-specific training, directions to the training, an invitation to collect uniform and credential, etc.
- 'Volunteer Updates' for all GOC staff at regular intervals. These can communicate what is being planned and what they should be doing. This can also be a way to motivate staff and keep them informed about plans so that they are in a position to answer questions from volunteers.

CREDENTIALS

All World Games volunteers must have an official photo credential in order to work their assigned shift. Credentials will be produced by the GOC Credentialing Department, but volunteer management staff will need to work closely with them to ensure that accurate and timely information is provided on each volunteer, their duties and required access.

A procedure should be established for obtaining volunteer photographs for the credentials. The Volunteer Management and Credentialing Departments should ensure there is a well-communicated plan for handling last-minute changes for credentials.

In addition to the collection of data and production of credentials, it is critical that each Games volunteer be trained on credentialing, including how to read badges and why the system is in place.

VOLUNTEER MANAGEMENT



APPENDIX A

2003 WORLD SUMMER GAMES FUNCTIONAL AREAS AND NUMBER OF VOLUNTEERS USED

FUNCTIONAL AREA	VOLUNTEER NUMBER
Accommodation	764
Accreditation	150
Airport Operations	260
Aquatics	252
Athlete Entertainment	276
Athletics	526
Awards	1,097
Badminton	108
Basketball	290
Bocce	143
Bowling	101
Catering	947
Cleaning	3
Clipped Wings	162
Cycling	94
Delegation Registration	47
Delegation Services	325
Deleted Volunteers	2,551
Equestrian	226
Event Services	2,952
Family Services	229
Festivals/Village	35
Finance	9
Football	741
Global Youth Summit	2
Golf	313
Guests Services	295
Gymnastics	215
Healthy Athlete	809
Host Town	3
Information Services	258
Judo	32
Kayaking	54
Language Services	1,197
Logistics	227
Media Services	169
Medical Services	2,768
Merchandising	139
Motor Activities	24
Pastoral Care	38

**VOLUNTEER
MANAGEMENT**

Pitch & Putt	63
Powerlifting	102
Receptions	9
Roller Skating	49
Safety & Risk Management	79
Sailing	83
Signage	11
Site Management	197
Sound Production	157
Special Olympics Town	212
Table Tennis	167
Team Handball	68
Technology	271
Tennis	120
To be Reassigned	4
Torch Run	24
Transport	1,597
VCC	412
Venue Services	96
Volleyball	350
Volunteer Services	404
Water Safety	50
Web site & Publications	70
TOTAL =	23,427

VOLUNTEER MANAGEMENT



APPENDIX B

2001 WORLD WINTER GAMES FUNCTIONAL AREAS AND NUMBER OF VOLUNTEERS USED

FUNCTIONAL AREA	VOLUNTEER NUMBER
Accreditation	33
Alpine Skiing	299
Athlete Entertainment	11
Awards	190
Ceremonies	173
Delegation Services	152
Family Services	6
Figure Skating	67
Floor Hockey	157
Food Services	318
GOC	87
Honored Guest	136
Host Team	19
Housing Services	83
Image	10
Info Services	75
Cross Country/Snowshoe	457
Language Services	40
Logistics	186
Media	74
Medical	354
Merchandise	24
Olympic Town	220
Radio Communications	105
Receptions	65
Security	441
Snowboarding	52
Speed Skating	109
Sponsor Relations	8
Technology	36
Transportation	732
Venue Management	49
Volunteer Services	225
Total =	4,993