



**Exploring the Event Workforce - Volunteering and CPD Opportunities for Sport and
Event Professionals in Qatar**

Joe Milner

Leeds Beckett University

&

Nicola McCullough

Leeds Beckett University

ABSTRACT

This case study explores the role volunteers play within the Sports Event Industry in the MENA region, with a particular focus on Qatar. Together with exploring how continued professional development from sponsors and local businesses could link in to volunteering to fill a current skills void and further promote volunteering. The case study identifies the important role volunteers play within events as well as exploring the challenges and processes that must be undertaken to have a successful volunteer programme with a focus on legacy and how this could be managed post a major event to ensure future legacy and success.

INTRODUCTION AND BACKGROUND

Volunteering with particular focus on event volunteering, in the United Kingdom, Australia and America are widely researched subjects particularly around major events such as the Olympics, Pan American and Commonwealth Games, to name but a few. Within the MENA region, little to no research exists on event volunteering despite a number of major events taking place in the region over the past 10 years – as well as looking ahead to up and coming major events such as the 2019 IAAF World Championships and 2022 FIFA World Cup™ in Doha alone.

Within the United Kingdom, volunteering became a topic of conversation at the turn of the millennium when Manchester hosted the 2002 Commonwealth Games; this was the start of the major events journey within the UK which has since hosted Olympic Games, Rugby World Cups, Tour de France, and Women's Hockey World Cup to name a few sports. A report by UK Sport, the government funding agency for major sports events in the UK stated,

“Over the last 15 years, the UK has transformed its reputation for hosting international sporting events. For many years, the country hosted some of the world's most iconic annual sporting moments,

but it has now added a global reputation for successfully hosting the world's biggest one-off sporting events."¹

The Cambridge English Dictionary defines volunteering as, "...a person who does something, especially helping other people, willingly and without being forced or paid to do it."²

The success of these events and particularly the focus and involvement of volunteer's within them, can link back to the success of the 2002 Commonwealth Games in Manchester, creating an innovative post games volunteer legacy programme.

"Games Volunteers have responded to requests for support from organisations across the region and filled over 1,800 places in 2003. The Games did not invent volunteering. But the commitment to making this the most inclusive games ever resulted in a heady mix of people from a diverse range of background who gave so much in the summer of 2002."³

Similar legacy programmes followed the 2012 Olympics in London with the creation of "Join In" and "Team London" – both of whom are operating today, six years on from the Games. Following the Games, a newspaper article stated, "Volunteers are the backbone of sport in the UK – without them, sport just wouldn't be possible."⁴

Volunteering is a vital tool in the delivery of the Qatar 2030 National Vision, which has been developed to give clear direction to the future of the nation. It has been described to,

1. "Major Events Investment Guide," *UK Sport*, Accessed 29 September 2018, <https://www.uk sport.gov.uk/~media/files/our-work/uk-sport-major-events-investment-guide-march-2017-final.pdf?la=en>.

2. "Volunteer," Cambridge Dictionary, Accessed 5 October 2018, <https://dictionary.cambridge.org/dictionary/english/volunteer>.

3. "The Legacy Runs on," *SportCity Manchester*, Accessed 29 September 2018, <https://sportcity-manchester.com/the-legacy-runs-on/>.

4. "Volunteers are the unsung heroes of Sport," *The Guardian*, Accessed 29 September 2018, <https://www.theguardian.com/voluntary-sector-network/2014/dec/13/eddie-izzard-volunteers-communities-sport-olympics>.

“...propel Qatar forward by balancing the accomplishments that achieve economic growth with the human and natural resources.”⁵

Two of the four development pillars have a clear link with volunteering in “Social Development” which is described as,

“Social advancement also means equal educational, employment and career opportunities for all citizens, regardless of their background or gender and a tolerant and fair society that embraces Islam’s values of peace, welfare, justice and community. Under the QNV 2030, Qatar will serve as a regional and global example with an increased role in the Middle East and the world.”⁶

Within “Human Development” the National Vision understands that, “Qatar cannot develop its economy and society without its human capital and resources: its people.”⁷

Volunteering provides an opportunity within the two pillars mentioned previously, to help achieve these goals and to ensure the vision is developed over subsequent years.

This case study aims to gain a greater understanding of what volunteering opportunities and volunteer management best practice looks like on a number of sporting events, and to compare and contrast against research from major sporting events within the UK. It also aims to explore the broader challenges and new opportunities, such as how Corporate Volunteering and Continued Professional Development (CPD) could enhance skills development via on the job training of event sponsors and partners staff being released and provided as volunteers.

Within the UK, Sport England describes volunteers as having, “...always played a vital part in the sport and physical activity sector. Without them, most activities simply wouldn’t happen.”⁸

5. “Development Pillars,” Ministry of Development Planning and Statistics (website), Accessed 28 September 2018, <https://www.mdps.gov.qa/en/qnv/pages/default.aspx>.

6. “Social Development,” Ministry of Development Planning and Statistics (website), Accessed 28 September 2018, <https://www.mdps.gov.qa/en/qnv/Pages/SocialDevelopment.aspx>.

7. “Human Development,” Ministry of Development Planning and Statistics (website), Accessed 28 September 2018, <https://www.mdps.gov.qa/en/qnv/Pages/HumanDevelopment.aspx>.

Volunteering plays a role from major and mega events to small community events and it is described within Human Resource Management in Sport and Recreation as, “Volunteering is a significant economic activity in terms of the time and energy contributed and the expertise provided by volunteers.”⁹

From a Qatari perspective, there are a number of sources providing a definition or outline of how volunteering is viewed from the Supreme Committee for Delivery and Legacy, which is the delivery body for the FIFA World Cup™, as well as the Ministry of Education and furthermore the Qatar 2030 National Vision which is a government master plan of how the country will develop and advance their status on a global platform. Having reviewed a number of sources, the below outlines the motivation for volunteering in Qatar. The Hukoomi website which is a Qatari government e-portal, disseminates government information regarding volunteering activities and is a platform which is accessible to citizens, visitors and businesses.

“Voluntary work is an inherent part of Qatari culture, evident in the religious, humanitarian, social, and cultural pillars that are deeply rooted in the community, and inspired by the customs and traditions inherited from parents and ancestors. By definition, voluntary work is not for profit, carried out by individuals without expectation of remuneration. The aim of volunteers and volunteer organizations is to provide help and assistance to the needy. The work they do is hugely beneficial to society.”¹⁰

Whilst this isn't a sport event specific definition, it shows that the government has a very clear understanding of what and how volunteers contribute to both society and individuals. Qatari society and its values are embedded in its culture and activities – this is

8. “Our Work Volunteering,” *Sport England*, Accessed 28 September 2018, <https://www.sportengland.org/our-work/volunteering/>.

9. Packianathan Chelladurai and Kerwin Shannon. *Human Resource Management in Sport and Recreation*, 3rd ed., Champaign, Illinois (Human Kinetics, 2017): 28.

10. “Voluntary work,” Hukoomi (website), Accessed 5 October 2018, <http://portal.www.gov.qa/wps/portal/topics/Religion+and+Community/voluntarywork>.

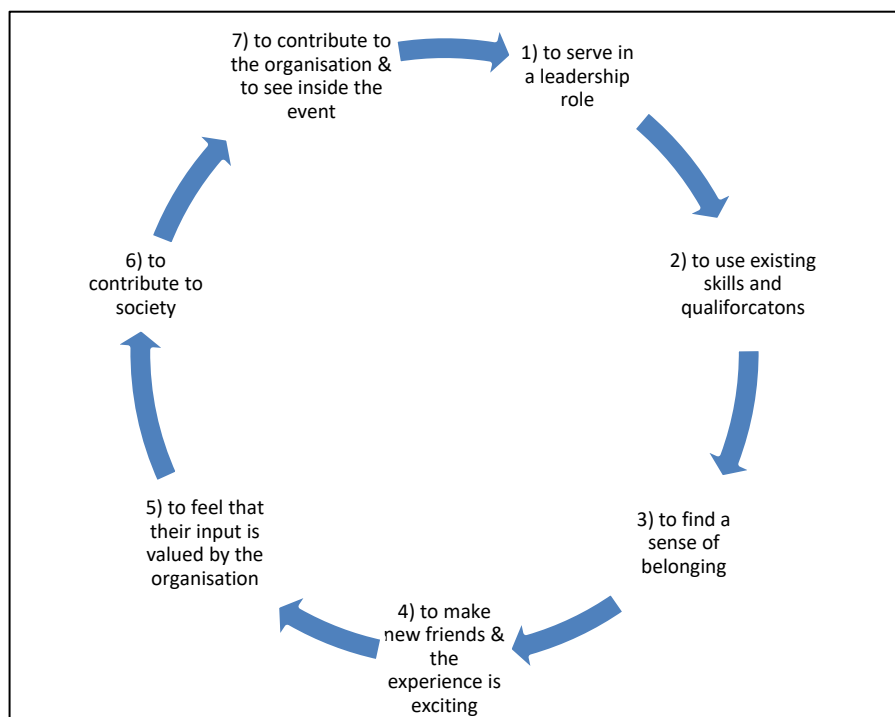
demonstrated through its perception of how volunteering can be a pivotal exercise for many Nationals.

Volunteer Motivation

Reasons for the motivation of individuals to volunteer must be considered as we progress through this case study; an event organiser cannot expect an individual to undertake a volunteering opportunity especially when it is generally an unpaid role. However, the volunteer should show some level of engagement with the event or sport. This was described by Caldwell and Andereck 1994, in three key areas;

“Purposive incentives relate to doing something useful and contributing to society. Solidary incentives are based on social interaction, group identification, and networking. Material incentives include tangible rewards such as perks and memorabilia.”¹¹

Further research on volunteer motivations has highlighted several key themes which has since been described as the Special Events Volunteer Motivation Scale. This figure below shows the seven key motivations and themes from a number of sports events.



11. Linda Caldwell and Kathleen Andereck, “Motives for initiating and continuing membership in a recreation-related voluntary association,” *Leisure Studies* 16, No: 1 (1994): 33-44.

Figure 1. – Volunteering in Sport – Motivations and commitment to volunteer roles (Source: Aspetar)

A previous study carried out by Simon Jones, in September 2016, explored volunteer motivations across a range of sports events in Qatar from a mass participation running event, cycle event and triathlon, the responses showed the highest ranking motivations as:

1. “It’s fun to volunteer at sporting events,
2. I wanted to help make the event a success,
3. Volunteering created a better society,
4. I wanted to interact with others,
5. Volunteer activities energise me.”¹²¹³

The case study by Jones shows that motivations to volunteer at events in Qatar are very similar to those presented in the Special Events Volunteer Motivation scale which was developed and taken from event research in the Western World. Whilst no mega or major event was part of the research undertaken it is a step in the right direction to see that motivations towards volunteering link to existing research from the UK and elsewhere in the world.

A further study which explored the success of the 15th Asian Games and the volunteer satisfaction and motivations said, “...a well-established body of event volunteers would not only provide human resource support for future events in Qatar, but could also serve as a foundation for social cohesion, cultural integration and citizenship enhancement.”¹⁴

¹² Caroline Ringuet, “Volunteer in Sport, Motivations And Commitment To Volunteer Roles”, Aspetar Sports Medicine Journal <https://www.aspetar.com/journal/viewarticle.aspx?id=30#.XV0dAugzaUk>

¹³ Simon Jones, “Volunteer motivations at sports events in Qatar,” Aspetar (website), Accessed 5 November 2018 <http://www.aspetar.com/journal/viewarticle.aspx?id=323>.

¹⁴ Chrysostomos Giannoulakis, Chien-Hsin Wang and Nathan Felver, “A modelling approach to sport volunteer satisfaction,” *International Journal of Event and Festival Management* 6, No: 3: 182-199.

By further investing in major events, Qatar could help shape and develop its own events motivation scale for the MENA region focusing on the areas that are most important to its citizens and residents.

Continued Professional Development (CPD)

However, one concept of particular interest within this case study is around continued professional development (CPD) and corporate social responsibility (CSR) and how volunteers could be engaged from event sponsors and event partners. This process of recruiting volunteers can help overcome challenges around time off work, loss of income as well as engaging with partners to develop staff skills for their full-time job which may enable them to develop their own careers.

CPD can be described as, “...the holistic commitment of professionals towards the enhancement of personal skills and proficiency throughout their careers.”¹⁵

CPD approaches vary from accredited courses to time spent reading books and developing skills or outreach projects in the community. The Chartered Institute for Professional Development in the United Kingdom discovered that, “...volunteering activities have helped individuals to develop their own skills, leading to further progression in their careers.”¹⁶

With this in mind, CPD forms a vital part of this case study and links in clearly with the four pillars of development from the Qatar 2030 National Vision and could help overcome the challenges often faced by event organisations when it comes to recruiting volunteers for events.

15. “Explained,” The CPD Certification Service (website), Accessed 5 October 2018, <https://cpduk.co.uk/explained>.

16. Chartered Institute for Professional Development, “Employee Development through Volunteering,” Accessed 5 October 2018, <https://www.cipd.co.uk/knowledge/strategy/volunteering/development-report>.

Problems, Issues and Challenges

There is extensive research on the subject of volunteering at events which often covers the key challenges that face event organisers as well as motivations for why people volunteer. This however is focused on the western world and can't just be applied to the MENA region due to the difference in cultural beliefs and society. Furthermore, the motivations and challenges from volunteers can vary depending on the type of event; a mega event which is undertaken over a number of days faces different challenges to that of a one-day community event as well as having very different systems and procedures in place for the recruitment and management of volunteers.

Several studies outlines that motivations for volunteering are quite complex and vary depending on the size, scale and type of the event or organisation. However, these can be categorised in to four key areas; Purposive, Solidary, External traditions, Commitments.

“The Special Event Volunteer Motivation Scale grouped volunteer motivation into four categories; 1) a desire to do something useful and contribute to the community and the event (purposive), 2) relating to social interaction, group identification, and networking (solidary), 3) relating to family traditions and the use of free time that can be seen as external influences on an individual's volunteer career (external traditions), and 4) linking external expectations and personal skills with commitment to volunteering (commitments)”¹⁷.

It is important for event organisers and volunteer managers to understand the volunteer motivations at events and manage expectations and to ensure these are effectively managed to ensure both a successful event but also to ensure a legacy through volunteering.

“Identifying specific volunteer motivations at special sporting events may provide not only theoretical and practical contributions for volunteerism in sport, but also further exploration of motivations affecting individual's satisfaction with the volunteer experience and intention to volunteer for future events”¹⁸.

17 Hyejin Bang, Stephen D. Ross, “Volunteer motivation and satisfaction,” *Journal of Management Development* 32, No: 1 (2013): 63.

18. Ibid, 62.

Research carried out at the 2009 Formula 1 Etihad Airways Abu Dhabi Grand Prix by Strigas, focused on the motives of volunteering and the six key areas that were established are below:¹⁹

- 1) Boosted Emirati National Identity
- 2) Serve/give back to their Country
- 3) Strong Desire to act as role models for young people
- 4) Improve language and communication skills
- 5) Sharing of culture and exchanging ideas
- 6) Religious call for compassion and altruism.

Whilst some would argue that there are many more motivations and learnings than the six listed above, these key themes link to support the Qatar 2030 National Vision.

Employer Supported Volunteering

Volunteering can present problems within a modern-day society in that a full-time employed person would have to use holiday entitlements or take unpaid leave to participate in events which can vastly reduce those who wish to be part of the event particularly mega and major events which are held during the working week. A smaller community event held on an evening or weekend may be easier to volunteer at as it fits in with life around work and where an individual will not be at any financial loss.

One way around this challenge would be the use of CPD and volunteer days within the work place as it is believed this has a positive impact on the business and the employee.

“Businesses that do so will benefit in two respects. First, enhanced employee productivity will help their bottom line (i.e. profits); second, they will gain recognition for being socially responsible”²⁰.

19. Ethan Strigas, “The management and retention of sports volunteers,” In *Sport Management in the Middle East – A Case Study Analysis*, Mohammed Ben Sulayem, Sean O'Connor, David Hassan eds., (Routledge, 2015): 43.

20. Chelladurai, *Human Resource Management*, 34.

The Chartered Institute of Personnel and Development describes this process as,

“Employer-supported volunteering (ESV) is where the employees of an organisation take paid time off to volunteer during work hours. Employees can choose to use their volunteering time to support a charity or community group of their own choice, or to take up an opportunity provided by their company”²¹.

ESV could overcome the barriers and challenges often seen in relation to this topic as well as help drive a change in attitude towards volunteering. Sponsors can also engage with EVS as part of their activation at the event, this not only helps the organiser overcome the recruitment of individuals but offers the sponsor a chance to link in to develop its staff and engage its brand in to the event, providing an experience/activation opportunity.

In recent years, Qatar has commenced volunteering programmes within higher education at independent schools across the country.

“...all independent school students to devote at least 25 hours for community service, in order to establish a methodology for conscious voluntary work, based on a clear vision and objectives”²².

This clearly shows the value in which the government believes volunteering can offer in communities as the nation develops. By being involved in volunteering activities from a young age would hopefully engage individuals to continue in offering their time further down the line or may be continue into the workplace once they have finished school.

In May 2007, the Qatar CSR network launches and was established in partnership with Qatar University with funding in place until 2020 to help develop CSR opportunities

21. “Employee-supported volunteering guide,” Chartered Institute of Professional Development (website), Accessed 5 October 2018, https://www.cipd.co.uk/Images/employer-supported-volunteering-guide_tcm18-27612.pdf.

22. “Volunteering in Qatar,” Hukoomi (website), Accessed 5 October 2018, <http://portal.www.gov.qa/wps/portal/topics/Religion+and+Community/voluntarywork>.

within the region. This brings together multinational businesses including ExxonMobil and Qatar National Bank as well as government ministers, foreign ambassadors and academics to not only research CSR but also develop this subject within the region. This has led to a CSR report to be written each year and presented at the nation CSR exhibition, at the 2018 edition of the exhibition volunteering was the key theme.

The Qatar Chamber of Commerce describes CSR as,

“Qatar Chamber strongly believes that social responsibility is social responsibility is a key pillar of the business environment. Therefore, constant efforts are made to support and encourage the social responsibility initiatives and programs that positively reflected on the social and humanitarian levels inside the Qatari society.”²³

Qatar National Bank (QNB) should be seen as a leader when it comes to supporting CSR and sports events, not only do they support the bids to host major sporting events but through sponsorship have also provided volunteers to support many major events in the region.

“More than 150 QNB Group employees served as volunteers, and helped facilitate the successful implementation of the Doha Asian Games, which were hosted by Qatar in December 2006.”²⁴

QNB have recently been announced as a new worldwide sponsor of the IAAF which also includes the 2019 IAAF World Athletics championships in Qatar, this further supports QNB as a leader when it comes to assisting major sporting events.

Volunteer and Event Organiser Responsibilities

23. “Corporate Social Responsibility,” Qatar Chamber (website), Accessed 3 November 2018, <https://qatarchamber.com/corporate-social-responsibility/>.

24. “About Us, Corporate Social Responsibility, Sports,” Qatar National Bank (website), Accessed 3 November 2018, https://www.qnb.com/cs/Satellite/QNBFS/en_QA/AboutQNB/CorporateSocialResponsibility/enSports.

It is vitally important that volunteers are seen as an important part of the event workforce and appropriate policies are in place to not only manage the volunteer recruitment journey but also they should consider the management of volunteers once on shift, health and safety and welfare requirements. Both the event organisation and volunteer have skills and expertise to offer which is shown in the below figure.



Figure 2 – The Volunteer and the Organisation

One policy of particular interest is that events, no matter how big or small, should have clear responsibilities and expectations; this is both from a company or agency perspective and what they expect from the volunteer. Herron, Green and Stepenuck (2009) outlines this:²⁵

Volunteer Responsibilities:

- 1) Need to have a full understanding of role
- 2) Need to be honest about motives, skills and limits

25. Strigas, "The management," 53.

- 3) Be professional at all times
- 4) Cooperate with paid staff and other volunteers
- 5) Flexible and approachable
- 6) Informed about development/ updates
- 7) Need to seek help if a problem arises

In return the event organiser/ agency must:

- 1) Prepare and provide volunteers with job/ role descriptions
- 2) Provide appropriate training that safe guards volunteers safety and support them to achieve optimum performance
- 3) Provide supervision
- 4) Establish open communication channels
- 5) Should not be treated differently from paid staff.
- 6) Informed about special benefits
- 7) Should consider experienced volunteers for leadership roles
- 8) Conduct exit interviews.

It is important that these responsibilities are defined and taken on board at all levels within an event organisation and also made clear to the volunteer in training or inductions. This could be the individuals first time volunteering and should they have a bad or negative experience, it could have a major impact on them returning for their next shift if a major multiday event or signing up and returning to volunteering the next month or year if a community event.

“People will continue to volunteer as long as the experience as a whole is rewarding and satisfying to their unique needs.”²⁶

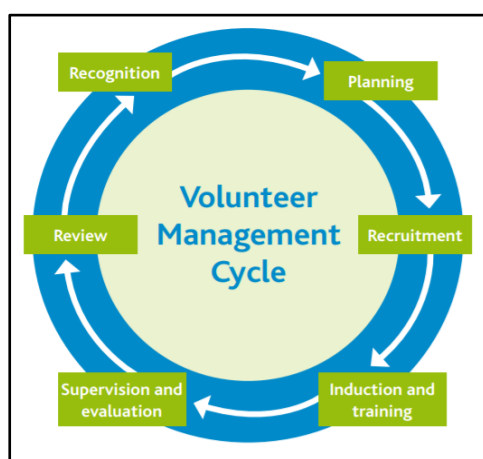
With particular focus on Qatar and the MENA region, we need to ensure volunteers have a positive experience at events to ensure they return for future shifts but also apply for future opportunities and support other events. One negative experience particularly at a major event could lead to a detrimental effect on the countries capabilities to host major events.

Volunteer Journey

Much like how an organisation would recruit a paid member of staff, the journey of recruiting volunteers is equally as important and follows a similar method. There are some key milestones that both mega and smaller events need to address however time scales may differ depending on the size of the event.

“Mega event volunteer programmes are typically oversubscribed and require a structured selection process.”²⁷

The figure below shows the volunteer management cycle and six key areas that event organisers should consider as part of the process.



26. Ram Cnaan and Robin Goldberg-Glen, “Measuring motivation to volunteer in human services,” *Journal of Applied Behavioral Science* 27, No: 3 (1991): 269.

27. Tom Baum and Leonie Lockstone, “Volunteers and mega sporting events; developing a research framework,” *International Journal of Event Management Research* 3 (2007): 32.

Figure 3 – Volunteer Management Cycle.

Planning must start in advance of the event and requires the involvement from all areas of the organisation to not only plan how many volunteers are needed for roles/shifts but also the timeline for the process working back from when the volunteers first shift will be. It is important to provide key dates to those applying so they understand how the process will work. A volunteer timeline should be produced as shown in the figure below from the IAAF London 2017 World Championships.

Recruitment – This stage should also take in the launch of the volunteer programme to the public so they are aware of how they can apply and where to go for information. Often a soft launch for a mega event will see the organiser approaching groups, clubs and organisations. Once applications commence, it is important to match applications to the skills required in each role. Communication with the volunteer to confirm application is received and informing them of the dates is key. Many mega events set up a contact centre, email account and social media to keep that communication on-going throughout this process.

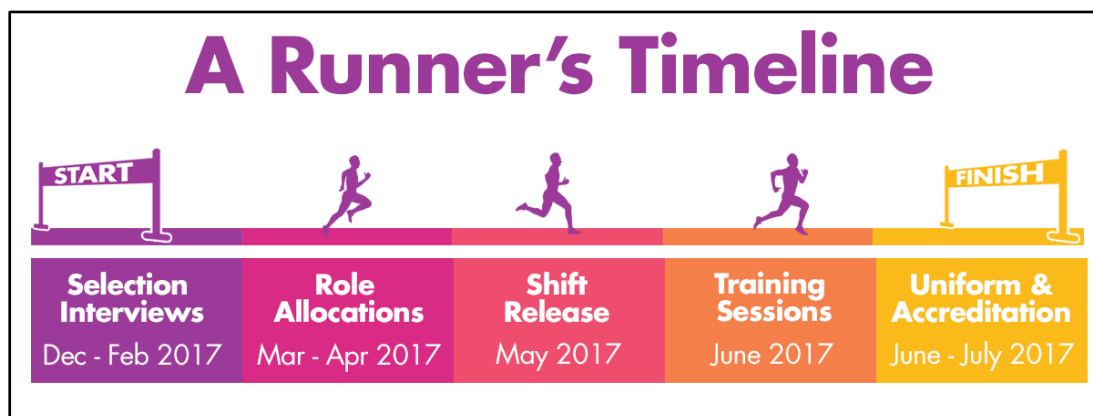


Figure 4 – Runners/ Volunteers Timeline London, 2017 Ltd.

Induction and Training - This can take place in a number of ways depending on the size and scale of the event, from e-learning, face to face training and in the role. This

is often the first time volunteers will meet other team members and it's a good chance to learn more about different roles. Training sometimes takes the form of venue familiarisation and event walk-throughs. For smaller community events, training often takes place on the morning of the event with pre event information or briefing sheets sent out via email.

Supervision and Evaluation - Once volunteers are on shift and in role, it is important they feel embedded within the event and part of the delivery. Throughout the supervision of the event, it is important volunteers are looked after with welfare provisions such as breaks and access to food and water. This is the phase where if something goes wrong, the volunteer might walk off shift or not return the next day.

Review - As part of the post event feedback, volunteers should be able to give feedback of what worked well and what didn't work well. Common themes can often include volunteers being on shift too early or motivations changing towards wanting to do more next time. This provides the opportunity for event managers to understand how things could be done differently next time.

Recognition – This must be consistent across all volunteers, if an organiser decides to offer some form of recognition. Many events offer pin badges, photo books, thank you letters and a gift, items that have a low cost but provide a high value are often those that volunteers appreciate the most. For a volunteer, they leave feeling valued and rewarded, which may help when considering a future volunteering legacy.

One area not mentioned on Figure 3 is legacy and how that will be managed after the event, this can often be a challenge with mega events but can also impact on community events. In the case of a mega event the primary challenge is often who will manage the legacy whether that be a government agency or department of the host city or does it fall to a

new organisation. A mega event has managed to train, recruit and deploy 15,000+ volunteers, as well as engage and excite them with getting involved in volunteering, if the legacy isn't managed correctly the database and skills will not be on hand and available to the next major event the country hosts.

In the case of London Olympics in 2012, a number of volunteer groups were formed and appointed Olympic Games makers to these organisations to find out about post games volunteering, and creating the legacy post event,

“The Games inspired a legion of new volunteers, reversing a seven year decline, with 91 per cent of Londoners believing volunteering plays an important role in bringing communities together and improving quality of life”.²⁸

With over 100,000 signing up to volunteer within 48 hours for FIFA World Cup™ in 2022, this offers Qatar the chance to create a major legacy from volunteering in a very similar way to that of London Olympics in 2012.

The volunteer management approach and style may need to be adapted in some ways if the use of corporate volunteers is to be used at events. Whilst you would still look to train the individuals as part of the event process, applications may be managed within a business's HR department and a list submitted then to the event organiser.

Further analysis of the volunteer journey through a PESTLE analysis shows how wide ranging the subject of volunteers is and other external factors that should be considered. It is not just about getting the right number of people to fulfil a number of roles, but the wider objectives and costs should be explored too.

<p>Political</p> <ul style="list-style-type: none"> • Stakeholder engagement (internal and 	<p>Technological</p> <ul style="list-style-type: none"> • Good management system/ back of
--	---

28. “London reaps the benefits of lasting volunteering legacy,” Mayor of London (website), Accessed 15 October 2018, <https://www.london.gov.uk/press-releases-5699>.

<p>external)</p> <ul style="list-style-type: none"> • Volunteer advisory group/ lessons learnt at other events • Legacy objectives • Other volunteer programmes at major events • Media focus/ scrutiny 	<p>house shift management.</p> <ul style="list-style-type: none"> • Communication and engagement vital • Web/ App portal • Contact Centre • Text message/ reminders
<p>Economical (commercial)</p> <ul style="list-style-type: none"> • Understand the cost of volunteers (Uniform/ Training/ meals/) • Presenting partners – sponsor for volunteer programme • Test event – additional costs • Cost per volunteer pre and during the event 	<p>Legal</p> <ul style="list-style-type: none"> • Role types suitable • Right to volunteer • Background/Security Checks • Working Rights – volunteer tourism
<p>Social</p> <ul style="list-style-type: none"> • Likely demand v supply • Attract and manage within marketing • Minimise disappointment • Look and feel to create identity name • Cultural appreciation 	<p>Environmental</p> <ul style="list-style-type: none"> • The use of internet for interviews/ training • Co-ordination • Free transport for volunteers (buses) • Volunteerism and limits on how many out of country volunteers are entitled to be part of the event.

Skill Development

Volunteering gives an opportunity for individuals to not only use skills they already have but also to learn new skills in a new environment. Interpersonal skills such as team work, communication and verbal communication are vital skills that volunteers require. Employability skills also link in with volunteering with volunteers likely to improve their CV and future career prospects which in turn will lead to economic benefits for the individual.

“...literature suggests a link between taking part as a volunteer at a mega-sporting event and increased employment opportunities.”²⁹

This further demonstrates the positive impact CPD and corporate volunteering would have for companies and sponsors to get involved with the events industry.

Legacy through Volunteering

Major events volunteering offer a stepping stone to create a major legacy and story for the host country once the media and sporting organisations have left town. If managed correctly, the legacy becomes as big a news story as the sporting event itself and helps to accelerate future event bids.

“Legacy is that which is handed down from the past. In terms of major sporting events it is what is left after the event is concluded. Legacy planning takes place ahead of major sporting events to ensure that what is left after the event is of benefit to the event’s stakeholders especially the host city and local community. A legacy that depends on an event that has not yet occurred is referred to as the contingent legacy.”³⁰

Legacy is often used as a buzz word within mega and major events as it is always an outcome expectation on behalf of a governing body or events right holder, however legacy is

29. JR. Woodall et al., “Exploring the experiences and impacts of volunteer applicants for the Glasgow 2014 Commonwealth Games,” *Project Report*, Glasgow Centre for Population Health (2016): 22.

30. “Planning a Sporting Legacy for major sporting events,” *Brook Sport Consulting* (Blog), Accessed 15 October 2018, <https://brooksportandleisure.wordpress.com/2010/10/25/planning-a-sporting-legacy-for-major-sporting-events/>.

something that can be achieved if managed correctly and considered from the beginning of the planning process.

A legacy can only happen if there is an organisation or government department tasked with maintaining the momentum together after a major event. That organisation or department could then become the broker for future events. One key learning point from the 2002 Manchester Commonwealth Games was regarding the database of volunteer contacts.

“Only immediately after the Games was it realised that the licence for the Games database, holding the contact details of the volunteers, expired four weeks after the Games.”³¹

Similar issues occurred after the 2012 London Olympics in terms of who held the rights to the data. This shows that London 2012 didn't learn from the mistakes of Commonwealth Games. To avoid mistakes at other major events, future major events should consider planning the volunteer legacy from the start of the event planning process.

Ahead of the IAAF World Championships in 2019 and looking further ahead to the FIFA World Cup™ in 2022, it would be vitally important that Qatar and the respective organising committees plan the legacy pre event to maintain the communication and engagement with the volunteers now. With the IAAF World Championships less than a year away, these volunteers could show potential to lead future roles at key events within the country.

SUMMARY AND IMPACT

Volunteering plays a hugely important role within mega and community events however it is vitally important that any legacy that may come out of future events within

31. Geoff Nichols and Rita Raiston, “Manchester Event Volunteers: A legacy and role model,” *Sheffield University Management School and Manchester Metropolitan University* (October 2011): 25, https://www.sheffield.ac.uk/polopoly_fs/1.227269!/file/MEV_2012_with_cover.pdf.

Qatar and the wider MENA region, don't make the same mistakes that events in the UK have made when it comes to future volunteering opportunities and volunteer management.

This is where both the Supreme Committee for Delivery and Legacy must set out clear objectives and ensure the legacy for volunteering is created post FIFA World Cup™ in 2022. Whilst there are a number of volunteer organisations within Qatar, the most suitable organisation to consider the future volunteering programme after the World Cup would be for it to sit within the Josoor Institute.

Josoor has an aim is to fulfil the Qatar 2030 National Vision, and with volunteering linking so closely to all of the four pillars it would seem to make a perfect fit with everything Josoor is already striving for and delivering when it comes to training and education.

“...the goal is to leave a legacy, which will support the economic and social development of Qatar, thus enriching the lives of its people.”³²

With sport volunteers being such an important part of the event, the Josoor Institute can lead the way with the future of volunteering within the Qatar and MENA region and show the world how a true volunteer legacy can work.

RECOMMENDATIONS

If volunteer management systems and processes are followed in the correct way, then volunteer motivations will be positive and in turn create volunteers who want to engage with events in the future. This can be challenging on smaller events where volunteer management systems may not be in place or the event itself is being organised by volunteers, however it is vitally important to ensure that everyone volunteering has a positive rationale to continue to create a legacy.

32. “About us,” Josoor Institute (website), 26 October 2018, <https://www.josoorinstitute.qa/about-us/josoor-institute>.

Whilst the idea of corporate volunteering is taking place within some industries and sectors within Qatar, this process of CPD linking with event volunteering will open the door of opportunity for many more to see the positive impacts and learning and development impacts that volunteering can offer.

Whilst Qatar is leading the way with 25 hours of volunteering a year in higher education, maybe this idea and system needs to be rolled out in to large companies or government offices to trial how beneficial CPD and corporate volunteering can be as part of on the job training and opportunities. If each company in the region offered staff two volunteer days in the community or on a major project/event a year, this would open so much opportunity for staff development but also for those who might normally not get involved in volunteering due to the financial loss they could face. If Qatar can lead from a young age with the 25 hours of volunteering, then why should this stop when individuals leave education?

Furthermore, it is vitally important that volunteering isn't forced on people as that in turn could impact and influence others in a negative way which is why something like a national volunteering office or department could help correlate skills and opportunities with the right people.

Appendix 1

Qatar National Vision 2030

Launched in October 2008, the Qatar National Vision 2030 aims to build a bridge between the present and the future. It also aims to advance Qatar's sustainable development goals, providing its current residents and future generations with a standard of high living. Qatar National Vision 2030 aspires to make Qatar an active and prosperous country, striving for economic and social equality among citizens. The National Vision also encourages all Qataris to work together as a community - backed by strong Islamic and family values.

Qatar National Vision 2030 aims to establish a society based on justice, charity and equality; a society that embodies its constitution's principles, which protect public and personal freedoms. It additionally emphasizes ethical, religious and traditional values and guarantees security, stability and equal opportunities. Qatar National Vision 2030 is therefore based on these four pillars:

- **Human Development** - developing Qatar's entire population, enabling them to sustain a prosperous society.
- **Social Development** - developing a just and caring society based on high moral standards and capable of playing a significant role in the development of global partnerships.
- **Economic Development** - developing a competitive and diversified economy, capable of meeting peoples' needs and securing a high standard of living for Qatar's population now and in the future.
- **Environmental Development** - managing growth to ensure and maintain harmony between economic growth, social development and protection of the natural environment.

Qatar National Vision 2030 guides future trends and reflects the Qatari people's ambitions, goals and culture. Qatar National Vision 2030 encourages Qataris to create a group of shared goals related to their future.

(Source: <https://www.mec.gov.qa/en/qatar-at-a-glance/Pages/Qatar-National-Vision-2030.aspx>)

Teaching Notes

Case Study Questions

- 1) Generally, volunteer definitions are generic in nature. You must create a sport event volunteer definition for Qatar.
- 2) List 5 reasons/motivations for volunteering in Qatar, these should be focused on sports events.
- 3) List the key benefits that Continued Professional Development volunteering could offer to Qatari businesses.
- 4) List five generic responsibilities of volunteers and what you would expect a volunteer to understand and offer to you as an Event Manager.
- 5) List five generic responsibilities of an Event Manager, and what they should expect from a volunteer and offer a volunteer.
- 6) The Volunteer Journey changes depending on the size and scale of the event. Consider the time frame on the journey for a mega, multi day event and that of a one day community festival.
- 7) How and what should Qatar do to manage the volunteer legacy after FIFA World Cup™ in 2022, using best practice. How can this be achieved?
- 8) Thinking about the Qatar 2030 National Vision and the four pillars, list the key topics for how volunteering links to each pillar.

Overview and Learning Objectives

The following Learning Objectives are linked to the case study:

1. To understand the importance of Volunteers at mega/major and community events
2. To understand the scale of the volunteering as a volunteer manager and what impact this has on the event planning process
3. To analyse and develop the area of CPD and business/ sponsor engagement to provide event volunteers
4. To explore future legacy of volunteering and how this is managed to support further ambitions within the region
5. Link volunteering to the Qatar 2030 National Vision

CPD linked into volunteering and the subject of volunteering within Qatar is still quite a new area of study and further research to help manage the success of event volunteering is required. Qatar has experience a large growth with major events over the past 10 years, with the 15th Asian Games Doha, 2014 FINA World Swimming Championship and up and coming 2019 IAAF World Championships, as well as many events on a national and local level.

This case study looks to explore the volunteer journey with a focus on how CPD can assist event organisers and also provide a training opportunity to companies in the region, to help people engage with volunteer whilst not losing out financially.

The case study aims to support undergraduate and postgraduate students. It could also be used as a case study for industry specialist and practitioners to consider as part of short courses and other educational programmes.

This case study supports itself to group work and market research when exploring the subject of volunteering and CPD within the MENA region. Events and volunteering is still a relatively new area of study with not many historical case studies or events to base this on. With the large number of events being hosted over the coming years in Qatar, more in-depth research is required to further explore the motivations and experiences volunteers have at events in the region, in a similar way to the amount of research that now exists within the UK.

Background Reading

To further support this case study it is recommended that students access the following texts to understand the wider challenges Events Managers face within industry around the topic of volunteering.

1. Bowdin, G., McDonnell, G., Allen, J. & O'Toole, W. *Events Management*. 3rd ed. Oxford. Butterworth-Heinemann. 2011.
2. Getz, D. *Event Management and Event Tourism*. 2nd ed. London. Routledge. 2005.
3. Chelladurai, Packianathan and Kerwin Shannon. *Human Resource Management in Sport and Recreation*. 3rd ed. United States. 2017.
4. Employer Supported Volunteering - <https://www.manchestercommunitycentral.org/volunteer-centre-manchester/employer-supported-volunteering>

BIBLIOGRAPHY

- “About Us. Corporate Social Responsibility. Sports.” Qatar National Bank (website). Accessed 3 November 2018. https://www.qnb.com/cs/Satellite/QNBFS/en_QA/AboutQNB/CorporateSocialResponsibility/enSports.
- “About us.” Josoor Institute (website). 26 October 2018. <https://www.josoorinstitute.qa/about-us/josoor-institute>.
- “Corporate Social Responsibility.” Qatar Chamber (website). Accessed 3 November 2018. <https://qatarchamber.com/corporate-social-responsibility/>.
- “Development Pillars.” Ministry of Development Planning and Statistics (website). Accessed 28 September 2018. <https://www.mdps.gov.qa/en/qnv/pages/default.aspx>.
- “Employee Development through Volunteering.” Chartered Institute for Professional Development (website). Accessed 5 October 2018. <https://www.cipd.co.uk/knowledge/strategy/volunteering/development-report>.
- “Employee-supported volunteering guide.” Chartered Institute of Professional Development (website). Accessed 5 October 2018. https://www.cipd.co.uk/Images/employer-supported-volunteering-guide_tcm18-27612.pdf.
- “Explained.” The CPD Certification Service (website). Accessed 5 October 2018. <https://cpduk.co.uk/explained>.
- “Human Development.” Ministry of Development Planning and Statistics (website). Accessed 28 September 2018. <https://www.mdps.gov.qa/en/qnv/Pages/HumanDevelopment.aspx>.
- “London reaps the benefits of lasting volunteering legacy.” Mayor of London (website). Accessed 15 October 2018. <https://www.london.gov.uk/press-releases-5699>.
- “Major Events Investment Guide.” *UK Sport*. Accessed 29 September 2018. https://www.uksport.gov.uk/~/_media/files/our-work/uk-sport-major-events-investment-guide-march-2017-final.pdf?la=en_
- “Our Work Volunteering.” *Sport England*. Accessed 28 September 2018. <https://www.sportengland.org/our-work/volunteering/>.
- “Planning a Sporting Legacy for major sporting events.” *Brook Sport Consulting* (Blog). Accessed 15 October 2018. <https://brooksportandleisure.wordpress.com/2010/10/25/planning-a-sporting-legacy-for-major-sporting-events/>.

“Social Development.” Ministry of Development Planning and Statistics (website). Accessed 28 September 2018. <https://www.mdps.gov.qa/en/qnv/Pages/SocialDevelopment.aspx>.

“The Legacy Runs on.” *SportCity Manchester*. Accessed 29 September 2018. <https://sportcity-manchester.com/the-legacy-runs-on/>.

“Voluntary work.” Hukoomi (website). Accessed 5 October 2018. <http://portal.www.gov.qa/wps/portal/topics/Religion+and+Community/voluntarywork>.

“Volunteer.” Cambridge Dictionary. Accessed 5 October 2018. <https://dictionary.cambridge.org/dictionary/english/volunteer>.

“Volunteering in Qatar.” Hukoomi (website). Accessed 5 October 2018. <http://portal.www.gov.qa/wps/portal/topics/Religion+and+Community/voluntarywork>.

“Volunteers are the unsung heroes of Sport.” *The Guardian*. Accessed 29 September. 2018. <https://www.theguardian.com/voluntary-sector-network/2014/dec/13/eddie-izzard-volunteers-communities-sport-olympics>.

Bang, Hyejin and Stephen D. Ross. “Volunteer motivation and satisfaction.” *Journal of Management Development* 32. No: 1 (2013): 63.

Baum, Tom and Leonie Lockstone. “Volunteers and mega sporting events; developing a research framework.” *International Journal of Event Management Research* 3 (2007): 32.

Caldwell, Linda and Kathleen Andereck. “Motives for initiating and continuing membership in a recreation-related voluntary association.” *Leisure Studies* 16. No: 1 (1994): 33-44.

Chelladurai, Paackianathan and Kerwin Shannon. *Human Resource Management in Sport and Recreation*. 3rd ed. Champaign. Illinois. Human Kinetics. 2017.

Cnaan, Ram and Robin Goldberg-Glen. “Measuring motivation to volunteer in human services.” *Journal of Applied Behavioral Science* 27. No: 3 (1991): 269.

Giannoulakis, Chrysostomos, Chien-Hsin Wang and Nathan Felver. “A modelling approach to sport volunteer satisfaction.” *International Journal of Event and Festival Management* 6. No: 3: 182-199.

Jones, Simon. “Volunteer motivations at sports events in Qatar”. Aspetar (website). Accessed 5 November 2018 <http://www.aspetar.com/journal/viewarticle.aspx?id=323>.

Nichols, Geoff and Rita Raiston. “Manchester Event Volunteers: A legacy and role model.” *Sheffield University Management School and Manchester Metropolitan University* (October 2011): 25. https://www.sheffield.ac.uk/polopoly_fs/1.227269!/file/MEV_2012_with_cover.pdf.

Strigas, Ethan. “The management and retention of sports volunteers.” In *Sport Management in the Middle East – A Case Study Analysis*. Mohammed Ben Sulayem, Sean O'Connor, David Hassan eds. Routledge. 2015.

Woodall, JR., J. South, K. Southby, K. Kinsella, E. May, A. Bagnall and S. Coan. “Exploring the experiences and impacts of volunteer applicants for the Glasgow 2014 Commonwealth Games.” *Project Report*. Glasgow Centre for Population Health (2016): 22.

Figure 1. – Ringuet, Caroline. “Volunteers in sport, motivations and commitment to volunteer roles, *Journal Sports and Society*.” Aspetar (website). Accessed 28th September 2018. <http://www.aspetar.com/journal/upload/PDF/2013112511249.pdf>.

Figure 2 – “As Good As They Give, Managing and Motivating Volunteers – Two way relationship.” Page 2.

Figure 3 – “Managing Volunteers”. Citizens Information Board, Ireland (website). Accessed 15th October 2018. http://www.citizensinformationboard.ie/downloads/training/Managing_Volunteers_08.pdf.

Figure 4 – “Volunteer Programme Timeline.” IAAF London 2017 (website). Accessed 15th October 2018. <http://www.london2017athletics.com/volunteer/howtovolunteer>.