

Managing Volunteers During YOG

- About the Making of the Inaugural Youth Olympic Games 2010 -

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Olympic Games are unthinkable without the invaluable support of thousands of volunteers. For most organising committees, this fact alone posts a major challenge in preparing and running the games since they often do not have experience in managing an army of unpaid workers. The always available IOC 'cook book' is not more than a good start, since the behaviour and attitude and hence the requirements for hiring and managing the crowd of helpers depends much more on the culture of the people with their upbringings, beliefs and traits, than it is influenced by instructions and SOPs. After all, an unpaid worker has nothing to lose. If he perceives being treated unfairly, he walks!

Whilst it is not unimportant to continuously engage volunteers and measure their pulse rate before the game, it is most vital to do so systematically and with very closed follow up loop during games time. Therefore, a survey (Figure 1) was designed to measure the degree of satisfaction in the categories leadership, One YOG spirit, teamwork, job capability, job satisfaction, communication and work environment. On the satisfaction chart the meaning of each category was explained as follows:

- **Leadership:** My manager communicates clearly, motivates and guides me, provides feedback and can handle difficult situations.
- **ONE YOG Spirit:** I perceive the cross-functional relationship as built upon respect, mutual support, trust and team spirit.
- **Teamwork:** I feel being part of a team built upon solidarity, team spirit, joy and optimism, i.e. Friendship.
- **Job Capability:** I have received the training and introduction necessary to perform my tasks with Excellence.
- **Job Satisfaction:** I am satisfied with my Job. I feel I added value by performing my tasks.
- **Communication:** I felt I have been part of an effective communication system. I have received all necessary information timely and clearly.
- **Working Environment:** The working environment has enabled me to perform my task as expected by YOG.



