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School of Creative & Cultural Industries

Delhi Flag Handover Ceremony 2010 volunteer project

Final Report

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Executive Summary

1. The Delhi Flag Handover Ceremony (DFHC) was a project delivered by Glasgow Life on behalf of the Glasgow 2014 Organising Committee. The Handover Ceremony took place towards the end of the 2010 Commonwealth Games in Delhi and reflects the passing of responsibility for the Games from one host to the next (i.e. Glasgow). This report reflects on Glasgow's approach to the DFHC, specifically its recruitment of a Mass Cast of 348 volunteers to participate in an 8-minute performance in Delhi. Glasgow sought to secure participation from across Scotland drawing on both semi-professional and amateur performers.
2. The research has been commissioned by Glasgow Life to explore the impact of participation in the DFHC on the personal, professional social and civic life of volunteers and to gain an understanding of the approach to volunteer participation and its implications for individuals, staff and other stakeholders. It forms part of a wider study by Glasgow Life that is examining the impact of the DFHC on staff development and organisational aspirations as well as a study of the impact and experience of those with disabilities. All three elements are reported separately.
3. The review of literature paid attention to motivations to volunteer, volunteer management and volunteering as a public policy tool. It found that volunteer motivations comprise a range of altruistic, social and material factors. Barriers to volunteering are associated with lack of time, not knowing people involved and not having the right skills or experience. The *psychological contract*, based on the volunteer's expectations of the organisation and the organisation's obligation to the volunteer, was found to be a crucial determinant of successful volunteer management. The unique, 'once in a lifetime' opportunity, associated with major sport events is an important motivator for volunteers as is the altruistic desire to give something back to society, sport, and the locale; the desire to be involved, feel useful, and be part of a team. Volunteer dissatisfaction can relate to the level of commitment required, over-demanding workloads, insufficient numbers of volunteers, tensions between volunteers, open public scrutiny, a lack of team spirit, a lack of appreciation, poor organization and leadership, a lack of tangible rewards and unfulfilling labour.
4. The research interventions included a review of 100-word pre-event applicant statements, pre-event focus group interviews, a pre-event structured questionnaire, post-event, strategic interviews and a post-event online survey.
5. Pre-event findings indicate that that *representation* was the most important motivator for participation in the DFHC with the nation/city being the most cited form of representation. Participation in the DFHC is an example of altruistic active citizenship in action, providing a firm basis for social capital to be developed in host communities post-event.

Other important motivating factors included the once in a lifetime opportunity and being part of a major event, particularly the social opportunities involved. Pre-event organisation was highly rated with some minor concerns regarding communication and the extent of skills utilisation. The Mass Cast was found to be unrepresentative of the traditional volunteer, being predominately young, mostly female, in further or higher education and demonstrably committed to volunteering with a strong desire to represent their country, city and host organisations.

6. Post-event findings confirmed that the DFHC had a unique vision of volunteering engagement in terms of major sporting events and a partnership-working structure that can operate as a model of good practice for future events. The partnership and governance approach to the delivery of the project between Glasgow Life and Glasgow 2014 needs to be built upon for the delivery of the ceremonies, volunteer programme and cultural programme for Glasgow 2014 CWG. The Mass Cast vision was also unique, securing significant representation for 'Scotland's Games', providing an exemplar for the management of event logistics, and for bringing together amateurs and professionals to create a coherent Team Delhi feel. The ambitious, unique approach to the creative vision for the Mass Cast performance was successfully realised by the DFHC project team. The learning experience and skills developed needed certificated accreditation but this had not been considered early enough though they did manage to provide certificates of participation. The findings suggest that there was an increased frequency of volunteering post-event by over a third of volunteers and post-event reflections on the management and organisation of the DFHC were very positive. Lastly, the wider dissemination of the outcomes of the DFHC through community events, local media, blogs and radio has been relatively extensive and needs to continue in some form if they are to maintain the positive impact and community engagement that was obvious throughout the country. There is a need to continue mapping the DFHC volunteer networks to ascertain the longer-term impacts that have resulted from this project.
7. In conclusion, the DFHC has impacted positively on the lives of the individuals participating in personal, professional, social and civic terms. The DFHC was a personal success for many and provided access to a network of new contacts which volunteers valued highly. Socially, volunteers made new friends and had their 'once in a lifetime' moment in the limelight. Additional volunteering engagement points to higher civic involvement in volunteers' host communities. The creation and mapping of the volunteer network throughout Scotland has been progressed, but in the short term it is difficult to assess the ongoing impacts of the DFHC. The DFHC ambassadors need to remain part of the Glasgow 2014 family if the early successes are to be built upon. For many the DFHC provided an opportunity for participants to extend their cultural horizons and experiences especially those who would not

have had the cultural or social capital to engage in this type of activity previously.

8. In making recommendations for the future, volunteer motivations need to be more fully understood at the outset with the development of robust recruitment and training plans which match the requirements of volunteers most likely to have the greatest rewards for event organisers. Accredited learning opportunities should be offered and allowing volunteers to participate (and communicate) in civic engagement activities earlier in the process will reap positive benefits for Glasgow 2014. More developed management and organisation procedures, contracts, training and rewards will strengthen the psychological contract between the host organisation and its volunteers. The offer of guidance to local authorities through more contact with the Handover Links, especially on issues of time off work, expectations of the community and funding of places could help with the perception of fairness. The development of a robust system to deal with social and welfare issues would save time for the coordinators and managers and ensure healthy and happy volunteers. A clear and holistic process for managing post-event relationships is required to ensure the positive experiences can be maximised. Ongoing research with volunteers and Handover Links is needed to understand more about whether the longer-term legacies in communities around Scotland are being achieved.

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1.0 Background and introduction

Whilst the study of distinct events-related phenomena has grown significantly over the last two decades, there remains a knowledge gap pertaining to the social impact (s) of major sporting events. A significant body of literature already exists in respect of the economic contribution of events and festivals (see Evans, 2005; Choong-Ki & Taylor, 2005; Snowball and Willis, 2006; Long and Owen, 2006) but until recently the social and cultural benefits of events have been neglected. However, as the extent of economic return from major events has been subject to increased scrutiny, the focus has turned to the verification of the social impact of events for, and on, host communities.

The theoretical basis underpinning the social case for events is built on the view that they can work as the 'social glue' of communities by aiding capacity building and through cementing a sense of place identity (whether a nation, a city or a neighbourhood). Proponents argue that events and festivals can help address feelings of alienation and social isolation experienced in some of the most challenging community circumstances. Arai & Pedlar (2004: 199) suggest that festivals can, 'reconnect leisure with the quality of community life, social engagement, and the achievement of the common good'. Other 'social benefits' are linked to feelings of pride in the host city engendered by the hosting of a large-scale event. McDonnell et al (1999) have defined a series of positive social impacts emanating from the hosting of events. Firstly, they argue for the benefits of generating shared experience which can replace other forms of collective solidarity which have diminished in importance (e.g. trade unions, political parties). McDonnell et al also propose that the development of community pride – of subjective feelings of hope and a renewed achievement orientation - represents a positive social outcome of event hosting. Taken a step further, this renewed community pride can, it is claimed, lever additional community participation, engagement and ownership. Others offer the opportunity for citizens to extend their cultural horizons and experiences as a positive externality accruing from hosting large-scale events. Much of the existing research alludes to the role of events in building social and human capital, but fails to adequately detail how and why these outcomes are achieved.

Whilst a lot is known about social capital, there remain many questions as to how successful social networks could be forged through events. As a concept, social capital has attracted a significant amount of attention in recent years as fears over the fragmentation of communities and a generalised decline in civic engagement has increased. The term has, variously, been associated with the work of Jacobs (1961), Bourdieu (1986), Coleman (1988) Hall (1999) and Putnam (1993; 2000) and is most often used to terms including networks (bonding or bridging), community connectedness, feelings of trust and safety, a sense of belonging, reciprocity, civic participation, citizen power and proactivity. The social capital literature is clear on the benefits of social networks on health, community development and entrepreneurial success but more work needs to be done to ascertain its value to events. Proponents argue that events can certainly be successful in generating valuable social capital linkages because they permit dialogue and relationships to form

across age, gender, social class and ethnic categories which are otherwise very difficult to bridge. Moreover, the potential contribution of events and festivals in strengthening social capital is increasingly prevalent in the 'case' for hosting a variety of large and small scale events. For example, Misener and Mason (2006) have tied the idea of social capital with sporting event legacy using the case of Manchester's 2002 Commonwealth Games as an example. They argue that in studying events consideration has been given over to physical and human capital (the skills and training needs to deliver major events), but too little attention has been paid to the social capital concept. In other words, we know a lot about physical capital in terms of equipment, real estate, and physical infrastructural legacies and have a growing knowledge of human capital relating to the recruitment of a skilled volunteer force and the knowledge base derived from planning and delivering large scale events. However, the social capital relationship with large scale sporting events has been much less well researched - how mutual reciprocity can be embedded in social and community networks to enable sustainable community action. It is here that human capital, in the form of volunteering (for this particular proposal) meets social capital – extended and sustainable networks – and which can generate useful new knowledge for event organisers. Taking a strategic approach to volunteering can help to combine the physical, the human and the social (and perhaps, with educational programmes, the cultural too), enhancing skills, fostering networks and widening cultural experiences.

If, as the theory suggests, events can generate a sense of collective responsibility by encouraging participation in community initiatives, then the potential for long lasting social value from events can be secured. Manchester's 2002 Commonwealth Games provides a useful exemplar. With a similar social purpose to Glasgow (i.e. social integration, poverty reduction and decreased social exclusion) Manchester used the Commonwealth Games to generate social capital in its most disenfranchised communities – with volunteering at its heart. The development of structures which enable citizen volunteering to be embedded within the event production process and drawing from stakeholders across the spectrum of the host population (and even further afield) is a meaningful 'legacy' for the host community. Glasgow's strategic volunteering framework provides an example of where community members (especially those in disadvantaged communities) will be able to build human capital (skills and competencies), which will have lasting impact beyond Glasgow 2014 itself. Of course, the DFHC is of a different order from the core volunteering strategy, but Glasgow's approach to recruitment and engagement does have some unique qualities which will be discussed throughout the remainder of the report.

1.1 School of Creative & Cultural Industries Research team profile

The research team involved in this project included Dr David McGillivray and Professor Gayle McPherson, along with the support of Mr Andrew Murray and Ms Clare Mackay (research assistants). Dr McGillivray and Professor McPherson conducted the research with volunteers who went to Delhi. This

team contains researchers who have many years of experience working with local communities and a track record in producing events, festivals, tourism and leisure consultancy work.

- Dr David McGillivray and Professor Gayle McPherson provided overall strategic direction for the project, conducted most of the fieldwork and liaised closely with the client, Glasgow Life. They are also the principal authors of the final report.
- Mr Andrew Murray managed the data entry and data analysis of the pre-Delhi volunteer survey.
- Ms Clare Mackay conducted desk research on the volunteering experience at a range of sports events and drafted a literature review which formed the basis of the research design for this project.

Together the team has contributed to the research design, data gathering and analysis of information relating to the DFHC project. This report seeks to present both a description of the information gathered and an analysis of the principal findings. This report will outline a review of volunteering literature (section 2 before presenting the overarching methodology used to conduct and inform the research (section 3). The key findings and analysis of data conducted before and after the DFHC are presented in section 4. Conclusions, and recommendations are given in section 5. The report highlights good practice, processes that were successful, areas where lessons can be learned and improvements that can be introduced for the Glasgow 2014 Games itself and the legacy that it leaves for the city and Scotland with a mapping of networks as a model for others to follow.

2.0 Contextualising major event volunteering: A review of literature

Before reviewing the literature relating to volunteering in the specific context of major sporting events (and therefore relevant to the DFHC), it is prudent to consider some of the academic and policy literature pertaining to volunteering in general. The review then considers why people volunteer and the barriers that constrain them from doing so, before looking at the management of volunteers through a critical lens. Having discussed volunteering in general, the review goes on to consider volunteering in the specific context of major sporting events, considering how the conceptual dimension of volunteering has been extended to define major sporting event volunteers, the practice and profile of major sporting event volunteers and motivations for volunteering. A consideration of how major sporting event volunteering can be leveraged to create sustainable legacy concludes the review.

2.1 Volunteering: from theory to practice

The voluntary act of 'lend[ing] a helping hand' has historically been an important feature of society, particularly in times of crisis (Gillette, 2001: 21). The 1997 National Survey of Volunteering, the most comprehensive study of voluntary activity in the UK to date, defines volunteering as 'any activity which involves spending time, unpaid, doing something which aims to benefit someone (individuals or groups) other than or in addition to close relatives, or to benefit the environment' (Davis-Smith, 1998: 13-14). The Scottish Executive (2004: 1) defines volunteering as:

the giving of time or energy through a third party, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, environment, and society at large. It is a choice undertaken of one's own free will, and is not motivated primarily for financial gain or for a wage or salary.

Cnaan, Handy, and Wadsworth (1996) analysed the eleven most commonly cited definitions of volunteering - from the general to the specific - by academics and practitioners from a variety of disciplines, and found that each of the definitions comprised four main dimensions, each with a continuum of categories ranging from 'broad' to 'pure'. The elements that Cnaan et al (1996) found to be common to definitions of volunteering are:

1. The nature of the voluntary act and the degree to which the decision to volunteer is through obligation, is relatively un-coerced, or is of free will;
2. Whether the nature of the reward is that there is a stipend or low pay, expenses or reimbursement, no expected reward, or no reward;
3. Whether the structure of the volunteering is informal and through a casual arrangement with a friend or neighbour or formal and undertaken through an organisation, and;
4. Whether the volunteering is for the benefit of the volunteer themselves, friends or relatives or others unknown to the volunteer.

Davis-Smith (1999: 4) adds a fifth dimension to Cnaan et al's (1996) conceptual framework of volunteering: the level of commitment, ranging from 'sporadic' to 'high'. Cnaan et al (1996) conducted empirical research on people's perceptions of volunteering to test their findings and found that people perceived voluntary activity to be towards the 'purist' form of volunteering. Hence, the sample perceived a 'volunteer' to be someone who formally helps others who are unknown to themselves through their own free will for no remuneration. Cnaan et al's (1996) findings suggest that people may be engaged in voluntary activity without perceiving it to be such. Research on volunteering thus tends to avoid using the elusive concept and instead asks people about the type and nature of activities that they are involved in. This is the approach taken by the 1997 National Survey of Volunteering and the 2009 Scottish Household Survey. This suggests that volunteering could be a plausible vehicle for generating social capital as it is an extension of behaviours which are embedded in people's everyday support of family and friends. This is not, however, how volunteering has become 'managed' in the major event context (see section 2.5).

2.2 Volunteering: A public policy tool

Over the last decade, volunteering has become increasingly prevalent in public policy discourses. This is illustrated at the global and European level by the *United Nations Year of Volunteering* in 2001; the *Manifesto for Volunteering in Europe*; the *European Year of Volunteering 2011*; and at the national level in the UK, the establishment of the *Volunteer Centre* (now *Volunteering England*); the *Make a Difference* initiative; *Millennium Volunteers*; and the *Year of the Volunteer* in 2001 (Rochester, 2006). The establishment of *Volunteer Development Scotland* (1984) and 50 volunteer centres across the country; the *Scottish Millennium Volunteers Programme*; and the Scottish Executive's (2004) *Volunteering Strategy*, suggest that volunteering is similarly important for the UK's devolved administrations. Aside from the economic benefits that volunteering provides for organisations, a growing body of evidence indicates that volunteering can benefit the economy by helping those excluded from the labour market to get back to work by providing them with skills, experience, and qualifications (Scottish Executive, 2004), and allowing them to build professional networks. In addition to the economic benefits, volunteering is increasingly being seen as a means of creating 'softer' more intangible benefits such as the opportunity to build social networks and capital (Misener and Mason, 2006), create a sense of community and citizenship (Rochester, 2006), civic and national pride (Baum and Lockstone, 2007), aid social inclusion and cohesion, and increase equality (Rochester, 2006). Volunteering strategies can thus be seen as cross cutting policies that can create positive externalities in the areas of health and wellbeing, education, and criminal justice, as well as wider society (Scottish Executive, 2004).

The 2009 Scottish Household Survey found that the type of organisation or group that respondents are most likely to volunteer to help for are those relating to children's activities associated with schools, or youth or children

outside school (22%), followed by those relating to health, disability, and social welfare (18%). Within these organisations or groups, volunteers primarily give general help (40%), raise funds (30%), and help to organise or run events or activities (28%) (The Scottish Government, 2010). In the areas that represent the Scottish Index of Multiple Deprivation's 15% most deprived, of which the highest concentrations are in Glasgow (Scottish Government, 2009), the types of organisations and groups attracting people to volunteer differ to those attracting interest in the rest of Scotland (The Scottish Government, 2010). The Scottish Government's (2010) annual report suggests that in SIMD areas there is lower participation rates, with statistically significant differences found within youth or child organisations (15% compared to 23% in the rest of Scotland); sport and exercise (9% compared to 15% in the rest of Scotland); and hobbies, recreation, arts, and social clubs (6% compared to 15% in the rest of Scotland). The importance of these findings is that the aims of Glasgow 2014 to target volunteer recruitment from the city's most disadvantaged communities will be challenging because volunteering continues to attract participation from those with the most educational cultural capital (Bourdieu, 1984).

The 1997 National Survey of Volunteering found that those aged 45 – 54 are the most likely to volunteer (57%), followed by those aged 35 – 44 and 25 – 34 (52%); 65 – 74; 18 – 24; 55 – 64; and 75+. In terms of gender, the survey found the split to be relatively equal. However, in terms of ethnicity, the survey suggests that White (49%) is the predominant ethnic group. Similarly, those who are self-employed (58%) are more likely to be involved in volunteering than employees (53%) or the unemployed (42%). Of those outside the labour market, respondents in full time education or looking after the home or family (52%) are more likely to be involved in volunteering than those who are permanently retired (40%); unemployed and seeking work (38%); or out of work due to sickness or disability (29%) (Davis-Smith, 1998). The 2009 Scottish Household Survey found that there are more females than males engaged in volunteering across all age groups with the exception of the 16 – 24 year old age group which has a higher proportion of males (29%) than females, and the over 75 age group which shows a decline in volunteering, with only 19% of men and 18% of women involved in voluntary activity. However, of the total number of adults in Scotland that volunteered in the last year (28%), the gender split was relatively equal. The survey reveals that the unemployed (16%) and the long-term sick and disabled (14%) are less likely to volunteer than those in employment or education while those who are self-employed (37%) or in higher or further education (36%) are the most likely to be involved in volunteering. The data relating to volunteering and economic situation is corroborated by the data relating to the number of volunteers in the 15% most deprived areas which reveals that only 15% of adults had been engaged in volunteering in the past year compared to 31% in the rest of Scotland (Scottish Government, 2010). However, there are not only 'differences in levels of volunteering between different groups in the population, [but] there [are] also differences in the ... area of involvement' (Davis-Smith, 1998: 45).

2.3 Volunteer Motivations

A number of studies have suggested that the motivation to volunteer is two-dimensional (Hoye and Cuskelly, 2009). Gidron (1978 cited in Cnaan and Goldberg-Glen, 1991) for example, applied Herzberg's two-factor theory of intrinsic motives and extrinsic hygiene factors, or dissatisfiers, to volunteer motivation. Horton-Smith (1981), Clary and Miller (1986), Frisch and Gerrard (1981), and Latting (1990) also posit a two-dimensional model of volunteer motivation but distinguish between tangible egoistic rewards and intangible altruistic benefits (Cnaan and Goldberg-Glen, 1991). Similarly, Stebbins (1996) suggests that the primary motivations for volunteering are self-interestedness and altruism; both of which 'can serve as mainsprings for leisure behaviour' (Stebbins, 2003: 2). Morrow-Howell and Mui (1989 cited in Cnaan and Goldberg-Glen, 1991: 274) propose that the motivation to volunteer is three-dimensional, comprising altruistic, social and material factors.

Cnaan and Goldberg-Glen (1991) tested the two and three-dimensional models of motivation to volunteer and results revealed that the most common motives for volunteering were altruistic. This was followed by egoistic, social, and material motives. Similarly, Clary and Snyder (1999) argue that volunteer's motivations do not fall neatly within a single category as some motivations combine categories, and some people have more than one motive for volunteering. Clary and Snyder (1999) however, propose a complex model of motivation to volunteer which includes six categories. They suggest that volunteering allows individuals to 'express or act on important *values* like humanitarianism'; broaden their *understanding*; seek personal *enhancement*; boost their *career* or *social* life, or to escape or address their problems thus providing them with *protection*. They developed the Volunteer Functions Inventory, a list of statements representative of these functions or motivations, to test the six-factor motivational model and found support for it over time and across a variety of samples. Clary and Snyder (1999) found that expressing or acting on values that are important to them, broadening understanding and enhancement are typically the most important motivations for volunteers while boosting their career or social life or volunteering for protection to escape or address their social problems are less important.

Clary, Snyder, and Stukas (1996) found that motivations for volunteering nevertheless varied according to the type of voluntary activity, demographic group and the duration that an individual had been a volunteer. In terms of volunteering activity, Clary et al (1996) suggest that the values function may drive the initial motivation to volunteer but that other motivations then guide the selection of a specific activity. In terms of demography, there was no difference between male and female motivations with the most important functions being values, enhancement, and social. The career, understanding, and protective functions were more important to younger respondents than older members of the sample. In terms of the link between motivation and level of educational attainment, less educated respondents were more likely to be motivated by the career and protective functions. This was corroborated by the findings relating to motivation and income which revealed that although

the importance of the functions were similar across all income levels, those with higher incomes were less likely to be motivated by the career or protective functions than those with lower incomes. The motivations for volunteering can also be seen as the expectations (Hoye and Cuskelly, 2009) or types of benefits gained from volunteering (Holmes and Smith, 2009).

In terms of barriers to volunteering, the 1997 National Survey of Volunteering found that the most common reasons given by non-volunteers for not volunteering are lack of time (58%), not knowing people involved in volunteering (53%); not having the right skills or experience to help (52%); having enough problems (45%); that they would not be able to stop if they got involved (40%); not knowing how to get involved (39%); the bureaucracy involved with volunteering (36%); that they would not be of much help (35%); their family or partner not wanting them to get involved (24%); or that they were too old; or would end up out of pocket (21%). For former volunteers, the decision to stop volunteering was most commonly associated with a change in lifestyle. For those who indicated that they had stopped volunteering for another reason, the most commonly cited reasons were that they no longer had time to volunteer and that it was getting too much for them (Davis-Smith, 1998). However, like the profile of volunteers, and volunteer motivation, Sundeen, Raskoff, and Garcia (2007) suggest that barriers to volunteering vary according to demographic group. Consequently:

those who lack the resource of available time tend to have greater personal and social resources and are either in economic statuses or family and gender roles that create demands on their discretionary time for activities other than volunteering, while those with a lack of interest have fewer of these resources and occupy statuses and roles that do not support volunteering to formal organizations or family residential situations that do not promote interest in volunteering (Sundeen, Raskoff, and Garcia, 2007: 295).

This idea is supported by the 1997 National Survey of Volunteering which found that people were more likely to volunteer if they had grown up in a family where volunteering was the norm (Davis-Smith, 1998). Whereas research suggests that the stereotypical image of volunteering as a 'white, middle-class, middle-aged' (National Institute of Volunteering, undated, cited in Rochester, 2006: 15) pursuit acts as a barrier to younger and older members of society; people from black and minority ethnic communities; ex-offenders; and people with disabilities. For these groups, concern over how they may be viewed by others acts as a further barrier to volunteering (Rochester, 2006).

Now that the conceptual and practical dimensions of volunteering have been discussed, a portrait of the volunteer profile has been painted, and the motivations for and barriers to volunteering have been outlined, the review of literature turns to managing the volunteer experience.

2.4 Managing the volunteer experience

Holmes and Smith (2009: 107) point out that 'recruitment ... is a two-way activity, with volunteers selecting the organization as much as the organization selects the volunteers'. Organisations that attempt to address the barriers to volunteering should thus be more successful in terms of recruitment and retention (Barnes and Sharpe, 2009). Consequently, Barnes and Sharpe (2009) propose that organisations offer volunteers' flexibility to suit their lifestyles and that off-putting bureaucratic control mechanisms are kept to a minimum. Being asked to volunteer is nevertheless perceived to be the most successful method of volunteer recruitment (Rochester, 2006). Similarly, a link to the organisation can provide a route to volunteering (Davis-Smith, 1998). Thus 'customers, clients, suppliers and members can be important sources of volunteer labour' (Holmes and Smith, 2009: 95). These methods of recruitment can 'result in a homogenous group of volunteers' (Holmes and Smith, 2009: 106). However, Holmes and Smith (2009: 106) propose that 'homogeneity can be beneficial as volunteers will have shared interests and social networks' which can aid retention.

A marketing strategy is required to attract potential volunteers to the organisation (Holmes and Smith, 2009). Low, Butt, Paine, and Davis-Smith (2007) suggest that the local media and an organisation's website are important mediums through which to advertise volunteering opportunities. Holmes and Smith (2009: 95) note that as well as inspiring people to volunteer and promoting the benefits of the experience, the recruitment campaign should 'create realistic expectations of roles and commitment, communicate core values of the organisation, and the support ... a volunteer can expect'. Although potential volunteers can be discouraged by rational and bureaucratic managerial procedures as mentioned previously (Davis-Smith, 1998), Holmes and Smith (2009) suggest that it is good practice for organisations to mirror employment practice by providing a job description and person specification. Similarly, they suggest that selecting volunteers on the basis of a screening process involving mechanisms such as application forms, references, disclosure checks, and interviews is an effective means of ensuring a good match between the organisation and volunteers thus impacting positively on the experience of the latter and in turn, retention.

Ralston, Downward, and Lumsdon (2004) suggest that as soon as a volunteer's application has been accepted, they form a psychological contract with the organisation. A psychological contract is based on the volunteer's expectations of the organisation and the organisation's obligations to the volunteer. If volunteers feel that the organisation meets its obligations and fulfils its side of the psychological contract it has a positive impact on their motivation and commitment, and thus retention (Starnes, 2007). On the other hand, Starnes (2007) found that when volunteers felt that there had been a breach of the psychological contract and the organisation had not fulfilled its obligations, volunteers' commitment decreased and they reduced the number of hours that they were willing to provide. Ralston et al (2004: 17) suggest that volunteers' perception of the psychological contract is based largely on organisational 'rhetoric'. It is thus important that organisations provide

volunteers with 'clear and comprehensive information' (Nichols, 2009: 229). Similarly, Ralston et al (2004: 24) suggest that since the early stages of the psychological contract 'are based largely on trust ... early contact or activities are essential in validating this trust that expectations will be fulfilled'. Ralston et al (2004: 23) thus advocate 'involving volunteers at orientation, induction and training sessions'.

Holmes and Smith (2009:109) further emphasise that 'training should set and manage the expectations of volunteers and impacts on their satisfaction, effectiveness, retention and a volunteer's sense of competency in their role', as does a lack of, or inadequate training. Training provides volunteers with an 'opportunity to learn about the organization or its subject matter [which] can be a key motivator and reward' (Holmes and Smith, 2009: 109). However, training also 'has a social role and contributes to the development of a strong volunteer team' by helping to bring together new or returning groups of volunteers by facilitating integration (Holmes and Smith, 2009: 109). The type of training clearly should relate to the duration of the voluntary activity but it is nevertheless good practice for all volunteers to receive an induction that introduces them to the organisation and provides them with basic health and safety training. Since recruiting, selecting, and training volunteers can be costly in terms of time and money, making them feel valued by rewarding them can help to aid retention. Although organisations often provide tangible rewards such as T-shirts that help the volunteer to feel a part of the organisation, Holmes and Smith (2009) suggest that volunteers place more value in intangible rewards such as a simple 'thank you' for their efforts. They nevertheless suggest that matching rewards to volunteer motivation will be particularly effective in terms of retention.

The above discussion of the management practices of recruitment, selection, training, and recognition, illustrates that the 'current dominant discourse on volunteering draws on business practices and stresses a formalized and rationalized approach to 'managing' volunteers' (Barnes and Sharpe, 2009: 173). Hager and Brudney (2004) suggest that such an approach is indicative of the professionalisation of volunteer management. However, Hager and Brudney (2004), Cuskelly, Taylor, Hoyer, and Darcy (2006), and Low et al. (2007) found that the extent to which organisations actually adopt such practices is variable, as is their success in terms of retention. The preceding review of literature on volunteering has provided a critical discussion of the conceptual and practical dimension of volunteering, the profile of volunteers, the motivations and barriers to volunteering and the management of volunteers but it is now necessary to contextualise that literature to the context of major sporting events, as this was the environment within which DFHC volunteers were recruited.

2.5 Volunteering at Major Sporting Events

The importance of volunteering at major sporting events can be traced to the 1980s when 6703 volunteers were involved in the 1980 Lake Placid Winter Olympics (Green and Chalip, 2003) and the organisers of the 1984 'capitalist' (Burbank, Andranovich, and Heying, 2001: 166) Olympic Games in Los

Angeles built a volunteer army of an unprecedented size to help achieve their aim of maximising profit while minimising expenditure (Green and Chalip, 2003; Wilson, 1996). Green and Chalip (2003) note that the number of volunteers involved in major sporting events has continued to increase since the LA Olympic Games, and Auld, Cuskelly, and Harrington (2009) suggest that major sporting events have grown to the extent that they simply could not be staged without the vast numbers of volunteers that lend their support.

Baum and Lockstone (2007) build on Cnaan et al (1996) and Davis-Smith's (1999) conceptual framework of volunteering to frame their critical discussion of the suitability of definitions of volunteering for major sporting event volunteers and draw a distinction between 'continuous or successive' volunteering and 'discrete or episodic' volunteering. Harrison (1995 cited in Baum and Lockstone, 2007) suggests that discrete or episodic volunteers - such as major sporting event volunteers - are customised in their choice of activity. Similarly, Baum and Lockstone (2007) note the relevance of Hustinx and Lammertyn's (2004) distinction between collective and unconditional volunteers who volunteer regularly over a period of time and have strong ties to the organisation for which they volunteer, and reflexive and distant volunteers who volunteer infrequently, offer less of their time over a short-term period yet are focused in their choice of voluntary activity and may also 'demonstrate a strong sense of loyalty to their organisation and its mission' (Baum and Lockstone, 2007: 34). Likewise, Stebbins (2004: 7) suggests that sport event volunteering can be seen as participating in 'project based leisure' which he defines as 'short-term, reasonably complicated, one-off or occasional, though infrequent, creative undertaking carried out in free time'. According to Stebbins (2004: 7) 'project based leisure ... requires considerable planning, effort, and sometimes skill or knowledge'.

Major sporting event volunteers are similar to general volunteers and sports volunteers in that they are likely to be 'highly educated and come from professional occupations' (Treuren and Monga, 2002 cited in Cuskelly, Hoyer, and Auld, 2006: 138). A number of studies suggest that major sporting event volunteers are a fairly homogenous group that reflect the gender and age profile of participants and spectators of the sports involved (Coyne and Coyne, 2001; Holmes and Smith, 2009; Pauline and Pauline, 2009;). However, Holmes and Smith (2009: 143) and Ralston et al (2005) suggest that 'the international and often intercultural appeal' of major sporting events such as the Olympics and Commonwealth Games means that they attract large numbers of volunteers with a wide range of volunteer profiles (Ralston et al, 2005).

Treuren and Monga (2002a cited in Auld et al, 2009: 185) contend that 'the demographic features of event volunteers can vary significantly from those suggested in the volunteer literature'. However, Ralston et al (2003: 5 - 6) suggest that the demographic characteristics of the 10,500 volunteers at the 2002 Commonwealth Games in Manchester 'were similar, in many respects to those identified in ... the 1997 National Survey of Volunteering'. '19.5 per cent of volunteers were under 24' however 'there was an even spread of volunteers between 18 and 64 years of age', with 'some evidence to suggest

an increase in volunteering with age' (Downward and Ralston, 2005: 19). In terms of employment status, 'full-time employees comprised the largest single group of volunteers but those in education and retirees were equally balanced' (Downward and Ralston, 2005: 19). '76 per cent had previous experience of volunteering, with 58% of these individuals describing themselves as regular volunteers' (Downward et al, 2005: 7) who 'gave up to six hours per week to their volunteer activities'. Males nevertheless spent more hours per week volunteering than females, and on average, males had been involved in voluntary work for longer than females (Downward et al, 2005: 228). 'The mean experience of volunteers' was 164 months (approximately 13.6 years)' (Downward and Ralston, 2003: 20). Downward and Ralston (2005: 20) suggest that 'this reflects a sustained commitment to volunteering on the part of many respondents'. 'The most common area for volunteering was in sport (54% of those with previous volunteering experience had been a sports volunteer) followed by voluntary work in the community (46%) and in education (32%)' (Ralston et al, 2003: 7). This seems to contradict Lockstone and Baum's (2009: 215) suggestion that major sporting events appear to attract 'a relatively closed "subset" of volunteers who do not cross over to [or] from other voluntary activities to any significant extent'.

2.6 Motivations for volunteering at major sporting events

A number of studies relating to the motivation of major sporting event volunteers have been based on scales adapted from the work of Cnaan and Goldberg-Glen (1991). Farrell, Johnston, and Twynam (1998), for example, developed the 28-item Special Event Volunteer Motivation Scale to explore the motivations of 300 volunteers at the Canadian Women's Curling Championship. Farrell et al (1998) found that the motivations of major sporting event volunteers could be grouped into four categories:

1. Purposive (useful contribution to society)
2. Solidarity (interaction, group identification and networking)
3. External traditions (family traditions and volunteer career)
4. Commitments (external expectations and personal skills)

Farrell et al. (1998) found that volunteers were most likely to be motivated by the purposive dimension and least likely to be motivated by external conditions and commitments. Similarly, Wang (2006) tested five categories of motivation: altruistic, community concern, personal development, ego enhancement, and social approval. Yet, Wang (2006) found that for major sporting event volunteers, only the latter three 'had positive impacts on the intention to volunteer'. Ego enhancement had the largest effect on intention to volunteer, followed by personal development and social approval (Wang, 2006). Wang's (2006) findings suggest that the motivation to volunteer at major sporting events varies according to the event. This idea is supported by Coyne and Coyne (2001) who found that volunteers at the Honda Classic Professional Golfers Association (PGA) Tournament in Florida were primarily motivated by their 'love of golf'.

Similarly, Giannoulakis, Wang, and Gray (2008) developed the Olympic Volunteer Motivation Scale and found that volunteers at the 2004 Olympic Games in Athens were primarily motivated by Olympic related factors. They suggest that as the 'greatest show on earth', the Olympic Games perhaps attracts people to volunteer for reasons that differ to other sporting events. Bang, Alexandris and Ross (2009) tested a revised version of the VMS and found that expression of values was the most important motivation for the volunteers studied, followed by patriotism, love of sport, interpersonal contacts, personal growth, career orientation and extrinsic rewards. Karkatsoulis and Michalopoulos (2005: 588) meanwhile, reveal that findings from an opinion poll conducted 'among a sample of 2,000 individuals aged 18 through 65' who had applied to volunteer at the 2004 Olympic Games suggests that the main motivation for volunteering was to make 'a contribution to the motherland'. This was followed by the opportunity to be part of a unique experience, and 'the importance of the objective' (Karkatsoulis and Michalopoulos, 2005: 588).

Downward and Ralston (2005) conducted a qualitative study prior to the 2002 Commonwealth Games and found that the primary motivations for volunteering were the altruistic desire 'to give something back to society', sport, and Manchester; the desire to be involved, feel useful, and be part of a team; and the desire to be part of a unique experience like the Commonwealth Games (Ralston et al, 2004: 23). These findings are supported by MacLean and Hamm (2007, cited in Holmes and Smith, 2009: 88) who suggest that the motivation to volunteer at peripatetic events is driven by the desire to promote and advance the community. Hoye and Cuskelly (2009) however, suggest that the motivations of major sporting event volunteers change over time. Ralston et al (2005) conducted research to explore the motivations of Manchester's 2002 Commonwealth Games volunteers both prior to, and post event. The survey revealed that volunteers were primarily motivated by the excitement of the Games, the opportunity to experience 'the chance of a lifetime' and to meet 'interesting people' (Downward et al, 2005: 512 – 513). This was followed by the opportunity to support sport, do something useful for the community, and be part of a team. Over time, 'the chance of lifetime' motivation decreased in importance, whilst 'doing something useful for the community', 'being part of a team', and helping Manchester and the North West' became stronger motivations. Some of these changes can, of course, be put down to volunteer management interventions, but it does indicate that motivations are fluid and do not remain the same.

The DFHC volunteers though, were not simply major sporting event volunteers as their role was to perform a dramatic dance as part of a mass cast at the Closing Ceremony of the 2010 Commonwealth Games in Delhi. Monga's (2006) study however, indicates that motivations for volunteering at sporting and cultural events are analogous. Moreover, like the volunteers at the 2002 Commonwealth Games in Manchester, Lawson (2009) suggests that amateur dancers are motivated by excitement, esteem, and being part of a community or team. Other motives for being involved in amateur dance include: having fun; escapism; and seeking a new identity. It thus seems

likely that the DFHC volunteers will have similar motivations for volunteering as those who volunteered at the 2002 Commonwealth Games in Manchester. However, the DFHC volunteers were required to travel to the other side of the world to undertake their role. It thus seems that their motivations may also be similar to the volunteers who travelled to Athens to undertake voluntary roles at the 2004 Olympic Games. Fairley, Kellet, and Green (2007, cited in Chanavat and Ferrand, 2010: 244) suggest that the main motivations of these volunteers were: 'nostalgia, camaraderie and friendship, [the] Olympic connection, and [the] sharing and acknowledgement of their expertise'.

2.7 Managing Major Sporting Event Volunteers

'Although there is some evidence of a very small band of volunteers who follow events on a global basis', the episodic nature of major sporting events means that in contrast to other volunteering settings and events that take place periodically, major sporting events do not have a pool of regular volunteers (Holmes and Smith, 2009: 102). A volunteer programme is thus needed to build and manage the army of volunteers required for the event (Chanavat and Ferrand, 2010). Given the scale and complexity of major sporting events, a long leadtime is usually required. The recruitment process for the 2006 Commonwealth Games for example, began 15 months prior to the event (Lockstone and Baum, 2009). Before recruitment, an evaluation of the roles and tasks required to stage the event is needed to determine the number of volunteers required (Chappelet, 2000). For an event like the DFHC, this was dependent upon the creative vision which was not decided until relatively late in the process – leaving less time for volunteer recruitment than would have been wanted. Holmes and Smith (2009: 102) also suggest that, to be successful, a volunteer programme launch may be used 'to generate hype in the host community about the forthcoming event' through a variety of advertising mediums including 'television, radio, newspapers, flyers, the Internet' and the use of event ambassadors such as sports celebrities (Chanavat and Ferrand, 2010).

Although major sporting events often require vast numbers of volunteers, the supply often exceeds demand, hence recruitment campaigns are often targeted at universities, clubs, and sponsorship communities rather than the general public, particularly for areas that require a certain type of expertise (Chappelet, 2000). Whilst Holmes and Smith (2009) suggest that volunteer recruitment campaigns should be targeted at groups that are under-represented in volunteering, Smith and Fox (2007: 10) argue that this 'has been notoriously difficult to achieve'. In addition to targeting different groups, the literature on sports event volunteering suggests targeting recruitment campaigns towards volunteer motivations (Hoye and Cuskelly, 2009), and as suggested above, the barriers faced by volunteers (Cleave and Doherty, 2005). Ralston, Lumsdon, and Downward (2005) and Nichols (2009) thus suggest emphasising the 'once in a lifetime opportunity' that volunteering at a major sporting event offers. Pauline and Pauline (2009) suggest that if sporting knowledge is not necessary, this should be emphasised in the recruitment materials to help attract a broader spectrum of volunteers. Given that one of the major barriers faced by potential volunteers is a lack of time,

Cleave and Doherty (2005) propose that recruitment campaigns offer volunteers' flexibility and voluntary positions that require 'shorter commitments' – this was not possible for the DFHC due to its uniqueness. Cleave and Doherty (2005) recommend that recruitment materials make the requirements and expectations of volunteers explicit to help reduce anxiety over 'the fear of the unknown, lack of skills ... and the application process'. The recruitment materials for the 'Count Yourself In' volunteer programme for the 2002 Commonwealth Games in Manchester for example, stipulated that volunteers would be required to work 'for at least 10 days of the two week event'; attend 'an interview and training sessions', be 'aged 16 years or over, and be able to provide their own accommodation' (Lockstone and Baum, 2009: 103).

Applicants who applied to volunteer at the 2006 Commonwealth Games in Melbourne were interviewed by telephone then assessed at roadshows held in each of the Australian capitals (Lockstone and Baum, 2009). The 2006 Winter Olympics in Torino on the other hand, benefited from the expertise of its sponsor Addecco - a recruitment company – which provided staff to aid the recruitment and selection of volunteers. A more innovative approach was adopted by the organisers of the 2000 Olympic Games in Sydney who 'trained 500 university students studying human resources to conduct many of the volunteer selection interviews' (Lockstone and Baum, 2009: 103). Likewise, a number of volunteers at the 2002 Commonwealth Games in Manchester were 'interviewed by other long-term volunteers' (Ralston et al, 2004: 21). According to Chappelet (2000: 252) volunteer 'selection should be made on the basis of skills, candidates' preferences, and any accommodation and transport constraints'. Volunteers at the 2002 Commonwealth Games in Manchester however felt that their preferences and 'skills were rarely taken into account during the recruitment process' (Ralston et al, 2004: 21).

Given that the psychological contract between the volunteers and the organisation begins in the initial stage of correspondence, it is important that organisers' nurture the relationship in the lead up to the event in order to maintain volunteer motivation and reduce attrition (Ralston et al, 2004). Nichols (2009: 230) thus advocates making 'the psychological contract as explicit as possible'. This can be done through a written code of conduct detailing the responsibilities of both the organisation and the volunteer (Nichols, 2009) or through regular communication in the form of newsletters, teletext, text messages, a dedicated radio programme, interactive websites, emails, greetings cards, orientation events, and meetings (Chappelet, 2000; Chanavat and Ferrand, 2010; Downward, Lumsdon, and Ralston, 2004). Downward et al (2004), however suggest that volunteers at the 2002 Commonwealth Games in Manchester felt that communication prior to the event was erratic and last minute. This engendered feelings of apprehension and anxiety about the forthcoming event, particularly given that some volunteers needed to make alternative arrangements for childcare or reschedule work and other commitments to undertake their role. Similarly, volunteers suggested that the content of the pre-event orientation sessions was disappointing, as they did not provide training as suggested. Ralston et al (2004) and Lockstone and Baum (2009) suggest that volunteers expectations

of their assignment are formed by their experience during the recruitment period and by the communication and training that they receive during the pre-event stage. Whether expectations and the expected benefits that motivated volunteers to get involved are fulfilled during their volunteer experience impacts on their satisfaction and consequently the effectiveness of their performance and their retention (Green and Chalip, 2003; Kemp, 2002; Monga, 2006; Ralston, et al, 2004).

The literature on volunteer satisfaction suggests that the celebratory atmosphere, the social and altruistic elements of volunteering, and the appreciation that volunteers receive have a positive impact on their satisfaction (Elstad, 1996; Green and Chalip, 2003; Kemp, 2002; Ralston et al, 2004; Reeser, Berg, Rhea, and Willick, 2005). Similarly, Elstad (1996) suggests that the volunteer role, competence, and welfare, affect volunteer satisfaction. Likewise, Farrell et al. (1998) and Ralston et al (2004) suggest that volunteer's satisfaction with the facilities, organisation, and management, contributes to their overall satisfaction with the experience. Getz (1997, cited in Ralston et al, 2004: 16), suggests that factors that can lead to dissatisfaction include the level of commitment required, over-demanding workloads, insufficient numbers of volunteers, tensions between volunteers and others, open public scrutiny, a lack of team spirit, a lack of appreciation, poor organization and leadership, a lack of tangible rewards, insecurity over the appointment and unfulfilling labour. Ralston et al (2004: 16), however, point out that although dissatisfaction 'has implications for the effectiveness of the volunteer' - and indeed the team, if the dissatisfaction spreads (Holmes and Smith, 2009) - 'the limited duration' of major sporting events means that this may not affect retention as 'the opportunity to be involved in a unique event and the celebratory atmosphere may be more important than relinquishing the volunteer role' (Ralston et al, 2004: 16). The problem for cities, like Glasgow, with a commitment to hosting events, is that they are likely to be looking to retain volunteers to participate on a regular basis and, therefore, high levels of volunteer satisfaction is extremely important. This is even more pronounced in the case of the DFHC because there is a sense that the Mass Cast volunteers will be recognised as ambassadors in the run up to the 2014 Commonwealth Games and therefore they represent a key asset to the city.

To avoid dissatisfaction and resentment from arising, Holmes and Smith (2009) suggest providing volunteers with support and the opportunity to discuss any issues that they have at daily debriefs. Debriefs also allow management to 'evaluate the event's organization and the volunteer program' and provide an opportunity for volunteers to be thanked for their efforts (Holmes and Smith, 2009: 129). In addition to a verbal 'thank you', rewards for the efforts of major sporting event volunteers can be linked to motivation and may include souvenirs, tickets for events or the closing ceremony, parties, and public recognition (Chanavat and Ferrand, 2010; Chappellet, 2000; Holmes and Smith, 2009). For example, the contribution of the volunteers at the 2006 Commonwealth Games in Melbourne was formally recognized in the official brochure which listed each of the '14,500 volunteers by name and state of origin' (Lockstone and Baum, 2009: 218). The literature

suggests that showing volunteers that they are appreciated is important because if volunteers are satisfied with their experience they may wish to volunteer for future events (Doherty, 2010; Green and Chalip, 2003; Holmes and Smith, 2009; Ralston et al, 2004). Ralston et al (2004: 14) also suggest that volunteers can thus be considered as 'ambassadors' and 'future recruiters'. The next section turns to this idea of 'leveraging' major sporting events to create a legacy for the host city or region.

2.8 Leveraging Major Sports Event Volunteering

In terms of volunteering, it has been suggested that major sporting events can be leveraged to create a legacy by increasing the human, economic, and social capital of an area through developing the skill sets, expanding the professional networks and increasing the employability of volunteers, expanding their social networks, and creating a sustainable volunteer force (Doherty, 2010; Kemp, 2002; Misener and Mason, 2006; Ralston et al, 2005; Ritchie, 2000). For example, 79% of volunteers at the 1994 Winter Olympics in Lillehammer 'felt that they had enhanced their skills' (Kemp, 2002, cited in Smith and Fox, 2007: 9). Kemp (2002, cited in Smith and Fox, 2007) notes that these volunteers acquired language and IT skills, and work experience to improve their employability, alongside improved social skills and increased levels of confidence. Similarly, as mentioned previously, the Sydney 2000 Olympic Games were heralded as 'the Volunteer Olympics' (Downward and Ralston, 2005: 18) and as such it was suggested that they would create a legacy of volunteerism for the city (Auld, Cuskelly, and Harrington, 2009).

However, given that major sporting events can attract fairly homogenous groups of volunteers (Coyne and Coyne, 2001, Holmes and Smith, 2009; Pauline and Pauline, 2009) who are perhaps not those most in need of the benefits that can be gained from volunteering, Auld, Cuskelly, and Harrington (2009: 185) argue that 'unless sports event volunteering results in a broader participation base that helps establish links between dissimilar community groups, there is likely to be little long-term and systematic legacy effect ... in terms of social capital'. Manchester City Council, Sport England, and the organisers of the 2002 Commonwealth Games in Manchester, developed a Pre Volunteer Programme aimed at engaging volunteers from a variety of groups under-represented in volunteering (Carlsen and Taylor, 2003; Misener and Mason, 2006). The Pre Volunteer Programme (PVP) sought to engage participants from 'throughout the N[orth] W[est]' (Smith and Fox, 2007: 25) and provide them with:

accredited training and ... experience through volunteering at the Commonwealth Games. This training was in addition to the instruction given to conventional volunteers. Those involved were not guaranteed roles at the Games, but the aim was to encourage PVP graduates to apply for positions and, if successful, to give them extra support and guidance if they experienced difficulties fulfilling their roles (Smith and Fox, 2007: 25).

The programme 'eventually supplied 10% of the volunteers used in the Games' (Smith and Fox, 2007: 26). According to Smith and Fox (2007: 32) 'the training provided as part of the PVP enabled 2,134 individuals to gain one of two qualifications offered as part of the project [and] a total of 160 individuals were recorded as having gained employment after taking part'. Smith and Fox (2007: 32) suggest that the PVP thus 'helped to raise the aspirations of participants' and gave them 'increased options and opportunities for the future'. The programme also 'benefited the wider community' by encouraging 'further community and voluntary work among those individuals benefiting from participation' (Smith and Fox, 2007: 35). In addition to these benefits, 'the PVP leaves the tangible legacy of two accredited courses for event and sports volunteering' and a database of volunteers that assist at other events (Smith and Fox, 2007: 36). To contextualise the discussion around the relative value of homogenous or heterogeneous groups, it is worth reiterating that concept of bridging or bonding social capital. Whilst the development of a heterogeneous group of volunteers may secure wider coverage and offer the potential for bridging community boundaries, greater bonding social capital can be secured by working with an homogenous group.

2.9 Literature Review Summary

As this review has demonstrated, a significant literature base exists on general volunteering and sport event volunteering. Whilst all the materials presented are relevant to the DFHC volunteer experience, it is worth summarising some of the main themes that have particular resonance for the direction of this research:

- Volunteer motivations can be two, three or multi-dimensional, comprising a range of altruistic, social and material factors. These can be split along the lines of self-interested and altruistic behaviour.
- Values, enhancement, and social factors have been shown to be the most important volunteer motivations.
- Volunteer motivations vary according to the type of voluntary activity, the demographic group and the duration that an individual had been a volunteer and can change over the course of an event.
- Barriers to volunteering are associated with lack of time, not knowing people involved in volunteering, not having the right skills or experience to help and having enough problems. People are more likely to volunteer if they have grown up in a family where volunteering was the norm.
- Potential volunteers can be discouraged by rational and bureaucratic managerial procedures, yet selecting volunteers on the basis of a screening process involving mechanisms such as application forms, references, disclosure checks, and interviews is an effective means of ensuring a good match between the organisation and volunteers.
- The *psychological contract* based on the volunteer's expectations of the organisation and the organisation's obligation to the volunteer is a crucial determinant of retention and enhanced satisfaction success.

- Homogeneity in recruitment (people with similar interests) can be beneficial, as volunteers will have shared interests and social networks, which can aid retention.
- Recruitment materials need to make the requirements and expectations of volunteers explicit to help reduce anxiety over the fear of the unknown, lack of skills and the application process. It is also helpful to have a written code of conduct detailing the responsibilities of both the organisation and the volunteer or through regular communication.
- To secure greater volunteer satisfaction, it is crucial that volunteers are involved during orientation, induction and training sessions and that clarity of organisation, communication and recognition/reward structures is built into the process.
- The unique, 'once in a lifetime' opportunity, associated with major sport events is an important motivator for volunteers as is the altruistic desire to give something back to society, sport, and the locale; the desire to be involved, feel useful, and be part of a team; and the desire to be part of a unique experience like the Commonwealth Games.
- The celebratory atmosphere, the social and altruistic elements of volunteering, and the appreciation that volunteers receive have a positive impact on their satisfaction. Furthermore, volunteer role, competence and welfare affect volunteer satisfaction alongside the quality of facilities, organisation, and management.
- Factors that can lead to volunteer dissatisfaction include the level of commitment required, over-demanding workloads, insufficient numbers of volunteers, tensions between volunteers, open public scrutiny, a lack of team spirit, a lack of appreciation, poor organization and leadership, a lack of tangible rewards and unfulfilling labour.
- There is a need to build post-event relationships, which can support potential bounce-back volunteering for future events, especially important for an events city like Glasgow.

3.0 Methodology

3.1 Research Aims and Objectives

In order to investigate the volunteer engagement and management at the Delhi Flag Handover Ceremony (DFHC) the research team at the University of the West of Scotland (UWS) focused on the following two main aims:

1. To understand the impact of participation in the DFHC on the personal, professional, social and civic life of volunteers (mapping of 'networks').
2. To gain an understanding of the approach to volunteer participation and its wider implications for individuals, staff and other stakeholders.
3. Through an analysis of 1 and 2, assess the approach Glasgow took to the DFHC as a model of volunteer engagement in a global sports event from which lessons may be learnt for other elements of the CWG in Glasgow and for other large scale sports events elsewhere.

3.2 Research Objectives

1. To determine the motivations of participants to volunteer in the DFHC.
2. To explore volunteers' expectations around the DFHC and the expectations of supporting organisations and communities.
3. To map the potential impact of participation in the DFHC on individuals' 'networks' (social, professional, local), over time.
4. To identify volunteers' links to the wider CWG 2014 event through formal and informal means.
5. To assess volunteers' experiences of recruitment, training and participation in the DFHC.
6. To evaluate the approach adopted by the DFHC Project Team in relation to volunteer engagement and management.
7. To offer recommendations on volunteer engagement and management at major events.

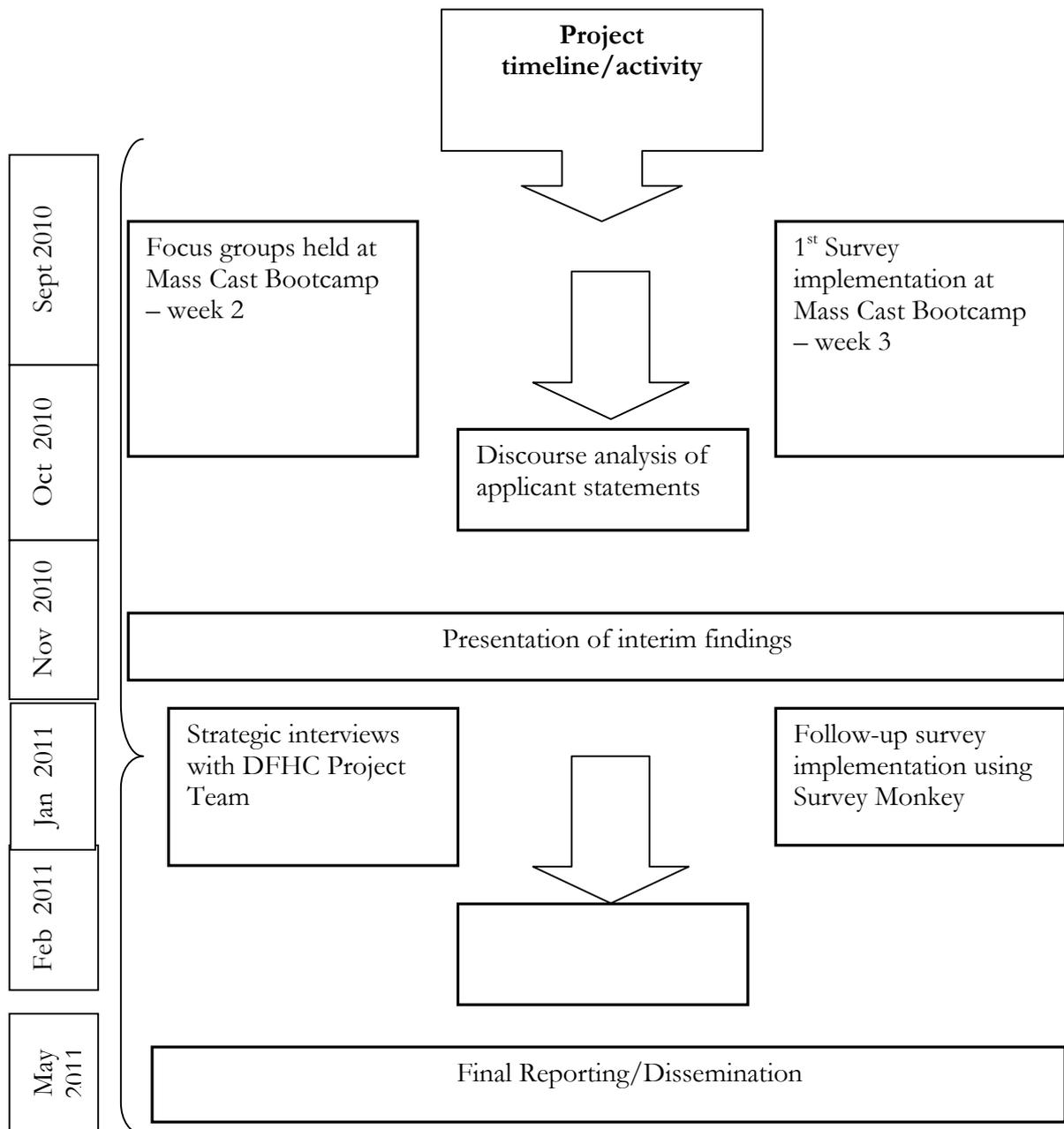
3.3 Research questions

1. Why did volunteers become involved in the DFHC?
2. What role does local, regional and national identity play in volunteer motivations to participate in the DFHC?
3. What impacts result (positive and negative) from volunteer participation for their host communities?
4. What have the experiences of volunteers been like during the DFHC project?
5. How typical are the DFHC volunteers in comparison with those volunteering for other major sporting/cultural events?
6. How successful has the approach of the DFHC Project Team been in recruiting, selecting and training volunteers?
7. What plans are in place to maintain communication with, and the involvement of, volunteers beyond the DFHC?
8. What prior experience of volunteering have the volunteers had and have they become more likely to participate in volunteering

In order to more clearly gauge the various impacts (positive and negative) of major events, like the 2010 Delhi CWG, there is a need for a commitment to empirical work designed to track social outcomes (say, for volunteering) over an extended period of time, across levels of governance and through event phases (i.e. pre-, during, post). In relation to ceremonies (like the DFHC), these events create 'energy' and a communal atmosphere which Chalip (2006) for example, argues can transcend existing social conventions – permitting the opportunity to create new lines, networks and understandings within and across community 'borders'.

In order to address the overall research objectives and specific research questions described above, the UWS research team adopted a mixed methods approach, combining the measurement of volunteer motivations (quantitative) with an exploration of volunteer (and project team) narratives (qualitative), carried out over a period extending from September 2010 to April 2011, albeit some of the research data was gathered by other stakeholders prior to this timescale (i.e. the 100-word 'cases' made by each volunteer prior to their selection). Figure 1 provides a graphic illustration of the project timeline/activities.

Figure 1: Methodology



3.4 Pre-Event Research Interventions

As discussed above, the research was segmented into pre, during and post-event interventions. This section will now detail each individual research intervention and its place within the overall research strategy.

3.4.1 *Mass Cast Applicant Statements*

The research team secured access to Mass Cast applicant statements to permit a *discourse analysis* of volunteer reasons for participation in the DFHC. Glasgow Life had asked participants applying to become a volunteer to complete a 100-word statement as to why they should be selected. Alongside the pre-event survey, this was an important research intervention to ascertain volunteer motivations for involvement in the DFHC. The 100-word statements were collected, coded and analysed alongside the strategic interview data and focus group data, taking cognisance of the themes emerging from the literature review. This section of the research specifically related to the research objectives to:

- *To determine the motivations of participants to volunteer in the DFHC.*
- *To explore volunteers' expectations around the DFHC and the expectations of supporting organisations and communities. .*
- *To identify volunteers' links to the wider CWG 2014 event through formal and informal means.*

3.4.2 *Focus groups*

Facilitated small group discussions were held with members of the Mass Cast over a period of three days towards the end of the pre-Delhi Bootcamp. Question themes were developed from the literature review and were also designed to secure a richer narrative from participants than is possible from the largely quantitative pre-event survey. 64 members of the Mass Cast participated in focus groups amounting to an 18% inclusion rate of volunteers. A selection of participants was secured from each area of the cast as well as a geographical spread of the country. As 50% of the participants were from Glasgow, it was deemed important to obtain selection from throughout Scotland rather than allow people to self-select. The focus group questions were flexible but were conducted around key themes to allow them to tell their own story. Each group ranged from 3 to 8 people. Given the focus groups were conducted on the same issues with each group, the number of focus groups completed was determined by the exhaustion of the issues. Once the answers start to become the same and no new issues are recorded it is deemed that the sample is complete. In this case we completed 9 focus groups in total.

This section of the research specifically related to the research objectives to:

- *To determine the motivations of participants to volunteer in the DFHC.*
- *To explore volunteers' expectations around the DFHC and the expectations of supporting organisations and communities.*
- *To map the potential impact of participation in the DFHC on individuals' 'networks' (social, professional, local), over time.*
- *To identify volunteers' links to the wider CWG 2014 event through formal and informal means.*
- *To assess volunteers' experiences of recruitment, training and participation in the DFHC.*

3.4.3 Volunteer survey

A structured interview questionnaire was produced and distributed to the 348 Mass Cast members in the final days of Bootcamp. A return of 315 was achieved. They were given out and collected in one training session with the aim of achieving as full a return as possible. The completion rate was 91%. This provided key data on volunteer expectations and experience before they went to Delhi, including their reflections on orientation, Bootcamp, the management and organisation of the Mass Cast and the communication processes. This section of the research specifically related to the research objectives to:

- *To determine the motivations of participants to volunteer in the DFHC.*
- *To explore volunteers' expectations around the DFHC and the expectations of supporting organisations and communities.*
- *To map the potential impact of participation in the DFHC on individuals' 'networks' (social, professional, local), over time.*
- *To assess volunteers' experiences of recruitment, training and participation in the DFHC.*
- *To offer recommendations on volunteer engagement and management at major events.*

3.5 Post-Event Research Interventions

3.5.1 Strategic Interviews

In-depth interviews with members of the DFHC Project Team were held from January-March 2011 to discuss the volunteer engagement and management strategy, including reflections on the DFHC event itself and organisational learning outcomes and ongoing dissemination.

Table 1 – Strategic Interviews

Name	Job title and organisation
Colin Hartley	Project Director, DFHC
Jill Miller	Director of Operations, Glasgow Life
Cristina Armstrong	Cast Manager, DFHC
Emma Lynch	Cast Co-ordinator, DFHC
Jo Walmsley	Arts Development Officer, Glasgow Life and Assistant Cast Manager DFHC

These interviews focused on the conception of the creative vision for the DFHC, the volunteer recruitment cycle, the pre-event orientation and Bootcamp experience and a reflection on the overall project. This section of the research specifically related to the research objectives to:

- *To evaluate the approach adopted by the DFHC Project Team in relation to volunteer engagement and management.*
- *To offer recommendations on volunteer engagement and management at major events.*

3.5.2 Follow-up survey

A follow-up questionnaire survey targeted at the 348 Mass Cast volunteers was launched in February 2011 and it secured 143 responses – a response rate of 41%. This survey was facilitated online, using Survey Monkey, and promoted through an email to all Mass Cast members and through regular updates on the Delhi 2010 Facebook page. The follow up survey focused on volunteers' post-event reflections on their experience, including views on the overall management and organisation of the project and impact on volunteering participation.

- *To assess volunteers' experiences of recruitment, training and participation in the DFHC.*
- *To map the potential impact of participation in the DFHC on individuals' 'networks' (social, professional, local), over time*
- *To evaluate the approach adopted by the DFHC Project Team in relation to volunteer engagement and management.*

3.6 Consolidation of Data and Reporting

The UWS research team presented their interim findings in December 2010 at an event held to bring together the Mass Cast volunteers for the first time

since their return from Delhi. This presentation principally focused on the survey and focus group findings gathered at the Bootcamp pre-Delhi. The final report for Glasgow Life provides a review of volunteering literature, details the approach taken (methodology), presents the findings of the study (quantitative and qualitative) and offers conclusions and recommendations to inform future practice. This section of the research specifically relates to the project brief objectives to:

- *To offer recommendations on volunteer engagement and management at major events.*

4.0 Report Findings

This section outlines the findings generated from the various research interventions. In the first instance, these will be presented separately as discrete data sets, before being brought together as part of a discussion and analysis, leading to conclusions and recommendations.

4.1 Mass Cast Applicant Statements

Each cast member was required to provide a 100-word statement indicating why they should be considered for a place in the DFHC. Not all participants submitted 100 word 'cases' – many provided shorter statements. The research team evaluated and coded these statements of intent (as they were accrued before the formal training began) and the principal reasons for participation in the DFHC are presented in the following section. The principal themes are presented in order of how important (and frequently) they were mentioned in the statements of volunteers.

4.1.1 Representation

By far the most prevalent comment of those applicants submitting 100-word statements was their desire to be a representative during their time in Delhi. This representation was often multi-faceted – personal (representing themselves, showing their skills), local community (e.g. Stirling, Borders, Orkney, Aberdeen, Highlands & Islands), city (Glasgow was frequently mentioned, sometimes from those living there all of their lives and others having moved there), nation (representing Scotland was the dominant motivation emerging from the statements), or institution (e.g. RSAMD, Scouts).

Representing Glasgow and Scotland (applicants often referred to town/city, nation and institutional representation) were the most common reasons for involvement expressed. There was much talk of 'pride' in representing city/country, and the 'honour' that being given the opportunity (or being selected) provided. Passionate ideals of representing city and country, in particular, sharing Scottish culture with rest of world came through in many statements. For example, the idea of promoting and preserving certain Scottish (invented) 'traditions' like Scottish country dancing within and outside of Scotland, taking a 'small corner of Scotland' to the Commonwealth Games was rehearsed by a number of applicants. Others perceived themselves to be playing an 'ambassadorial' role for their institution, community, city or country. Some of most powerful expressions of representation came from those cast members who perceived themselves to be representing immigrant communities in Glasgow. These individuals felt the diversity of the Mass Cast membership was an accurate reflection of the city's new populations. Others were pleased the Mass Cast recruitment process had been 'inclusive' and welcomed participation from Scotland's more peripheral communities (geographically, at least).

Those applicants who were representing institutions, clubs or workplaces were especially keen to emphasise the positive impact their participation in the DFHC could have for them. For example, a few applicants were representing disability groups and they felt strongly that the opportunity to be part of the Mass Cast would show that people with disabilities could make a significant contribution to society.

In sum, it can be suggested that the importance of representation aligns closely with altruistic volunteer motivations, identified in the literature review as an important motivating factor for event volunteers. Moreover, it also reinforces Baum and Lockstone's (2007) view that civic and national pride can be cemented by event volunteering. Because participants' emphasised representation as a key motivator for participation, it suggests that there is a great opportunity to design volunteer processes with can lever additional community participation, engagement and ownership – key indicators of success in volunteer legacies.

4.1.2 Collective identity

Despite the strong sense of regional and national identity expressed as a motivation to participate in the DFHC (see 4.1.1), other forms of collective identity were not as prevalent as might have been envisaged, given the nature of the Mass Cast creative vision. That said, in putting forward their case to be selected as part of the Mass Cast some applicants did emphasise the importance of the opportunity to be part of a team and meet new people. Others emphasised their strengths in group work and their desire to contribute to a collective effort. Some insightful commentaries related involvement in the DFHC as a reflection of the Commonwealth ideals and values of friendship and diversity. Linked to the discussion of representation, many applicants referred to their interest in inspiring and empowering others and being a role model for those they teach, tutor or work alongside. The two surveys add more context to the theme of collective identity as this issue became more important as the DFHC project progressed (especially at Bootcamp and in Delhi itself).

4.1.3 Personal characteristics

Whilst the preceding key themes relate to applicants' perceptions of representation and the desire to participate in a mass, collective experience, the importance of personal characteristics or attributes could be perceived as even more important for organisers – given that the event required a diverse range of people to perform a dance routine with only three weeks of intense training. Whilst organisers targeted 'technical' skills for many of the cast members to ensure the creative vision could be realised, they also required those with 'softer' personal and interpersonal skills. In their applicant statements, individuals emphasised extrovert attributes, including being outgoing, enthusiastic, passionate and having a bubbly personality. Others emphasised personal qualities associated with commitment to the cause, determination, hard working, self-motivated, fit, active and disciplined. Given the intense training regime undertaken at Bootcamp, it could be argued that

these 'endurance' related qualities were perhaps more important than the initial exuberance which might have attracted applicants to the process. Finally, a fairly small number of applicants emphasised the valuable transferable skills that they brought to the task. These included good communication, being able to take instruction easily (only two responses, surprisingly) and being able to problem-solve. In terms of the expectations of those applying, it can be surmised that they were less focused on how their transferable skills mapped onto the requirements of the DFHC project than they were with the nature of their personalities. Elstad (1996) suggests that the volunteer role, and its alignment with the competence of the individual applicant affect volunteer satisfaction.

4.1.4 Performance expertise/commitment

Unsurprisingly, given that the DFHC was ultimately a choreographed dance performance, a significant number of applicant statements contained reference to their technical expertise to take up a place in the Mass Cast. These comments related primarily to applicants' performing artist 'credits' (e.g. have performed on TV, well trained, know what's required) and their evidence of 'commitment' to the performing arts as whole – and, by inference, the DFHC. Longstanding commitment to performance, was mentioned frequently, both through attendance at one of Scotland's top performing arts educational providers (e.g. RSAMD) or through volunteering for or managing more local performing arts organisations (e.g. community dance clubs). A few applicants emphasised the extrinsic benefits from involvement in the DFHC, including helping to develop their skills and competences and being able to showcase Scotland's performing arts talent on a world stage. Both altruistic (giving back to community dance clubs) and some extrinsic motivating factors were evident.

4.1.5 Sport expertise/commitment

In a similar vein to the expressed commitment to performing arts that came through from those applicant statements pertaining to dance experts, there was a strong commitment to sport expressed by many. These commitments ranged from those expressing their excellence at sport (which was less relevant to the needs of the organisers) to those emphasising their commitment to the ideals or values of sport which they argued were relevant to the Commonwealth Games and, therefore, to the DFHC. These responses were interesting for two reasons. First, the DFHC was not a sporting event and yet applicants with sport backgrounds were often put forward or selected by their host local authorities or other organisations. Second, in their applicant statements, sport was often being equated with healthy active lifestyles and participants felt they were going to be role models or advocates for their clubs or local authorities when in Delhi. Many of the sport-focused applicants felt that the experience would provide extrinsic rewards, including the development of their coaching expertise or the management and organisation of their activities. These findings align with the literature suggesting that intrinsic and extrinsic motivating factors are evident in sport event volunteering.

4.1.6 Unique 'once' in a lifetime' opportunity

The literature on major sport event volunteering indicates that the unique, one-off nature of the volunteering experience is a significant motivating factor for participation. The applicant statements certainly reaffirm this perspective. A significant proportion of applicants referred to the 'once in a lifetime' opportunity that the DFHC represented for them. There were different reasons given as to why it was a once in a lifetime opportunity, including the chance to travel to a experience a different (beautiful and rich) culture, visiting Delhi and India, being part of a globally recognised event and returning with amazing memory moments. Some applicants also referred to the unique opportunity the DFHC provided to absorb skills delivered by expert choreographers – therefore emphasising the extrinsic rewards open to participants. Finally, others referred simply to the life experience they were likely to accrue from involvement in the event. The sport event volunteering literature certainly suggests that participation provides the opportunity for citizens to extend their cultural horizons and experiences and this came through strongly in the applicant statements. The pre-event uncertainty around India's preparedness to host the Games did neutralise the 'Delhi Effect' a little but it will still an important motivating factor for many.

4.1.7 Glasgow 2014 link

In terms of legacy planning, the DFHC was the first opportunity for the key stakeholders involved in Glasgow 2014 to test out the volunteer strategy and think about what lessons could be learned from this ambitious Handover Ceremony. The content of DFHC applicant statements suggests that volunteering for the Glasgow 2014 CWG was a motivating factor. Several respondents suggested that they wanted to be part of 2014 from the beginning and this was a step along the way to achieving that goal. Participating in the Games in some form or other appeared to be a very important aspect of applying for the DFHC. For some, their participation in the DFHC also represented a stepping-stone towards volunteering for London 2012 (follow-up survey indicates that quite a few have signed up for London 2012). Others emphasised that the DFHC would give them a taste of the experience they can expect in Glasgow. Interestingly, there was also recognition from the Glasgow applicants (especially from those originating in the East End) that they were participating in the DFHC to want to show the East End appreciation by representing Glasgow. One respondent was from the East End and felt connected to Games. A few applicants felt that being involved in the DFHC would also act to promote the Commonwealth Games in their own country, painting Glasgow in a positive light in advance of 2014.

4.1.8 Personal, social and career development

The volunteering literature indicates that social and material factors influence motivations to volunteer. Some of these can be self-interested, whilst others are driven by altruism. In terms of development (as opposed to the personal qualities applicants brought to the Mass Cast), applicants expected to accrue

a wide range of outcomes from their participation in the DFHC – which were motivating factors for involvement. Along the lines of personal development, applicants hoped to become more independent, to grow as a person, to learn more about themselves, to develop their self-esteem and self-confidence and to enhance their leadership skills. Socially (and more altruistically), applicants referred to their desire to help pass on their experience to others (e.g. students, scouts), inspire people and being able to show others what it possible (especially for people in rural areas). Finally, from the perspective of extrinsic rewards there was, again, support for the idea that participation in the DFHC would lead to positive outcomes for participants' CVs, their studies and their careers. One good example of this is that participation in the DFHC was providing a local authority employee with the insight to help them more effectively manage a major event coming to Scotland in 2011.

4.1.9 Altruistic Active Citizenship

At the outset of the literature review underpinning this report, it was suggested that volunteering is lending a helping hand and that might involve, classically, intangible altruistic benefits to people other than the individual volunteer. The applicant statements certainly suggest that many of those volunteering for the DFHC were by driven altruistic motives. Many talked of the opportunity to give something back, a legacy for those they coach, teach and/or volunteer for. A few applicants suggested that their participation was a continuation of their existing commitment to lending a hand as an illustration of active citizenship. Perhaps this group was self-selecting as a fairly significant number had volunteered before (see survey results) and could already have been described as active citizens in their communities but, nonetheless, many participants saw the DFHC as an opportunity to deepen their volunteering experience – ultimately to the benefit of others. These findings lend support to the view that event volunteering can contribute to the community's bank of social capital through expanding and solidifying existing networks, facilitating greater community connectedness and a commitment to reciprocity towards those organisations that sponsored them.

Less altruistically, perhaps, were those applicant statements (few) which emphasised that participation in DFHC was some form of payback or reward for the years they had put into volunteering. Looking towards Glasgow 2014, recruiting those who have rarely, if ever, volunteered before would be more advantageous in the long run than rewarding long-term volunteers – albeit a fine balance has to be struck in managing the expectations and support needs of both groups.

4.1.10 The chosen ones

The process of recruiting volunteers for the DFHC was never completely 'open', so it is possible to suggest that most applicants had been chosen, or at least recognised by their local authorities or dance schools to participate. However, a few applicant statements referred specifically to this in their narrative. For example, a number of students were chosen to participate either for their technical expertise (e.g. RSAMD), their physical prowess (e.g.

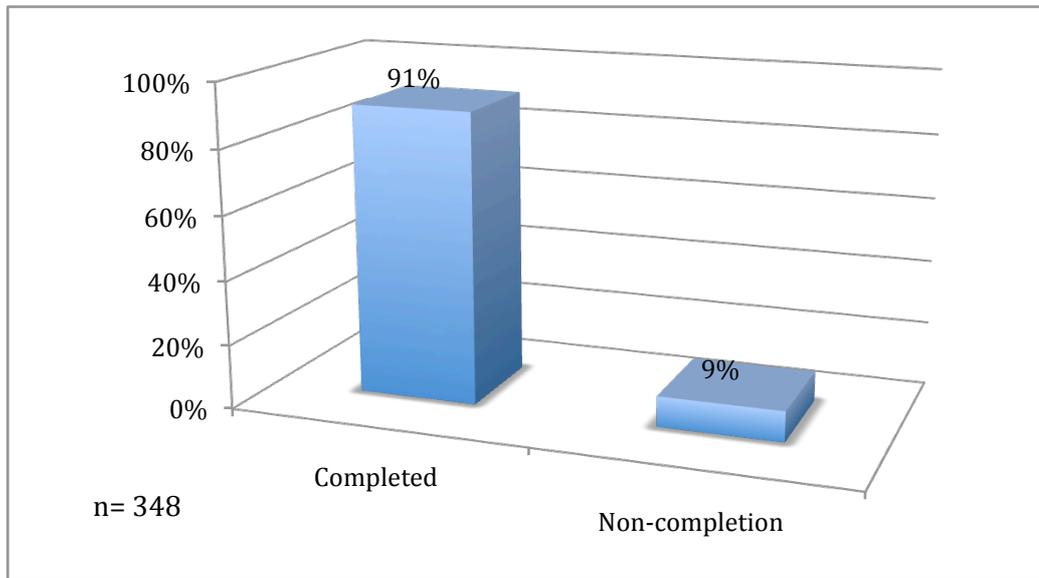
sport students) or their attitude and performance in learning. The criteria for selecting applicants was not prescribed by the organisers of the DFHC, but in effect, the best representatives for local authorities workplaces, universities and colleges were always likely to be put forward. There are, however, some tensions created with definitions of volunteering when the giving of time is not, necessarily, of one's own free will. Yet, in public policy terms, volunteering has for some time been accepted as a policy lever to address wider economic, social and public policy dilemmas and matching the right people to perform the right roles has been shown to enhance motivation, satisfaction and, ultimately, retention.

4.1.11 Applicant statement conclusions

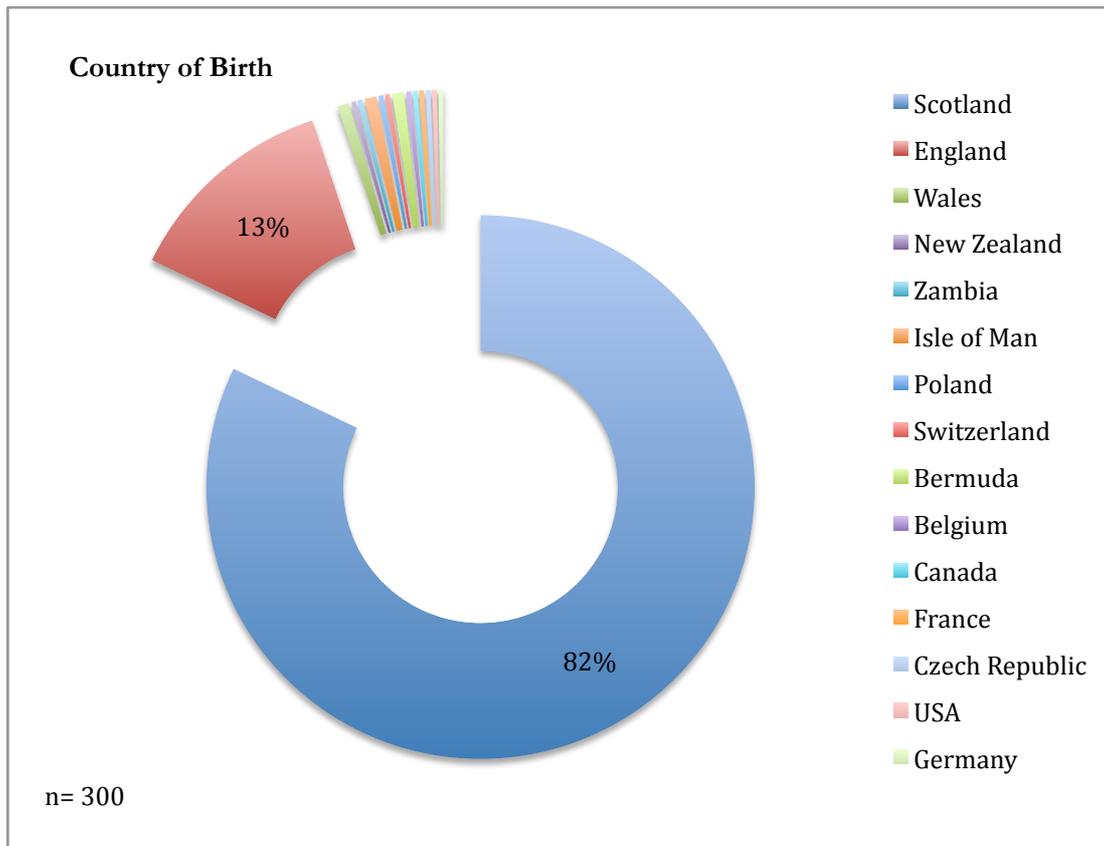
- Representation was the most important motivator for involvement derived from applicant statements and city/nation was the most frequently cited form of representation
- There is evidence that participation in the DFHC was an example of altruistic active citizenship in action, providing the basis for social capital to be generated in host communities

4.2 Volunteer Motivation Survey

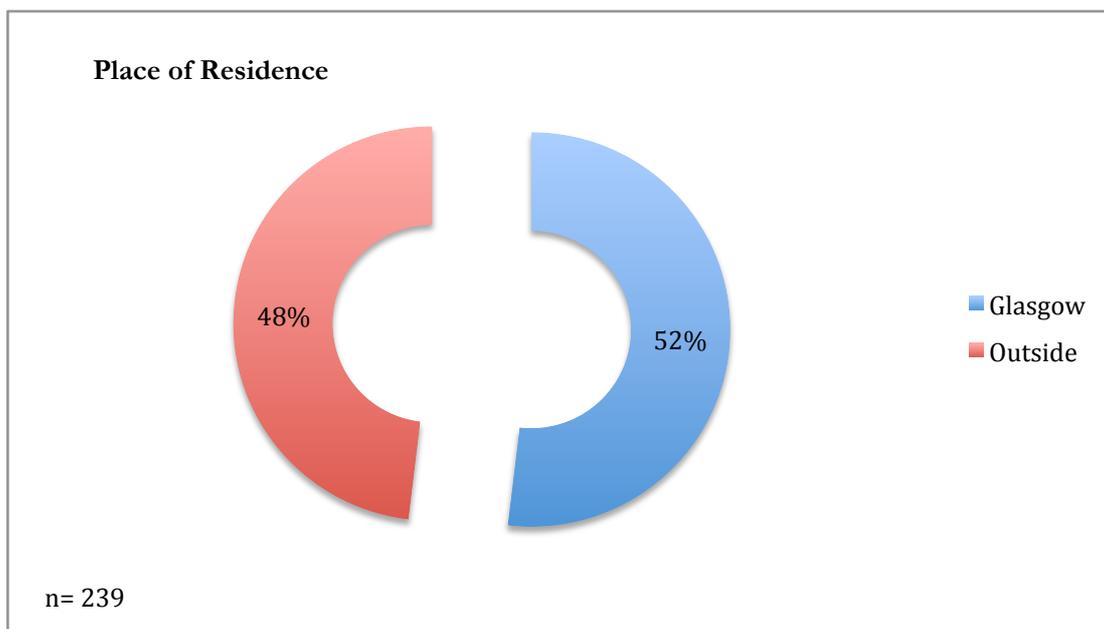
A questionnaire survey to gauge reasons for participation in the DFHC, previous experience of volunteering, attitudes towards volunteering and expectations for Delhi was distributed to all volunteers in the last few days of the Bootcamp training camp in early October 2010. Out of the 348 volunteers who eventually formed the Mass Cast (the survey population), 315 completed questionnaires were received, providing a response rate of 91%. In terms of representativeness, the breakdown of the sample compared with the total population of volunteers is discussed below:



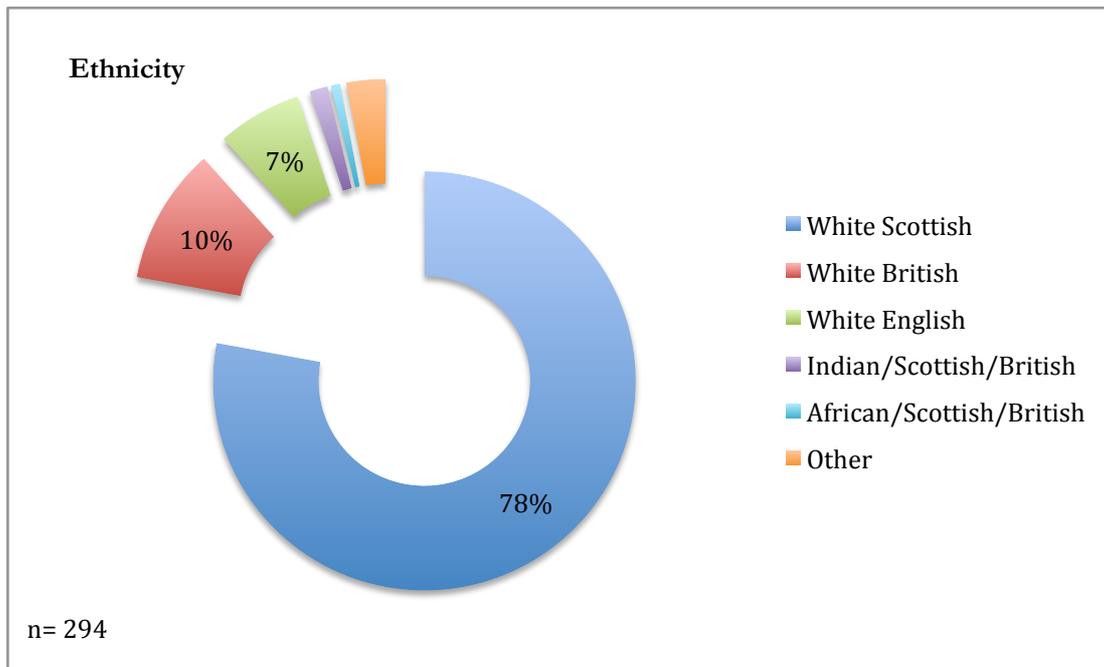
4.2.1 Sample composition



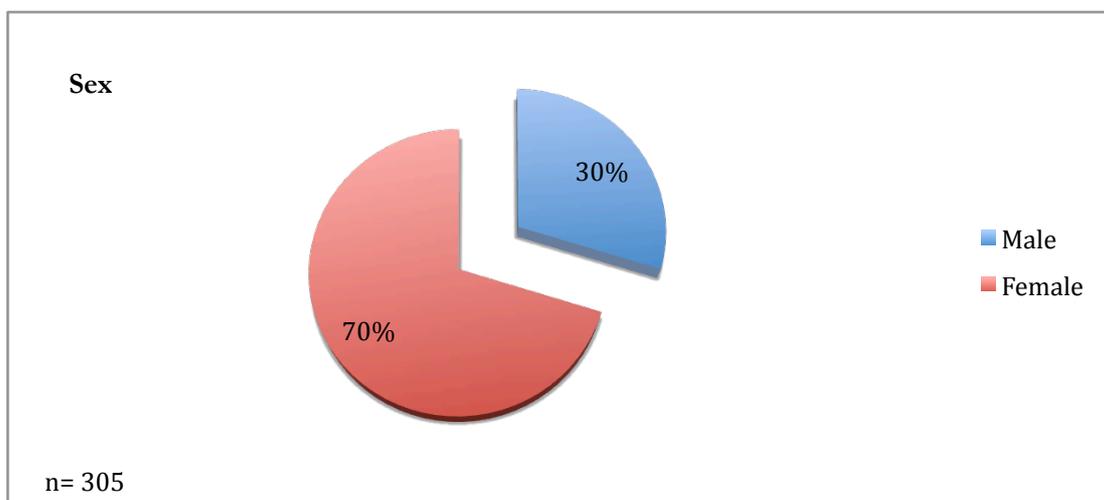
As the chart illustrates, from the 300 valid responses (15 people missed out this question), the vast majority came from Scotland (82%) with the next largest group coming from England (15%). The other nations are represented by 1 or 2 people only.



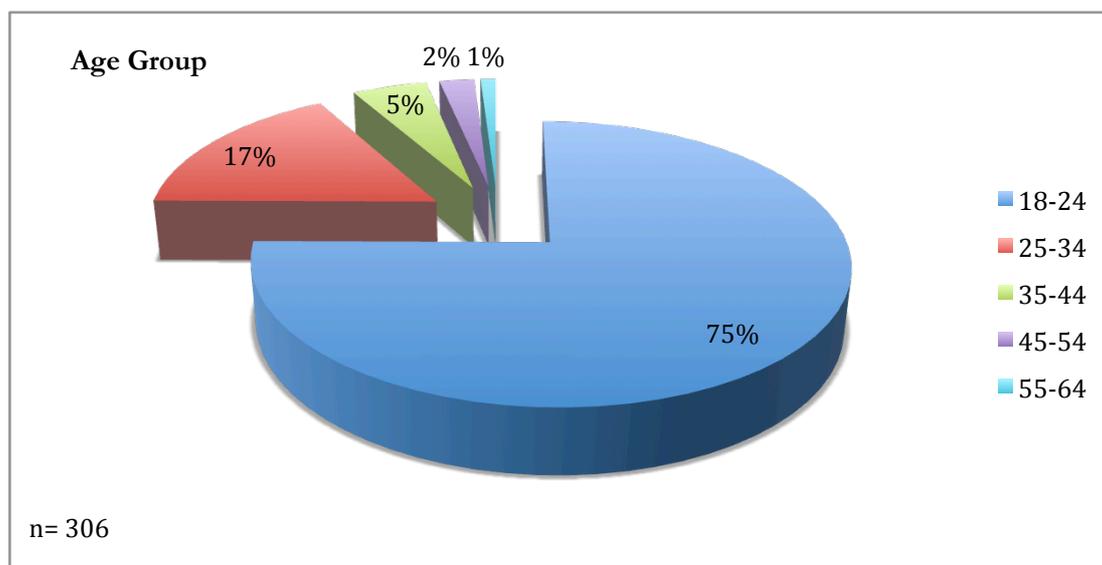
Only 75% of the respondents (n= 239) completed the questions on place of residence, but of those, just over half had a Glasgow postcode, indicating the dominance of Scotland's largest city, but a further 49% were from outside of the city. Clearly, the strategy of the DFHC project team was to secure participation from across Scotland and this certainly is reflected in the composition of the volunteer labour force.



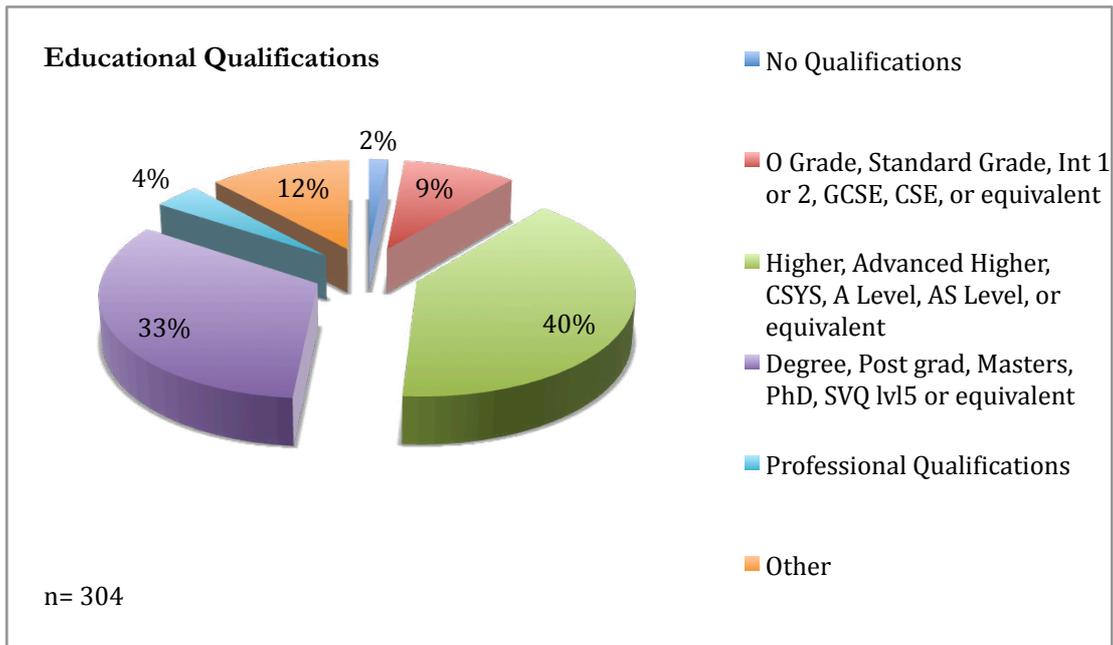
Of the 294 valid responses, more than three quarters of respondents identified themselves as White Scottish, with a tenth (10%) choosing White British and another 7% White English. There was representation from the Indian and African Scottish/British community, in line with the representation of these groups in the Scottish population.



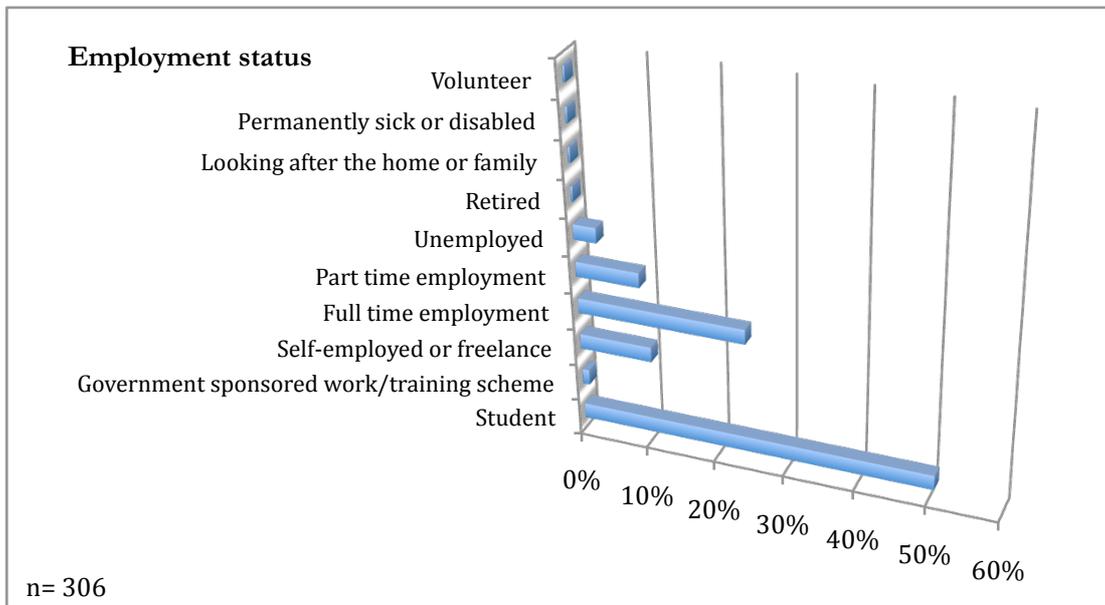
Of the 305 valid responses to this question, over two-thirds (70%) of volunteers were female. This over-representation can be attributed to the gendered nature of dance as a cultural form. The volunteer literature indicates a fairly equitable participation in sport event volunteering so this sample is unrepresentative but there were reasons for this. The DFHC project did not target participants in terms of their incidence in the population as a whole – rather they were interested in securing ‘representation’ from across Scotland, including amateur performers.



Of the valid responses (306), three quarters of the volunteers were from the 18-24 year age group. Again, with a large number of students and those active in dance clubs this is an understandable proportion. The 25-34 age group made up a further fifth of the volunteer sample (17%) with only 8% of the sample coming from those 35 and over. Whilst this is clearly unrepresentative of an ageing population and of the traditional volunteer labour force (see literature review), the physical demands of the choreographed performance did predispose the younger age group to participate. Interestingly, the Mass Cast can be considered young, largely female, active citizens, with a strong desire to represent their cities, country and host organisations. Given that young people are often derided for their lack of civic involvement and concern for collective identity these results provide an interesting (and welcome) antidote to these arguments.



Because of the age range of the volunteers, perhaps it is unsurprising that the largest proportion of respondents had Higher, Advanced Higher or A level qualifications (40%) as many of these individuals will still be at University studying for their degrees. A third had a minimum of a degree. Less than a tenth of respondents had only 'O' grade (or GCSE) qualifications. Overall, it is fair to infer that this group of volunteers were relatively well educated and the volunteer literature suggests that this reflects the composition of the volunteer labour force.

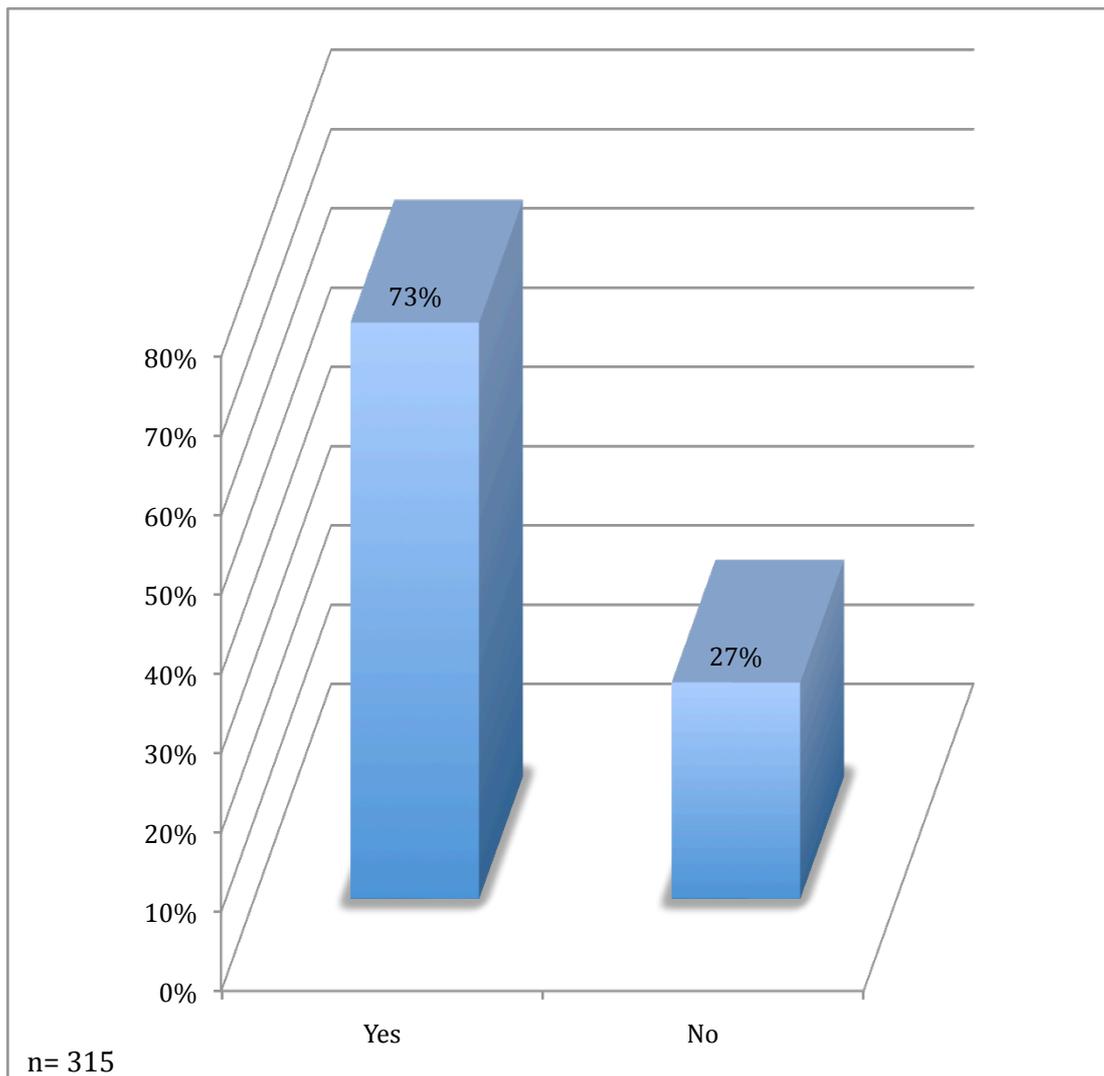


Over half (51%) of respondents were students, again reinforcing that the Mass Cast was unrepresentative of the population as a whole. Only a quarter of respondents were in full-time employment (24%), just over a tenth (11%)

were self-employed or freelance and less than a tenth (9%) were in part-time employment.

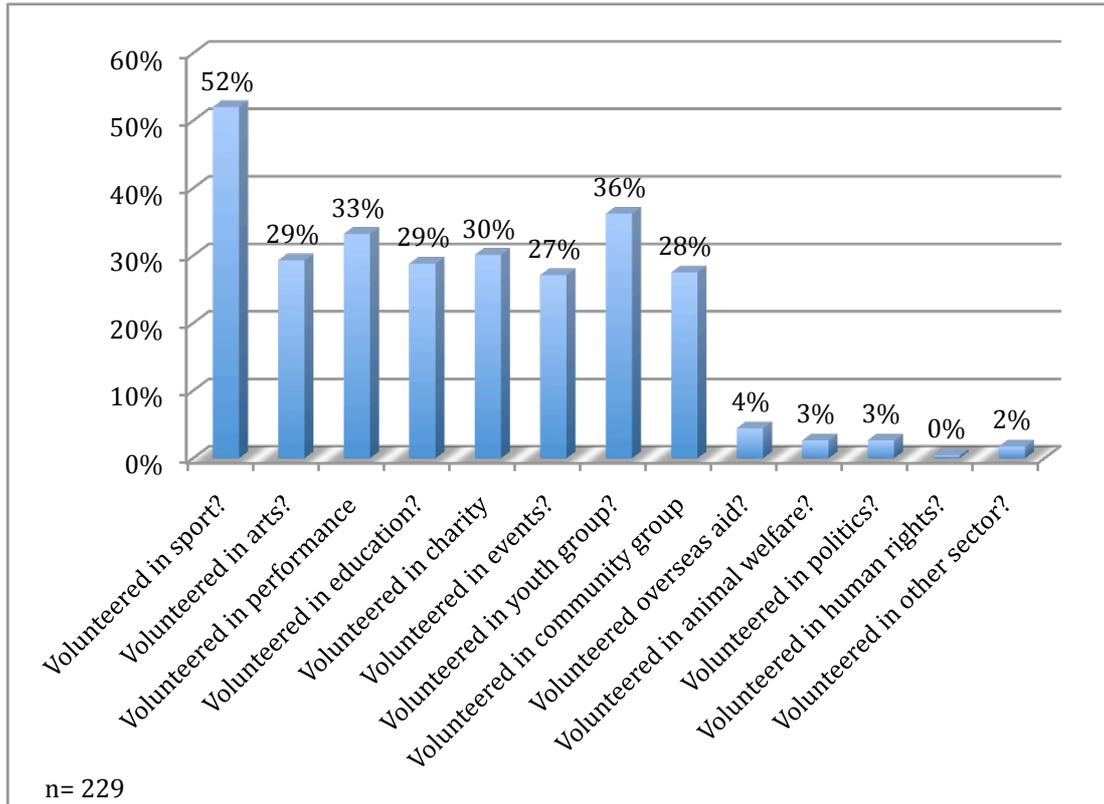
4.2.2 Previous volunteering experience

Nearly three quarters of the respondents (73%) to the survey had volunteered before, indicating that this group was self-selecting – perhaps because many were chosen by their host institutions or by their local authorities. The Mass Cast had the opportunity to deepen volunteer contributions to their communities but it is difficult to argue that it provided new volunteering opportunity to many.



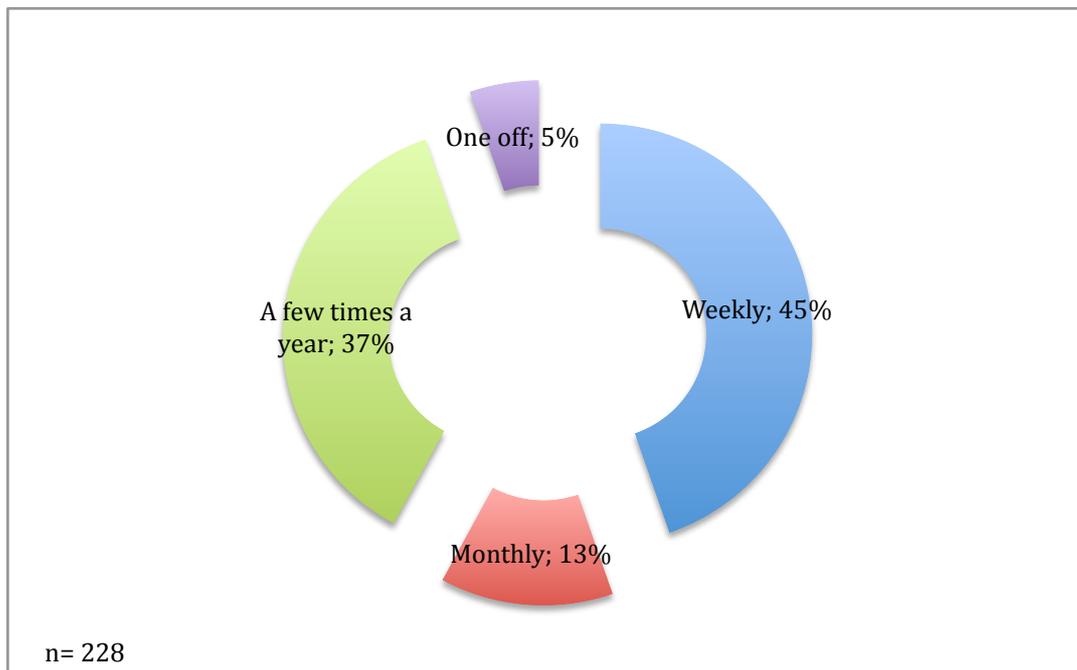
4.2.3 Type of volunteering

In terms of the type of volunteering undertaken by the 229 people who had previously volunteered, most respondents had volunteered in sport (52%), in youth groups (36%), in performance (33%) and in education. Given that volunteers were being recruited to participate in a sport event and a significant proportion of these were required for performing arts-related activities, then these figures are unsurprising. It reinforces a picture of an active citizenry who had participated in voluntary activity before.

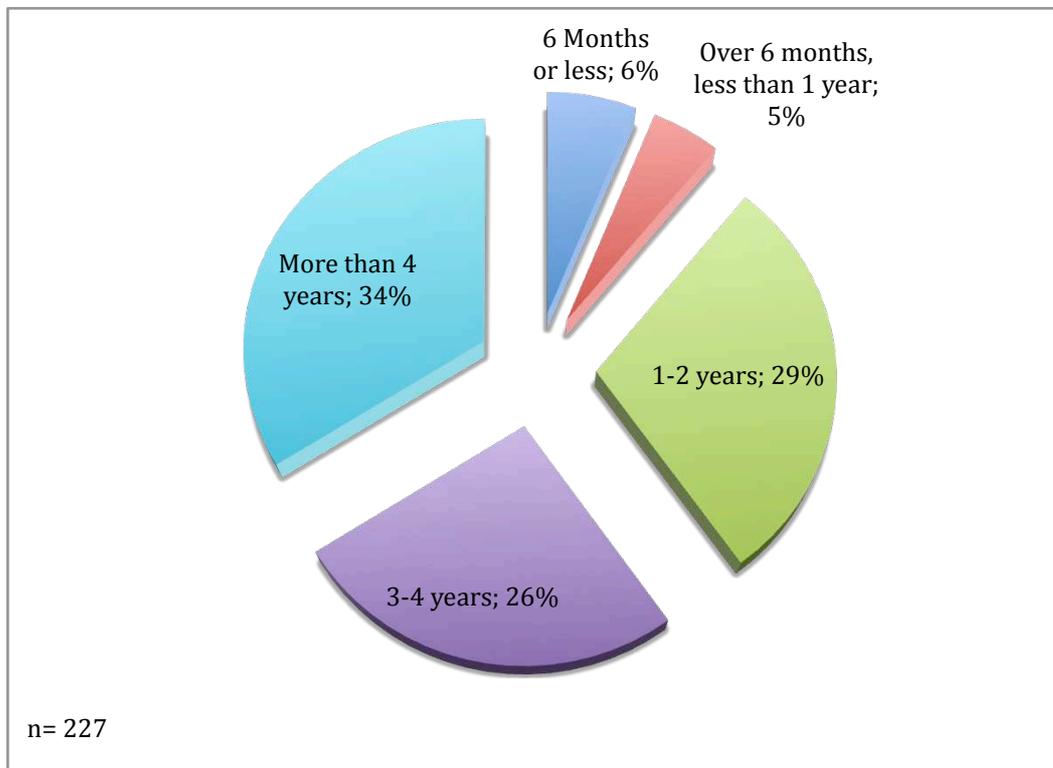


4.2.4 Frequency of volunteering

Of the 228 people who had volunteered before, 95% of these had volunteered at least a few times a year and over half (58%) had volunteered at least monthly. Breaking this down further, nearly half (45%) of those who had been involved in volunteering volunteered on a weekly basis. The picture presented is of a committed, regular cohort of volunteers participating in the DFHC. The challenge facing Glasgow 2014 is that it has committed to recruit a significant number of volunteers from the most disadvantaged communities and the literature suggests that to be successful will require innovative approaches to recruitment, training, support, recognition and rewards.

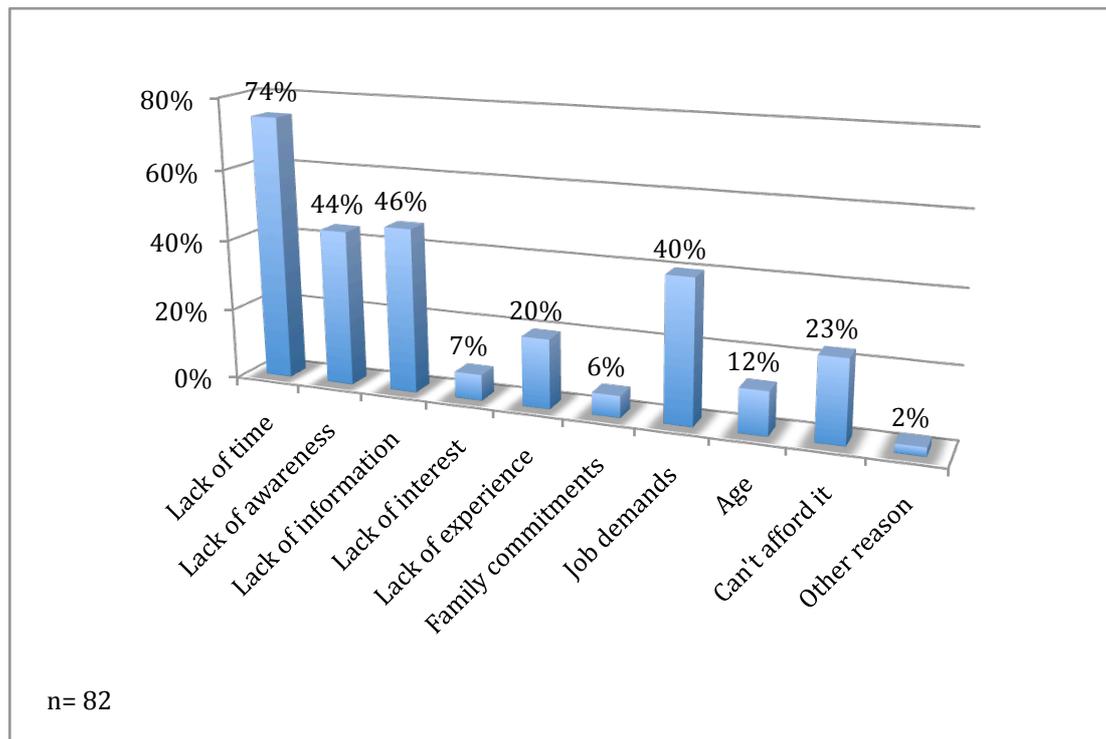


4.2.5 Duration as a volunteer



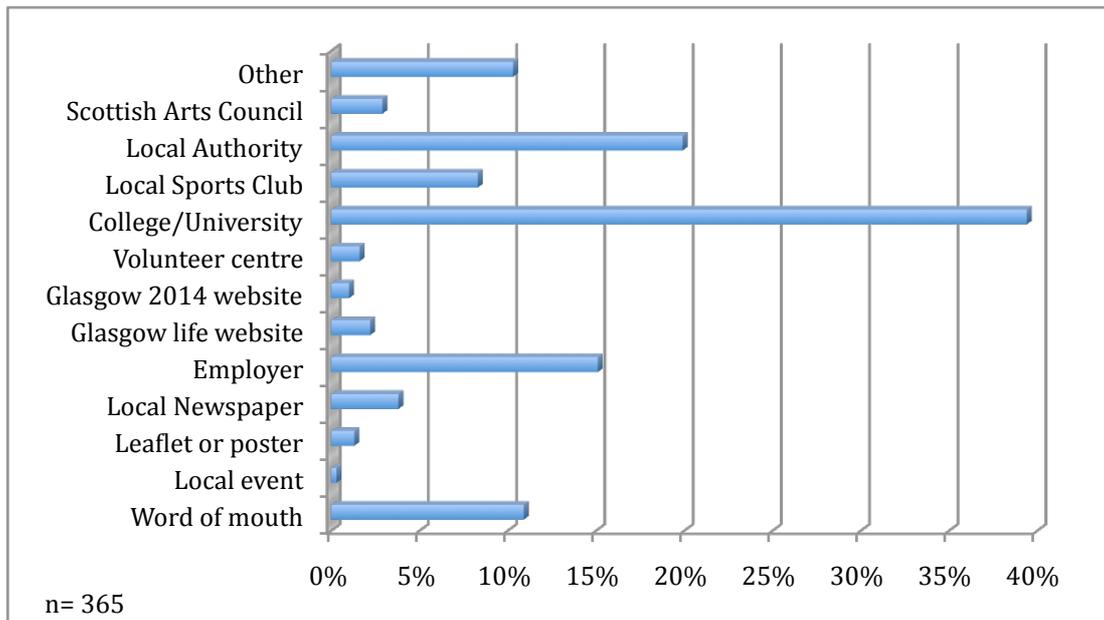
Again, the picture of a relatively experienced and committed 'core' group of volunteers is reinforced in this chart. More than half of the 227 respondents to this question had been volunteering for more than 3 years (60%) with more than a third having been volunteering for more than 4 years.

4.2.6 Barriers to volunteering



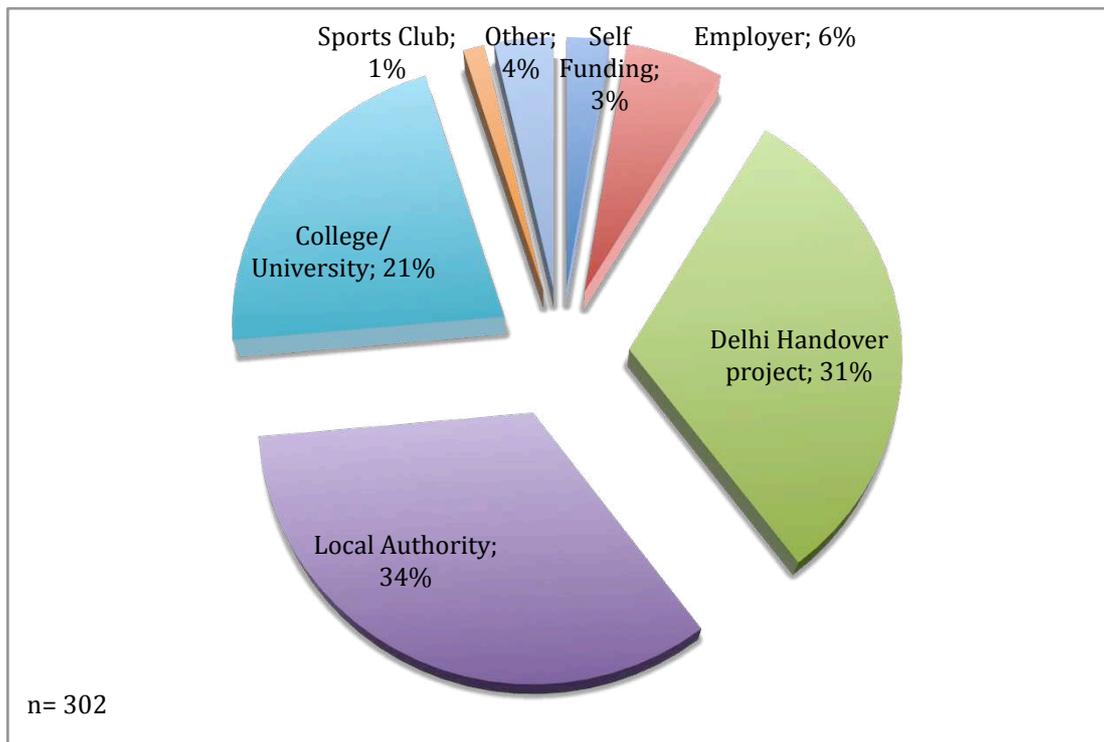
For the 82 survey respondents who indicated they had not volunteered before, lack of time was the most important reason with nearly three-quarters of respondents indicating that as a variable, in line with the volunteering literature discussed previously. Lack of information and lack of awareness were also mentioned (44% and 46% respectively) as was job demands. Lack of information and lack of awareness can be addressed by more effective marketing campaigns and the like, but lack of time is a wider societal problem which it is difficult for those organisations looking to recruit volunteers to manage.

4.2.7 Information about DFHC

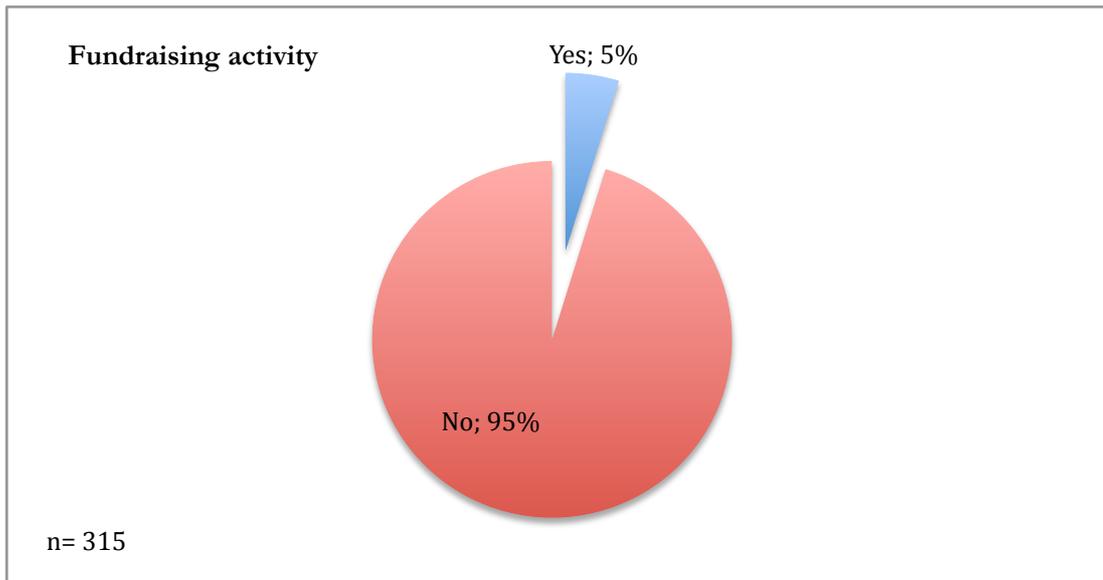


Respondents were able to select more than one response which generated the 365 responses. Due to the fact that a significant number of volunteers were recruited by the RSAMD, Glasgow Caledonian University and a number of colleges, it is unsurprising that more than a third of respondents heard about the DFHC from this route. Local authorities also proposed volunteers for the event as did employers and so the results are along the lines of what would have been expected given the strategy employed to recruit volunteers.

4.2.7 Funding DFHC participation

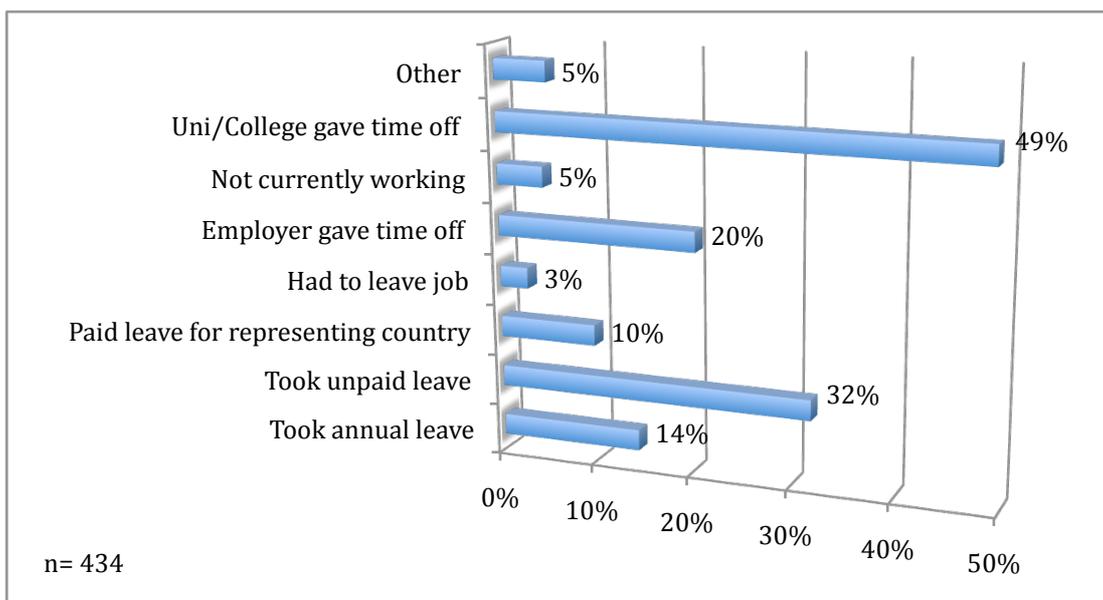


The chart indicates that the main sources of funding for those volunteers going to Delhi were the DFHC project itself, local authorities and colleges/universities. In reality, the DFHC project did support a fairly significant number of participants through its budget, but local authorities actually supported more than the responses here and colleges/universities did not fund the fifth of volunteers indicated in the chart. What this indicates is that there is a degree of confusion amongst volunteers as to who actually paid for their DFHC experience. The strategic interview findings (section 4.4) illustrate the complexities of the funding mechanism for the DFHC project and there are some lessons to be learned on securing the financial and political 'buy-in' of stakeholders earlier in the process.



Although local authorities and other organisations were expected to sponsor volunteers from their areas to go to Delhi, it appears that few individuals or organisations went to the effort to fundraise to fund the costs. This may have been a lost opportunity to raise awareness locally of the DFHC and to identify the ambassadorial role many volunteers were playing for their locale. Moreover, in order to create greater 'local' impacts, fundraising activities could have had a positive impact on raising awareness of the DFHC and the role of their local ambassadors within it.

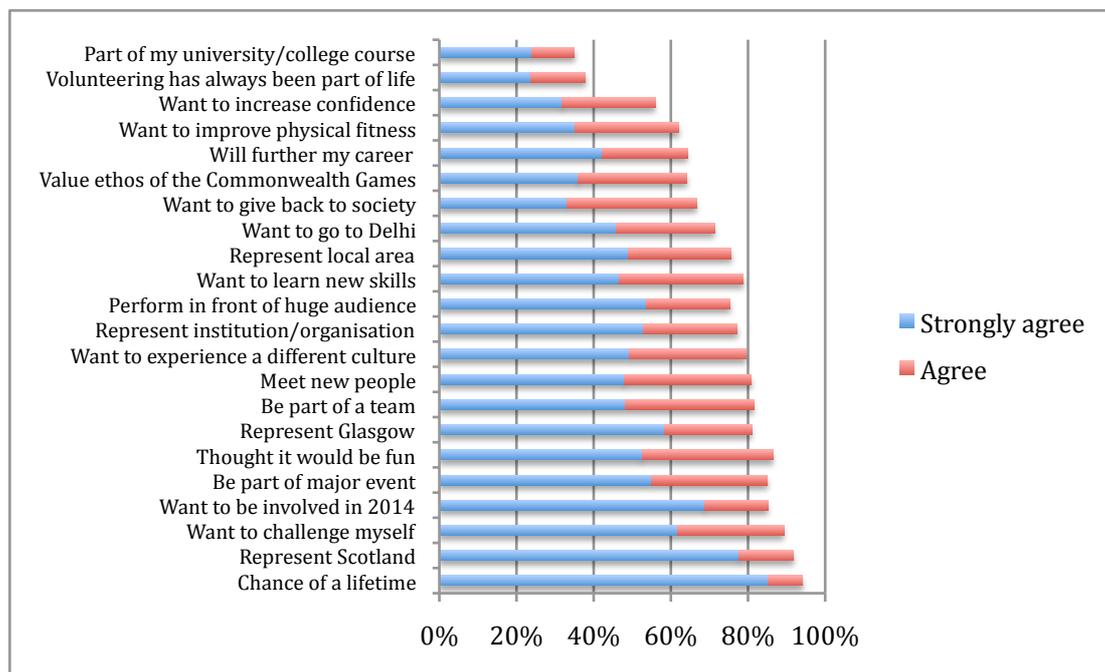
4.2.8 Impact of participation on existing activity



Of the 434 responses to the question on how people got the time off to participate in the DFHC (respondents were able to select multiple answers), it

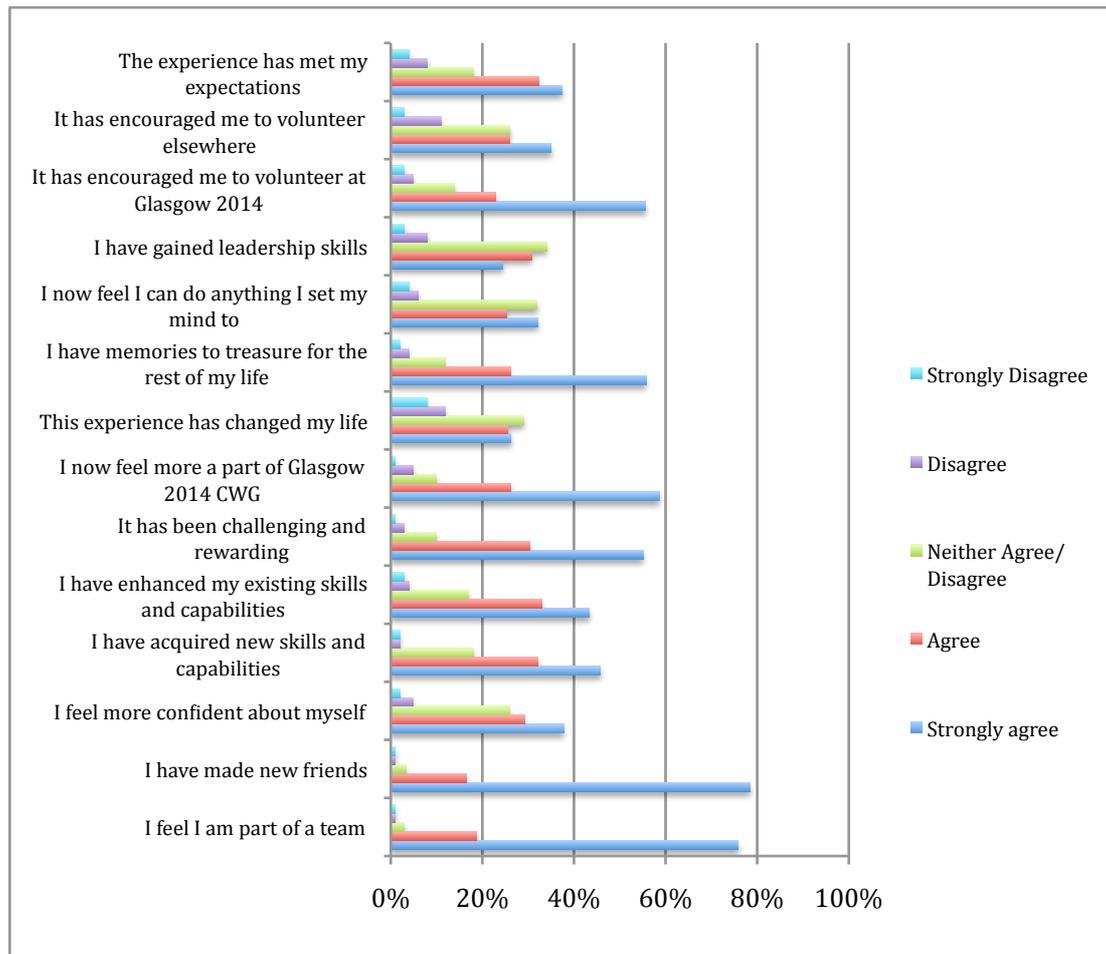
is clear that there were a range of alternatives experienced within the Mass Cast. So, whilst students clearly secured time off from their studies, nearly a third of the responses indicated that they had to take unpaid leave to participate – a real commitment to the cause expressed here. Some people received leave for representing their country (this is in a number of contracts) and others manage their time off through annual leave. However, as the findings of the strategic interviews (section 4.4) will attest, there were inconsistencies in the way employers interpreted the significance of the event and, again, these could have been addressed before recruitment began.

4.2.9 Motivations for participation



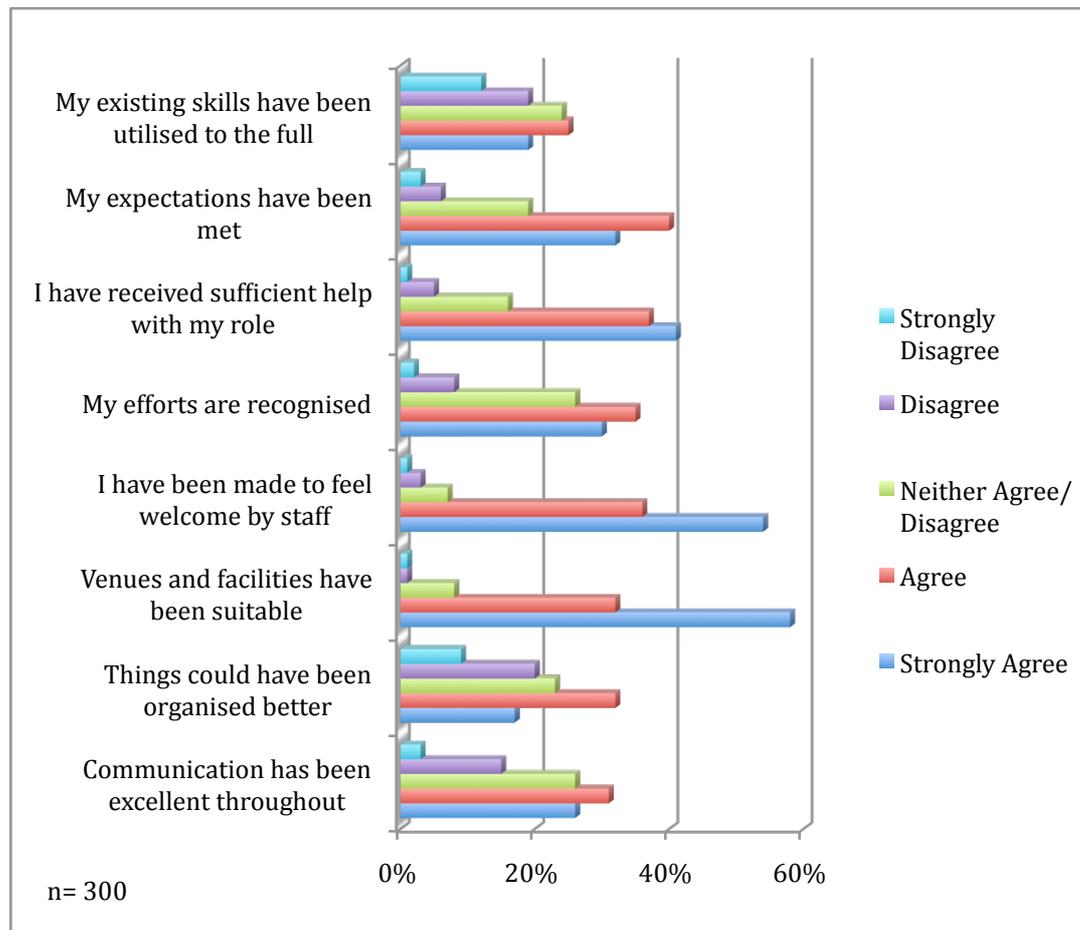
Just taking the positive indicators of motivation as a guide (i.e. strongly agree and agree), it is clear from this chart that the key motivations for respondents was the 'chance of a lifetime', the opportunity to represent the nation (Scotland), the challenge of the DFHC, a desire to be involved in Glasgow 2014, be part of a major event and the opportunity to represent Glasgow. These outcomes align closely with the literature presented in section 2, especially around the perceived 'once in a lifetime' opportunity. The issue of regional and national representation is also valued positively here, reinforcing the findings of the 100-word applicant statements and the pre-event focus groups (see section 4.3). Most of the motivations derived from the literature were rated positively, indicating that a volunteer experience such as DFHC encompasses multiple motivating factors.

4.2.10 Pre-event experience of DFHC



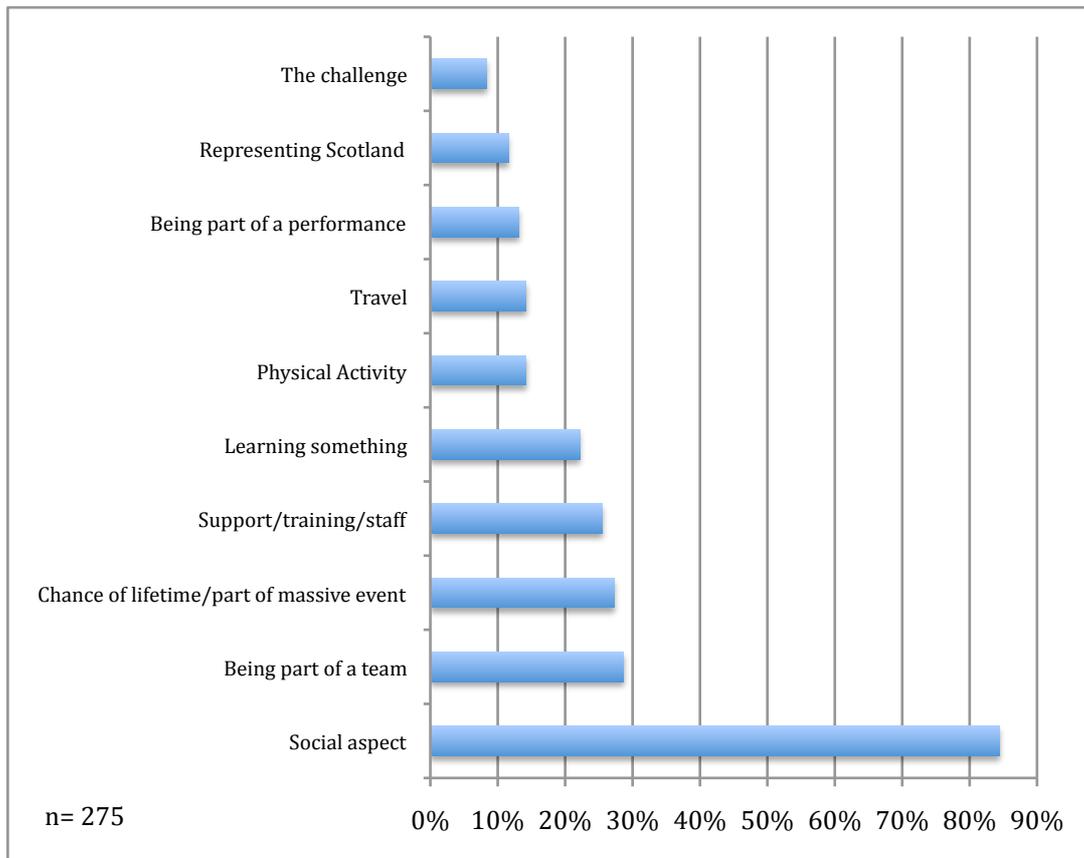
Responses to this pre-event experience questions drew variable responses. From the chart, it is clear that the social aspects of the pre-event DFHC experience has been most rewarding for volunteers, with making new friends and being part of a team being rated particularly highly. Memories, being part of Glasgow 2014, encouragement to volunteer at Glasgow 2014 and the challenging and rewarding nature of the experience were also important reflections. Fewer respondents indicated that the acquisition of new skills was as important an element of the experience (i.e. the material or extrinsic rewards). Nearly three quarters of respondents either agreed (32%) or strongly agreed (37%) that the experience had met their expectations but these figures were lower than for many of the other variables. This could be related to expectations created, communication and the like. Although in the preceding chart it was clear that volunteers viewed the DFHC as a once in a lifetime experience, just over half (52%) of respondents agreed (26%) or strongly agreed (26%) that the experience thus far (i.e. before travelling to Delhi) had changed their life. This finding concurs with the view expressed by Downward et al (2005) that the once in a lifetime incentive reduces in importance as the volunteering experience progresses, being replaced by 'doing something useful for the community' and 'being part of a team' as stronger motivations.

4.2.11 Organisation of the DFHC project



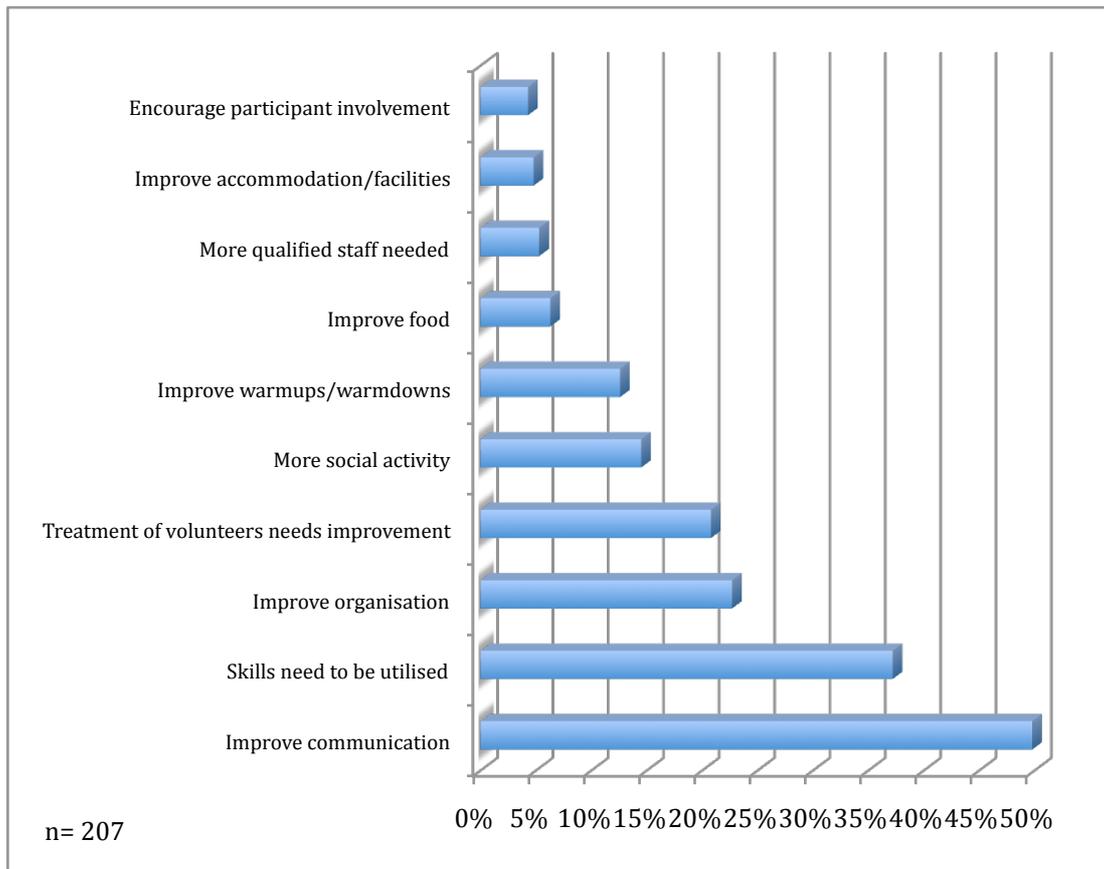
In terms of the pre-event organisation of the DFHC, respondents were generally positive. This chart illustrates the strength of satisfaction with a range of organisational variables. The appropriateness of venues and facilities provided to volunteers were rated particularly highly (90% either agreeing or strongly agreeing) alongside the warm welcome extended to volunteers by DFHC staff (also 90% either agreeing or strongly agreeing). The literature supports the idea that by treating volunteers well greater loyalty and commitment will be generated and, in this respect, the DFHC did this well pre-event. On a more negative note, nearly a third (31%) of the sample either disagreed (12%) or strongly disagreed (19%) that their existing skills had been utilised to the full. Given the number of aspiring professional performers recruited to the cast through the RSAMD and other organisations perhaps it was always likely that their capabilities would not be utilised the full in a relatively easy choreographed performance. Slightly contradictory given the positive scores for organisation overall, nearly half (49%) of respondents either agreed (32%) or strongly agreed (17%) that 'things could have been organised better'. Similarly, there was no great support for the idea that communication has been excellent throughout – possibly linked to some of the confusion over the early stages of the recruitment process, particularly at Orientation.

4.2.12 Best features of the DFHC



Of the 275 respondents who answered this question (40 missed it out), a very significant proportion suggested that the social aspects (84%) of the DFHC was the best feature (pre-event). Other noticeable features include feeling part of a team (29%), the chance of a lifetime/part of massive event (27%) and the welcome and support of staff (26%). These findings validate the approach taken by the DFHC Project Team in managing the Mass Cast experience and, in particular, the emphasis on team bonding through the organisation of a social programme and the use of social networks to facilitate inter-group interaction.

4.2.13 Suggestions for improvement



A fairly significant number of respondents did not offer any suggestions for improvement (n= 108) but of the 207 who did, the most frequently expressed suggestion was for improved communication (50%), an improvement in training and utilisation of existing skills (37%) and improved organisation (23%). The issue of communication also came through on a previous chart and so there is a need to consider the way that volunteers are communicated with in the future, especially in the early stages of cementing the psychological contract with the project team. The utilisation of existing skills has also come through the results of the survey and this should also be given consideration for the recruitment of volunteers in the future. The literature review confirmed that matching volunteer competency with volunteer roles is a crucial determinant of motivation, satisfaction and retention.

4.2.14 Pre-Event Survey Conclusions

- The DFHC Mass Cast is unrepresentative of the traditional volunteer, being predominantly young, largely female, in further or higher education and demonstrably committed to volunteering with a strong desire to represent their cities, country and host organisations.
- Exploiting a once in a lifetime opportunity, representing the nation and being part of a major event were the most important motivating factors for participation in the DFHC.

- The social aspect of involvement in the DFHC had been most rewarding for volunteers pre-event, alongside meeting new friends and being part of a team
- Pre-event organisation was rated highly, with some only minor concerns raised over communication and the utilisation of existing skills.
- Opportunities were missed to engage in fundraising activity within local authority areas, in particular, as a means of raising awareness of the DFHC within 'local' communities
- Inconsistencies exist with how volunteer places were funded, creating potential concerns over equity within the Mass Cast

4.3 Pre-Event Focus Groups

Facilitated small group discussions were held with members of the Mass Cast over a period of 3 days towards the end of the Bootcamp, before they left Glasgow for their trip to Delhi. In total, 9 focus groups were held with numbers varying from 3 per group to a maximum of 8. As the Bootcamp training was underway, the research team had to operate pragmatically, working round the schedule of the creative team and at the base that was best for the cast members. As a result, the focus groups were mostly conducted around the training mat rather than in a closed room where they could be recorded. To aid comprehension, and provide a richer narrative than is possible via the quantitative survey results, these data are deliberately ordered according to the most important themes that emerged from discussions.

4.3.1 Volunteering motivations

Many participants in the Mass Cast were given the opportunity to participate through their college or university courses. In particular, students from the Royal Scottish Academy of Music and Dance (RSAMD) were supported to participate in the DFHC and their places were funded (in terms of travel and accommodation). This group amounted to 14% of the cast. It could be argued that the nature of volunteer motivations is different when institutional objectives are involved - especially at RSAMD where student involvement was deemed part of their course. Many focus group members did not 'volunteer' in the classic sense as they were put forward by their employer, local authorities or colleges/universities. In essence, many volunteers were 'selected' because their courses were in sport/fitness-related areas (e.g. Langside, Cardonald, Central) or in performance (e.g. RSAMD). Some came through existing volunteer initiatives such as the Volunteer Improvement Programme (VIP) operated by Glasgow Life. One member of the focus group was a Modern Apprentice for Glasgow City Council and was supported to participate in the Mass Cast, receiving full pay for the duration of the Bootcamp/Delhi trip. As a result, focus group participants frequently acknowledged that they were representing their institutions (this ties in the findings of the 100-word statements and the survey (s)). This representation involved contributing to blogs, giving presentations on their return to their

institutions and the like. Of those that secured a place through their local authority, they felt strongly that they had a responsibility to their community to pass on their experience and share this with others.

The focus groups also drew out other interesting facets of representation as a feature of the DFHC. Representation included the *arts* (Craig, FG1). Others talked of the pride in representing 'Glasgow' – 'Glasgow deserves the recognition' it was suggested. Quite a few focus group members emphasised the ambassadorial role they were playing for the city, college/university and local authority. One member expressed the view that the Mass Cast included people of different cultures and nationalities and this was a good representation of Glasgow's own diversity. The majority emphasised their pride in representing 'Scotland' as the primary motivating factor. This ties in with the Mass Cast survey, which revealed that over 90% felt they were representing Scotland. Representing Scotland and Glasgow were the most common responses. Some suggested that this was the same as representing your country in sport, *the same as scoring a goal for Scotland* (Chris, FG3) another member said they were representing Scotland in performance and it was an honour to be selected (Callum, GF5).

In line with the literature on event volunteering (see literature review), there were frequent mentions of the 'once in a lifetime' nature of the event for volunteers (whether semi-professionals or amateurs). The once in a lifetime recognition appeared to be heightened by the importance of the 'Delhi Effect' as a motivation for volunteering as it is rare to get the opportunity for a (paid for) trip to this sort of destination. Given that half the Mass Cast had experience of (and aspirations towards) performance, there was recognition from some that the opportunity to perform on TV was a motivating factor in participation. One member of the focus group (Bay, FG2) had volunteered before and that was a key motivation/driver to do so again. This chimed with a recognition from some focus group participants that volunteering opens up doors for you – which might lead to career progression or simply the opportunity to give something back to others less fortunate. Whilst there were few expressions of negativity about the volunteering experience, two focus group participants had raised their own funds to be part of the Mass Cast. They felt very strongly in that they had to work harder to gain their place, having raised £3000 and through sponsorship.

The more obvious extrinsic motivations for participation were less frequently mentioned in the focus groups, indeed one member even suggested *volunteering was good for the soul* (Chris, FG3) though a few members did acknowledge that participation was a valuable addition to the CV. This was an expected outcome because of the nature of the volunteering opportunity. Ultimately, for aspiring performers, the DFHC did represent a great opportunity to test their skills in front of a huge global audience.

4.3.2 *Expected Outcomes from DFHC*

Pre-event, the experience of being part of the DFHC had made an almost wholly positive impact on participants. For example, the semi-professional

participants acknowledged a greater appreciation of others (especially strongly expressed by the 'professional' RSAMD students), an appreciation of the value of patience (the RSAMD students were used to learning at a face-pace but with non-performers they need more time to accrue the necessary skills), leadership and teamworking skills (especially for experienced performers they felt the need to take more responsibility to assist others through the process but also a recognition that others were good leaders even if they were not as technically skilled) and an acceptance of a greater good. Many participants suggested that they really understood what teamworking meant now, to have to do it in practice when it meant success or failure, was a real learning experience for a lot of them. In the focus groups there was a palpable sense that individuals had learnt to put their own objectives to one side in order to work towards the common purpose of participating in the Mass Cast at the DFHC. The importance of sociality in making this common purpose achievable was also abundantly clear in the focus group discussions, aligning with Clary and Snyder's (1999) view that personal agendas are put to one side to achieve the common goal. Participants talked warmly of meeting new people (especially from different regions/countries, ages and social backgrounds) and reiterating their part in a collective endeavour that represented a once-in-a-lifetime experience. Sociality was clearly a major strength of the Mass Cast concept – group harmony, friendship and maintaining contact outside of the project were all mentioned as key benefits experienced by volunteers. This echoes the findings of the literature review, whereby it was suggested that participant expectations shift from the 'once in a lifetime opportunity' to other social outcomes and 'doing something for the community' (Downward *et al*, 2005: 512–513) Partly, these feelings can be attributable to management interventions and the need for everyone to work together to reach the common goal – forming a psychological contract between the cast members and the organization. The focus group discussions indicate that the Mast Cast idea created a sense of common purpose and responsibility to one another, overcoming sectoral interests (i.e. 'sport' or 'performance' volunteers). This is normally difficult to achieve but reveals a new model of engagement with volunteers and in managing and sustaining expectations.

The less positive outcomes expressed in the focus groups related to initial expectations not being met. The semi-professional volunteers felt that their skills were under-utilised (discussed in the pre-event survey too), whilst other participants felt unprepared for what lay in store for them in India. Several focus group members were quite nervous about what awaited them in Delhi, partly because of the press coverage of the poor state of preparation, also because a few had never been abroad before but also because they were amateur performers and were worried about the ceremony itself. One comment indicated that the thought was '*surreal*' at that time. The 'Delhi Effect' mentioned earlier also contributed to disappointment felt by some focus group members as it was clear that there were going to be few opportunities to explore the city and its environs during the DFHC due to safety and security concerns. Some of the older members felt this was restrictive and would detract from the cultural aspect of the experience. Some of the amateur participants expressed some fears about the performance

element of the DFHC itself and coping with the pressure. The semi-professional focus group participants would have liked to know more about the vision of the DFHC earlier and been given the chance to influence it – they found the secretive element a little annoying, which impacted on their enjoyment of the earlier part of the process.

4.3.3 Management and Organisation

There was almost universal support for the quality of the management and organisation of the Bootcamp experience, even although it acknowledged that the regime was extremely hard work and participants had to make significant sacrifices to complete their training. Transport, accommodation and food were well received. The way in which the cast managers and co-ordinators generated camaraderie amongst the cast was also recognised - resulting in very positive survey results, pre-event, for staff support. Each cast coordinator created a family feel to their group and took on a pastoral role with their charges. They instilled this in the group members and the focus group members were positive about this and also believed it gave them a shared sense of responsibility.

Some concerns were expressed about the allocation of roles within the Mass Cast and whether they fitted the skill set of the volunteers again. This was also raised as a concern in the pre- and post-event questionnaire survey. Holmes and Smith (2009) suggest that these issues are commonplace and can be overcome by having daily debriefs and that if the volunteers receive recognition then they are more likely to volunteer at future events (Doherty, 2010). Indeed, Lockstone and Baum (2009) suggest that event organisers can learn a lot from longitudinal research carried out with volunteers and that time spent building and sustaining relationships with them afterwards will lead to more positive ambassadors for future events. The literature review highlighted that managing volunteers had become much more like managing staff in the workplace, requiring regulation and rationalization to ensure smooth outcomes (Barnes and Sharpe, 2009). As an illustration of how the Mass Cast reflected the dynamics of a workplace, focus group participants were aware that some volunteers had been “sacked” in their view and welcomed this approach as it a small minority were disrupting the experience for the others and hindering progress towards the performance. There was also a perception amongst some focus group participants that some roles were more challenging (physically and emotionally) than others and there could have been greater equity in respect of the time commitments required for each role. Unsurprisingly, there was also a sense that the days were very long for some and there was too much waiting around. Understandably, the roles that required building and holding structures needed those volunteers who came from sports clubs and were more able to cope with the physical demands of the performance. Some of the cast revealed that they wanted to see how to put on a large scale performance and that this experience would help them in their own management of events and performances.

4.3.4 *Volunteering legacies*

Focus group participants were able to identify some legacies before the DFHC had even taken place. These included informing school activities, nursery engagement and in universities where students were composing blogs, diaries and the like. Some participants had already appeared in the press for their local communities, making them feel like mini celebrities. Several focus group participants had made some very real sacrifices, including taking unpaid leave from work, time away from family and/or studies. Some commented that this event was crucial to make 2014 Scotland's Games rather than just Glasgow's Games, especially as they believed they were delivering the Games message throughout Scotland to the different communities and that *by the time of 2014 local communities will be much more involved because of the Mass Cast event* (Ross, FG3). There was a palpable sense of responsibility expressed by the focus group participants towards their communities but also to send a message that Scotland was ready to take over the Games from Delhi. Over a third of participants who responded to the follow-up survey indicated that they had since participated in community events in their local areas, emphasising the immediate legacy of the DFHC for communities around Scotland. Although the Mass Cast contained many quite experienced volunteers focus group participants still felt that the DFHC project had given them new skills and understandings and on a scale unprecedented. Many commented that it had helped them to form a new network unconnected to their specific sectoral interests (e.g. dance, sport or music). Some participants also believed that the DFHC had given rural Scotland a voice and that the network of volunteers in areas other than the large cities was important. Rachel (FG8) commented that this would encourage people to watch the Games now and in 2014, especially those who would not have watched it otherwise.

4.3.5 *Impact on intention to volunteer*

Across all focus groups there was a sense that the level of commitment required for the DFHC would be difficult to replicate again as some people had to take 4 or 5 weeks off of their part-time jobs and this made it difficult to manage financially for the duration of the project. One of the volunteers indicated that the intensity of the experience meant that she was unlikely to volunteer again in the future, but she was in the minority. There was concern expressed about a lack of equity experienced across different local authority areas. Some participants received 10 days paid leave as they were representing their country in a sporting event. However, other local authorities interpreted this differently, categorizing the event as about art rather than sport and only allocating 5 days paid leave for employees. Another group decided to give no paid leave because the volunteers were not participating in a sporting event. Undeterred, the majority said they would volunteer again and liked the fact that they could now act as an ambassador for their community or college or university. Many others took unpaid leave from private sector companies and felt that their employer had been reasonable in letting them have time off at all. Glasgow Life could not control how others decided to deal with their staff but it is interesting to see how the

participants reacted to it when they realised what others were offered. A strength of the experience on the individuals was that they believed they would keep in touch with people throughout the country and would be exposed to and offered other volunteer opportunities because of the experience. Again, they felt this gave them a preferred status as a volunteer as they had participated in something at the highest level. If these 'rewards are to be realised, then organisers need to ensure that the previous participation is recognised, recorded and reinforced. The results of the follow-up survey reinforce the idea that the DFHC has actually increased the likelihood of volunteering activity.

4.3.6 Glasgow 2014 Involvement

Despite expressed fears of the Delhi experience and some concern over the management and organisation of the Mass Cast, there focus group participants demonstrated a desire to participate in the Glasgow 2014 Commonwealth Games ceremonies (validated by the results of the follow-up survey, section 4.5). The organisation necessary to secure 15,000 volunteers for Glasgow 2014 is not unsubstantial and focus group participants expressed a desire to play ambassadorial roles and in helping to recruit other volunteers from around Scotland. There was certainly a sense that the DFHC represented the starting point for participants' active engagement with the Glasgow 2014 CWG. The connections made between individuals can be maintained and enhanced through a blend of online and face-to-face methods but the need for clearer communication channels between DFHC ambassadors and Glasgow 2014 organisers will be a vital if the initial legacies of Delhi are to be fully exploited over the next three years.

4.3.7 Focus group conclusions

- The uniqueness of the DFHC mean that it is unlikely to be replicated and the nature of selection and sponsorship of places means that participants did not necessarily volunteer of their own initiative/free will
- The DFHC project had given semi-professional and amateur performers alike a greater appreciation of the greater good, an renewed understanding of the value of trust and thinking of others alongside the importance of teamworking and leadership
- The participants revealed a strong sense of National identity and pride from being part of the mass cast.
- Volunteering legacies could be discerned in advance of the DFHC and these need to be leveraged (and resourced) if they are to be of value to the Glasgow 2014 volunteer strategy

4.4 Strategic Interviews

The section presents a summary of the principal outcomes emerging from the strategic interviews undertaken with members of the DFHC Project Team and relevant others from Glasgow Life. The interviewees were selected in discussion with the client and were conducted face-to-face, recorded and transcribed. The outcomes from these interviews are presented in a thematic manner to aid comprehension.

4.4.1 Unique vision & partnership working

In the bidding and delivery stages of major sporting events, there is an increased incidence of partnership working involving public, private and third sector organisations. The DFHC is ideal-type exemplar of partnership working in action. Due to the timing of the Handover Ceremony in the event delivery cycle (four years in advance of the Games themselves) the OC was not in a position, personnel-wise, to deliver this important event. Frequently cities will sub-contract the whole process but Glasgow decided to exploit its relatively unique structure to contract delivery of the DFHC to Glasgow City Council who then sub-contracted to Glasgow Life, the arms-length company which manages the city's sports and cultural service offering. The Chief Executive of Glasgow Life chaired the steering group and was ultimately responsible for the event on behalf of the OC, as a board member but also as the Chief Executive of Glasgow Life, who were contracted to deliver. The steering group was made up of all the key partners – the CGS, the government, the OC and Glasgow Life chairing it. All the key decisions – creative decisions, the concept were made in collaboration. Crucially, Glasgow:

used a model that used existing HR in the city, through Glasgow Life, to fulfil the role of project managers and event managers of the product and what we then did on their behalf was recruit additional expertise from the private sector to basically bolster our experience (CH, Project Manager, Interview)

The decision to utilise existing 'resource' (human, financial and physical) was ambitious and bucks the trend towards 'buying in' expertise to deliver ceremonies in other recent major events host cities. It was clear, from the strategic interviews, that this approach carried with it increased risks, especially relating to the range of expertise existing internally within the city. Essentially, Glasgow decided to 'make' rather than 'buy' for the DFHC, albeit supplemented with the necessary expertise being sourced externally (e.g. the Creative Team). Glasgow Life did not try to be experts in ceremonies and so they brought in a high profile choreographer. They contracted these external creatives through Glasgow City Council and this gave them legal protection

should that have been necessary. Utilising scarce resources the DFHC Project also drew resource from across Glasgow Life where necessary:

expanding and contracting depending on the pressures. So when we got to three months out things really got intense as we expected them to, but we then drew down support from arts development, from the event team and they were brought in as volunteers in kind from Glasgow Life (CH, Project Manager, Interview)

Glasgow Life had major events experience but not Games experience and they recognised the need to procure a creative lead (JM Director of Operations, Interview). They drew on Scotland's creative talent such as Jilly Blackwood. This was extremely successful in terms of using Scotland's creative talent but also leaving a legacy.

Jilly now has the experience in not just designing for one off pieces now but experienced in designing for mass cast. This was extremely successful in terms of the look we got and in terms of the ability to get something that was artistically of a very very high quality but could be mass produced. That experience in Scotland had not been there before the Handover Ceremony and has left a professional skills legacy for Scotland. (JM, Director of Operations, Interview)

4.4.2 Creative visioning and the Mass Cast

When planning for major events, hosts view the ceremonies and cultural programme as a way of promoting their uniqueness and involving a wider cross-section of the population in the event. The Handover Ceremony is an important symbolic milestone in the delivery of the Games as it marks the passing of ownership from one host to the next. It is the first major opportunity to communicate internally (to the host) and externally (to other nations). 10 (national and international) creatives pitched their vision to the project team and Unspun were the successful company based on a vision of delivering a Mass Cast performance, in-country, of 424 people. The Mass Cast concept was an intentional differentiating variable, as normally the Handover Ceremony involves a small, elite group such as David Beckham for the London 2012 Olympics, or Vancouver's focus on the high arts with the National Opera and the National Ballet. Whilst the creative concept did not dictate how the Mass Cast would be recruited, the city realised the opportunity that this presented for involving a wider section of the Scottish population. Ultimately, this vision was realised by recruiting participants from across Scotland – embracing the slogan 'Scotland's Games' in a very practical way.

4.4.3 Securing Representation – 'Scotland's Games'

Once the creative vision had been agreed a strategy was developed to secure the involvement of the Scottish people:

It became a process of 'how do we recruit that?' 'Do we go to professionals or do we try to make it a little more innovative?' 'How do we link up the whole of Scotland?', 'how do we get the buy in of each local authority?' (EL, Project Officer, Interview)

The project team and its main stakeholders (e.g. Scottish Government, Glasgow 2014 Ltd and Glasgow City Council) viewed the creative concept as an opportunity, early on in the delivery cycle, to realise the host city/nation in a meaningful way. Partly this was driven by the fear that the unprecedented Scotland-wide support for the bid would be difficult to repeat. Targeting participation from each of Scotland's 32 local authorities was a deliberate strategy to prove to the rest of the country that their support was not simply necessary to win the bid. Organisationally, the DFHC Project Team used the All Scotland Group which was established in 2006 (involving all 32 local authorities) was the vehicle used to help recruit the Mass Cast, and the notion was well received:

We went along to a meeting in Edinburgh in late 2009 because it was just after we decided the creative concept and we presented this thing to them and their eyes just lit up because there was a tangible opportunity for people from their LA area to be part of this...so the Handover's role in that was absolutely crucial for that continued buy-in (CH, Project Manager, Interview)

Whilst the strategy of securing the support of all 32 local authorities was a good one, in practice it proved more difficult to deliver. Primarily this was due to economic factors. Some local authorities made the most of the opportunity to promote their involvement (e.g. Orkney) but for others the financial expectations (the local authorities were asked to fund places in the Mass Cast) proved difficult to meet:

There were maybe one or two which, due to budget pressures, it was just too political for them to be involved because of their own local authority budget pressures and they didn't want to be seen to be spending in an area when they were making cuts in other areas (CA, Cast Manager, Interview)

Some local authorities took the opportunity to take photographs, to raise the profile of their area, do their own press releases, work with the press team at Glasgow 2014 (CA, Cast Manager, Interview)

Despite the challenges faced in recruiting the requisite number of Mass Cast members through the initial recruitment strategy, the rewards from media coverage of the Handover Ceremony itself validated the approach taken. As the Project Manager suggests:

It was real people from real parts of the world, from performing arts right through to amateur footballers. What media is going to come out and criticize that approach and that endeavour? It was unanimously received and those still imaged of real people – you couldn't buy that. You could tell that it was real people who had never done that before and were in a world that they never knew existed (CH, Project Manager, Interview)

The camaraderie which was created within the Mass Cast was carefully cultivated by the choreographers and provided the building blocks for the creation of a 'social network' (literally formed on Facebook) which was based on bonds of reciprocity, trust, social interaction and friendship. Activities were programmed into the orientation and bootcamp to encourage social interaction within the Mass Cast:

After the first day we had a ceilidh event in Arta, then again throughout Bootcamp we had another activity when we brought everyone together and we also provided information about offers that were going on in Glasgow to encourage people to socialize (CA, Cast Manager, Interview)

looking at the network created through Facebook has been very successful – taking their own lead and their own initiative in setting up those groups and reunions and organizing ongoing communication and contact has been a real positive result (CA, Cast Manager, Interview)

The social capital created as a result of the Mass Cast experience provides an exemplar of what can be achieved when the creative concept aligns with the operational objectives of a project of this sort. In a period when social networks are created and maintained online as well as face-to-face, it is important for those responsible for volunteer recruitment and management to create the conditions in which self-governance and self-organisation flourishes. Overly stringent control of online social spaces (or its use as a corporate communication tool) can be counterproductive, whereas carefully managed engagement can produce significant benefits for organisers.

4.4.4 Event organisation and logistics

The DFHC creative vision – based around taking a large Mass Cast to Delhi – was ambitious and created significant challenges organisationally and logistically. Because of the difficulties faced by the Delhi 2010 CWG OC in the lead up to the Games, Glasgow 2014 Ltd had to play an important intermediary role in the DFHC planning and delivery. The Glasgow OC

communicated with its Indian counterpart on transport, accreditation and protocol, with Glasgow Life's project team focusing on ensuring the 8-minute performance was faultless. In order to secure the media impact required from the Handover Ceremony, the vision was ambitious and, realistically, is unlikely to be repeated again. For that reason, the lessons to be learned for the forthcoming Glasgow 2014 Commonwealth Games must be put into perspective. Organisational learning in respect of partnership planning, logistics, project management and staff development was certainly evident. But perhaps the most important organisational lesson that emerged from the DFHC project was that one agency alone could not have delivered this event in isolation. Glasgow Life can deliver elements of the ceremonies and cultural programme for Glasgow 2014 but it cannot do it alone and will require the support of others to exploit the opportunities which this major sporting event provides.

The tight budgets and timescales also increased the pressure on the Project Team in delivering the ambitious Mass Cast creative vision. Securing the financial support of local authorities in the middle of a deep economic downturn proved difficult. As a result, there was a degree of inconsistency in the contribution of each local authority, resulting in a mixture of funded and self-funded places. The Project Team agreed to support local authority representatives on the basis that they would continue to be ambassadors post-event. Handover links were appointed for each local authority and other contributors (e.g. universities and colleges). Again, whilst the Handover Link concept was a good one, more time could have been spent articulating what their role was and what was expected of them.

In organisational and logistical terms, the clarity of communication with Mass Cast members was problematic at times, confirmed by the findings from the two volunteer surveys that were carried out before and after the DFHC itself. The cast coordinators and managers raised communication as the key issue that could be improved upon during the Mass Cast preparations. The main difficulties seemed to be between the cast coordinators and managers and between the creative choreographers. Although team briefing sessions were identified one of the cast coordinators suggested there needed to be clearer communication channels set up. By their own admission, the Project Team could have been clearer with potential Mass Cast members that participation was dependent on an element of selection:

We probably didn't make it as clear as we could of in the recruitment that orientation was some form of test – both for them in terms of what the project was all about and for us to see if they could do this or they can't...we could have been clearer that it was a form of audition (CH, Project Manager, Interview)

The organisation team needed to make clearer that the orientation event was still part of the selection process. The feel of it was very much 'X-factor' and

people were very excited to be there and thought that orientation meant they had been selected so there were a few people very disappointed when told this was not the case. Some individuals were denied a place in the Mass Cast because they did not fit the criteria laid down by the creative team. The inclusion of clear instructions in the initial stages to potential volunteers would have avoided the negative outcomes which arose.

4.4.5 Enthusiastic Amateurs and Professional Performers – The Dilemmas

The decision to recruit a Mass Cast to deliver an 8-minute ceremony to a watching audience of over 1 billion people was ambitious and also risky. To ameliorate concern over whether amateur performers could be expected to cope with the demands of the Mass Cast experience, it was decided that the 'core cast' would be populated with semi-professional people that could take responsibility for the people around them, leading and giving direction to the amateurs. 4th year students from the Royal Scottish Academy of Music and Dance (RSAMD) played that role and although they were also volunteers, some were almost professionals and had completed professional work over the years. The choreographers wanted 32 cast members to be grade A - soon to be dancers in the West End – to provide comfort that the technical elements of the 8-minute performance would be delivered to a high standard. Whilst the survey and focus group data suggests that some tension existed between the amateurs and the (semi) professionals over the speed of learning and expectations, these could have been expected with such an ambitious strategy.

4.4.6 Post-event legacies and Lessons Learned

In delivering an event of this sort, it is important to consider the lessons learned from the experience and the post-event legacies which can be realised along the way. Formally, the DFHC Project Team organised a post-Delhi event in December 2010 to bring together the Mass Cast members and to 'galvanise that spirit again' (*CH, Project Manager, Interview*). However, there has been a bit of a hiatus since this event and there is a danger that the opportunity to engage a unique group of ambassadors has been missed partly due to confusion over 'ownership' of this group post-Delhi. The ambassadorial role does not simply reside with the Mass Cast volunteers themselves, but also with the Handover Links in the 88 organisations that engaged with the DFHC project. If carefully cultivated, these 88 organisations and the individual Handover links could represent a valuable resource for the Glasgow 2014 organisers. Whilst it is no easy task to nurture relationships with a large number of organisations – many with different agendas – it is the responsibility of those stakeholders concerned with a wider legacy (perhaps not Glasgow 2014 Ltd because of its unique Games delivery focus) to ensure positive impacts are felt North, South, East and West of the country. Other findings suggest that the volunteers are extremely positive towards the DFHC and need to be encouraged to make a much more significant contribution in

the lead up to Glasgow 2014. This is also supported by the literature on sport event volunteering.

Organisational legacies from the DFHC must also be recognised and exploited in the run up to Glasgow 2014. Glasgow Life, as the Project Lead, has accrued invaluable experience in delivering a form of cultural output that it had never been exposed to before:

For being a local authority event organizer – which is what we are ultimately – it was a different league in terms of what we've now got in our armoury...we filled posts from a whole variety of services, not only events...we had museums, arts officers, people from the sport centres...when they're going back to their day job they've now got systems, ideas, ways of doing things that they wouldn't have had (CH, Project Manager Interview)

Finally, in terms of lessons learned, the DFHC generated a number of issues which will need to be addressed in the lead up to Glasgow 2014 itself, especially around the management of volunteers. One of the most important operational lessons involved increasing the ratio of staff to cast members (or volunteers) required to manage the volunteer experience more effectively:

We had a manager, assistant manager, two members of staff and three interns. Nothing like enough for that number of people. So, for 6000, that cast team will have to be 100 strong or 85-100 strong (CH, Project Manager, Interview)

A related issue is the need to recruit specialised staff to support those volunteers with support needs, whether they are related to disability, health or general welfare. The support needs for the DFHC were much more significant than the Project Team had expected and this needs to be recognised and resourced in the lead up to Glasgow 2014:

The amount of social issues that you have to deal with as well. We took a social [work] officer with us to Delhi which would have been nice to bring into the project earlier and highlight as an outlet for the cast to go to. I was dealing with a lot of issues that I would never have predicted. A welfare officer from the beginning would have been beneficial (CA, Cast Manager, Interview)

Ultimately, these unforeseen issues were a product of the ambition of the DFHC Project which is to be applauded. As Jill Miller, Director of Operations (Glasgow Life) suggests, the underpinning principle of involving people who would not otherwise have had the chance was fundamental to the DFHC.

Whilst working to mitigate the risks from taking on this challenge, there were always likely to be lessons to learn from undertaking an endeavour of this sort. She re-iterated the project Director's view that they needed a lot more people with them in Delhi to help with social welfare issues re-enforced their decision to take only over 18s.

4.4.7 Strategic Interview Conclusions

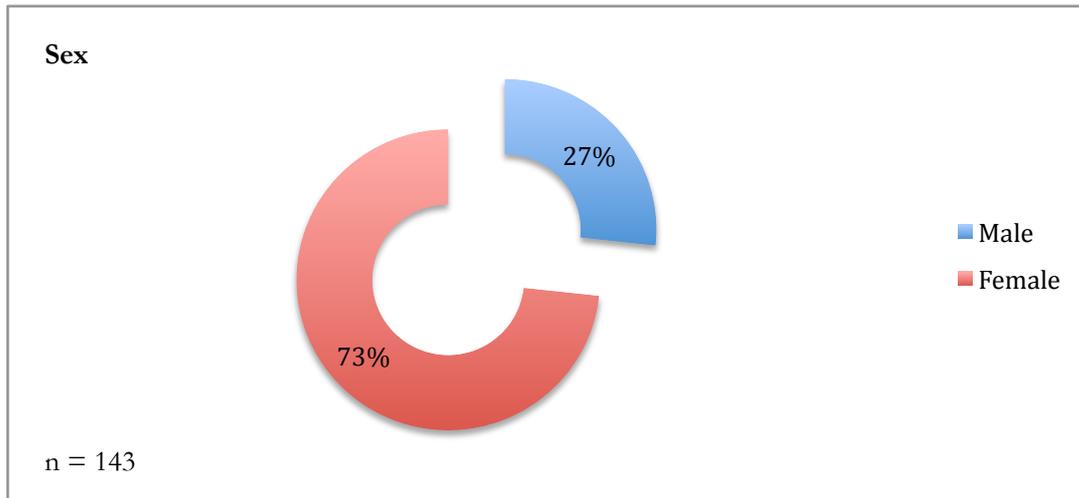
In undertaking interviews with identified stakeholders for the DFHC a number of key commonalities emerged, which should be factored into the final outline of the success of the project. These can be summarised as:

- The ambitious creative vision for a Mass Cast performance in Delhi was successfully realised by the DFHC Project Team
- The all-Scotland ethos of the DFHC was welcome but more meaningful relationship-building with Handover Links needed to be developed before potential benefits could be realised more effectively
- The unique partnership approach to the delivery of the DFHC project between Glasgow Life and Glasgow 2014 Ltd needs to be built upon in the delivery of the volunteer programme and ceremonies for Glasgow 2014 CWG
- Operationally, attention needs to be paid to the ratio of staff to volunteers, the appropriateness of medical and social welfare support for volunteers (and staff) and the development of systems to ensure the maintenance of relationships between organisers and volunteers post-event
- The model and governance structure was deemed to work exceptionally well for the DFHC that the OC are looking to implement the same governance structure for Glasgow 2014.
- Certificating the learning experience of the DFHC was not considered early enough
- There is a need to continue mapping the DFHC volunteer networks to ascertain what longer-term impacts have resulted from the project

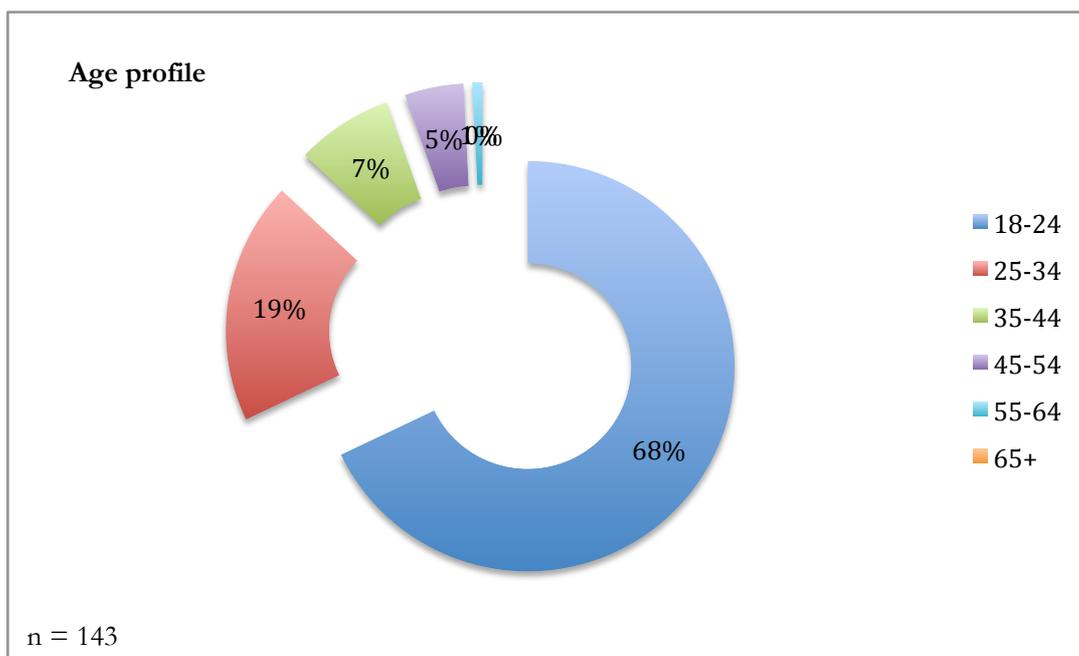
4.5 Follow-up Survey

A follow-up questionnaire survey targeted at the 348 Mass Cast volunteers was launched in February 2011 and at the time of closing it had secured 143 responses – a response rate of 41%. This survey was facilitated online, using Survey Monkey, and promoted through an email to all Mass Cast members and through regular updates on the Delhi 2010 Facebook page.

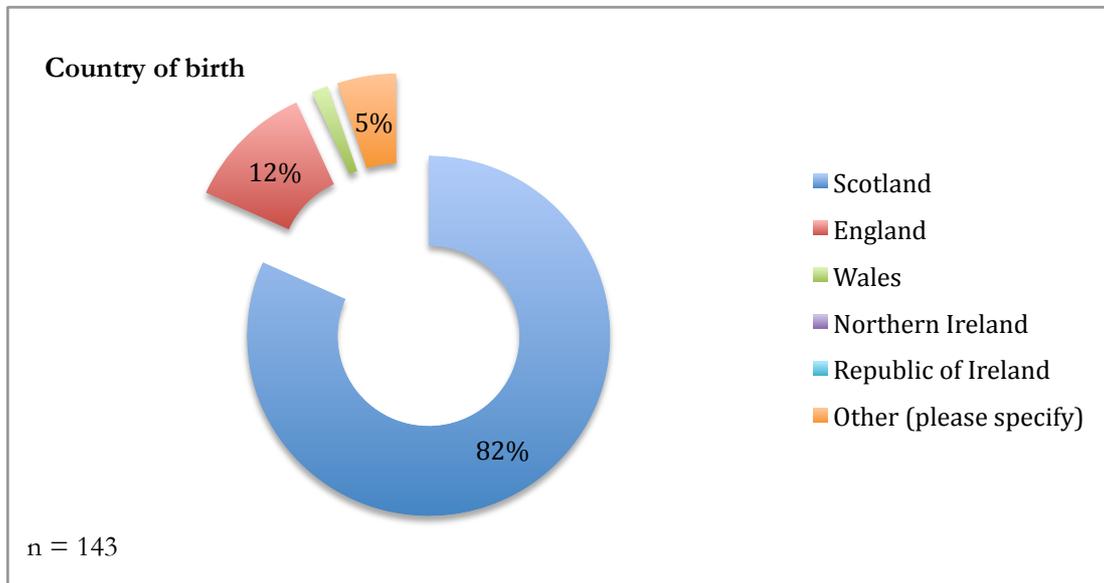
4.5.1 Sample composition



Although the response rate was much lower for the follow-up survey, the proportion of male and female respondents was relatively consistent with 73% of the sample being female, compared with 70% in the original survey.

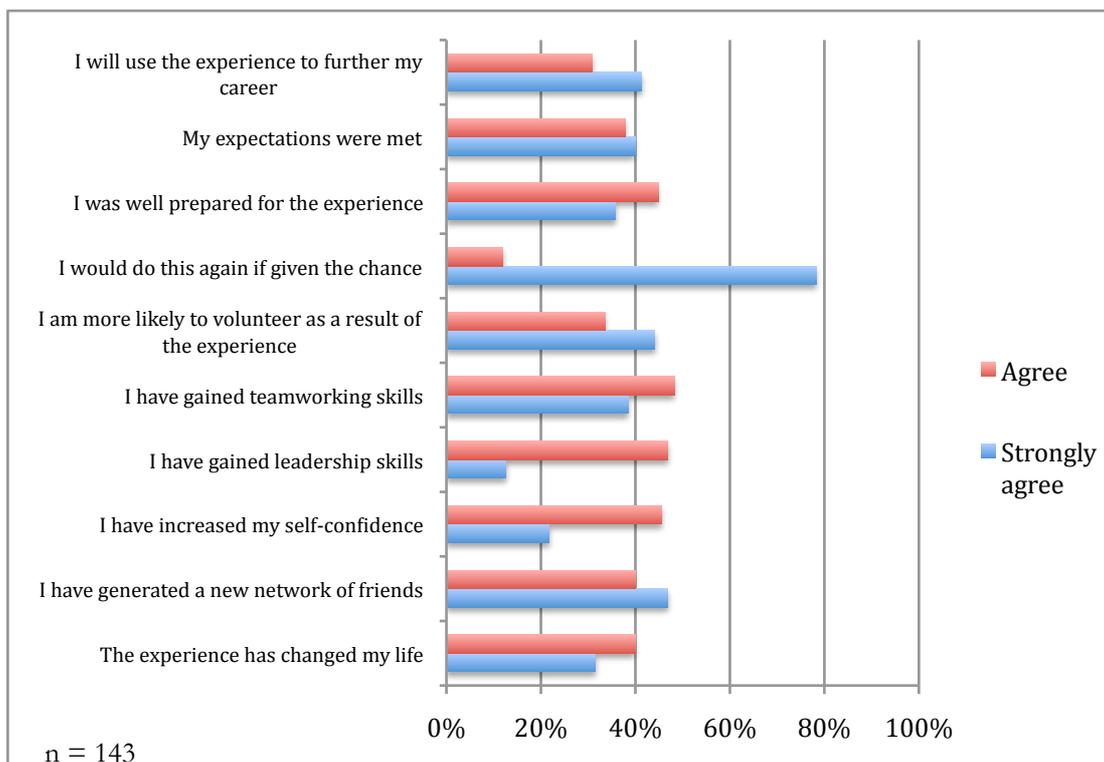


Compared with the original survey, there was a slightly lower proportion of the 18-24 age group in the follow-up (68% instead of 75%) and slightly more 25-34 years olds (19% compared with 17%). However, overall, the picture of the follow-up survey is of a young, largely female sample – in keeping with the composition of the original survey.

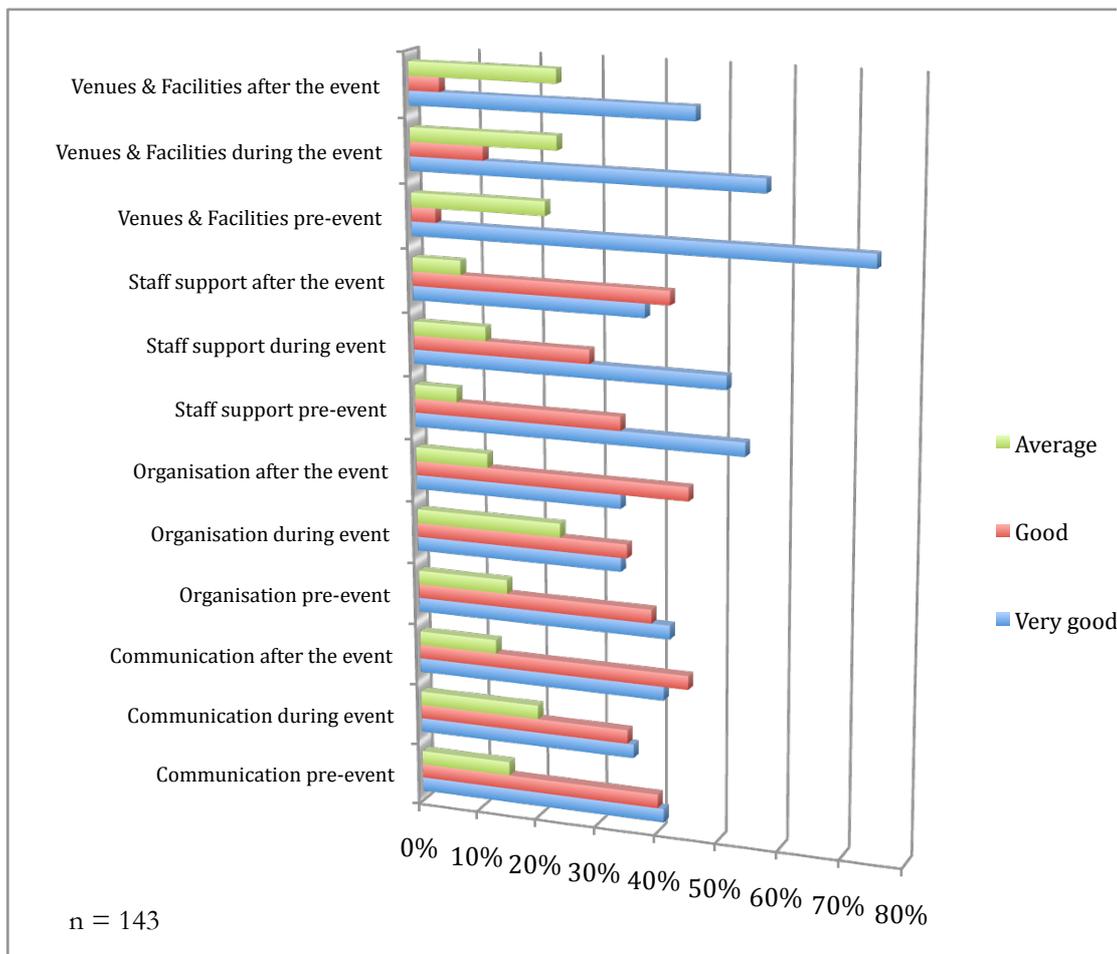


In line with the original survey, the vast majority of participants were from the British Isles, with 82% from Scotland and a further tenth from England.

4.5.2 Reflections on experience

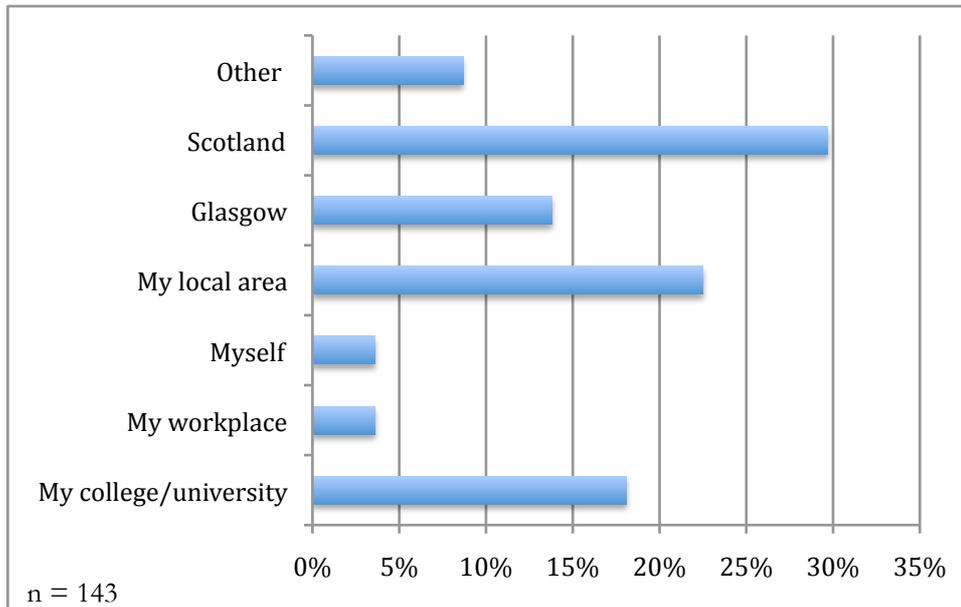


From the chart, it is clear that for the 143 respondents, the experience of the DFHC has left a lasting imprint. 90% of these respondents either strongly agreed (78%) or agreed (12%) that they would do it again if given the chance. More than three-quarters agreed that they were more likely to volunteer again as a result of the experience (44% strongly agreeing and a further 34% agreeing). Others reinforced the findings of the initial survey, confirming that they have generated a new network of friends (87% either strongly agreeing or agreeing with this statement).



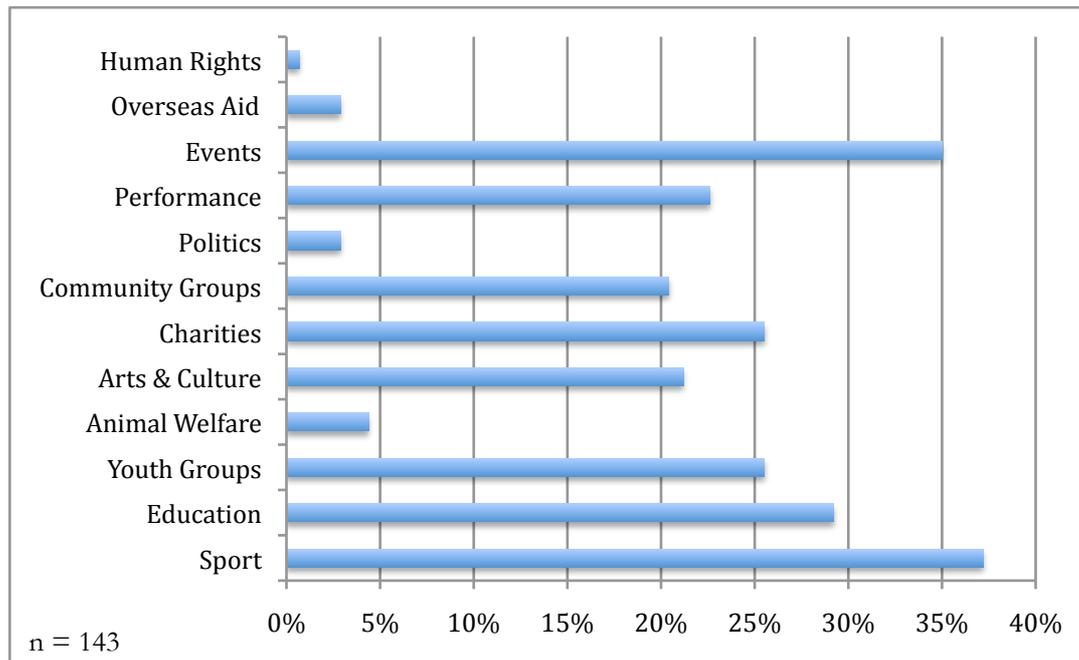
The chart above suggests that the DFHC has been particularly successful in the selection of venues and facilities used pre-event, with nearly three quarters of respondents rating them very good. Staff support was also rated highly with 88% of respondents either rating it either good (34%) or very good (54%) pre-event, with similar levels of support during the event. Although generally positive, there was less strong support for the quality of organisation and communication.

4.5.3 Representation

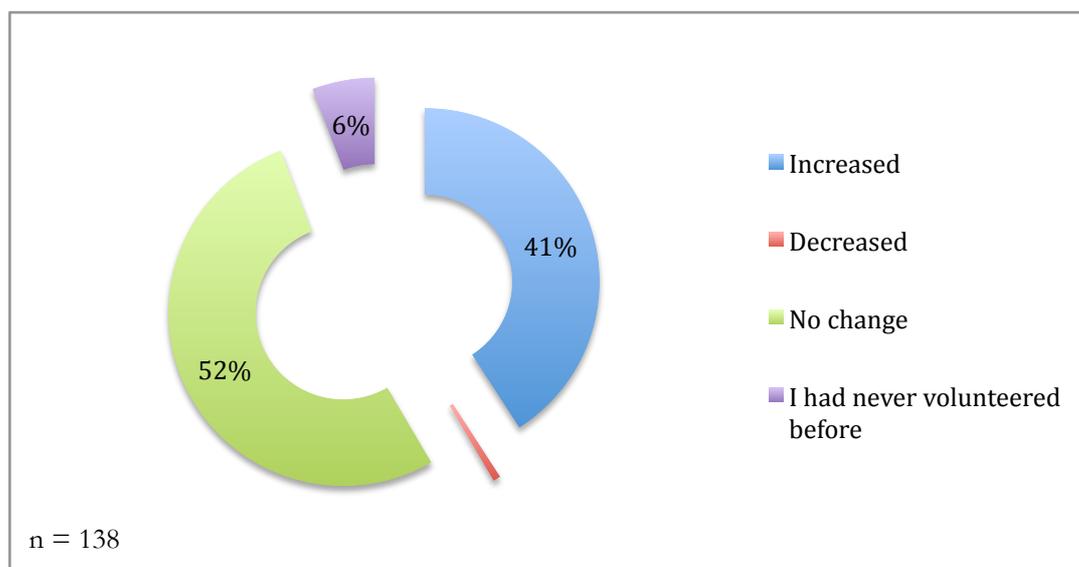


In the pre-event applicant statements the issues of representation came through strongly. The follow-up survey sought to explore who was the main organisation or entity (e.g. nation) being represented. Reinforcing the findings of the applicant statements, the most popular response was Scotland (30%), followed by 'my local area' (23%), 'my college/university' (18%), then Glasgow (14%). Aggregated, it is interesting to note that two-thirds of this sample (67%) was representing a 'place' whilst participating in the DFHC. This suggests that place identity (whether local or national) continues to exert a powerful influence on a sense of belonging which major events provide a fertile platform.

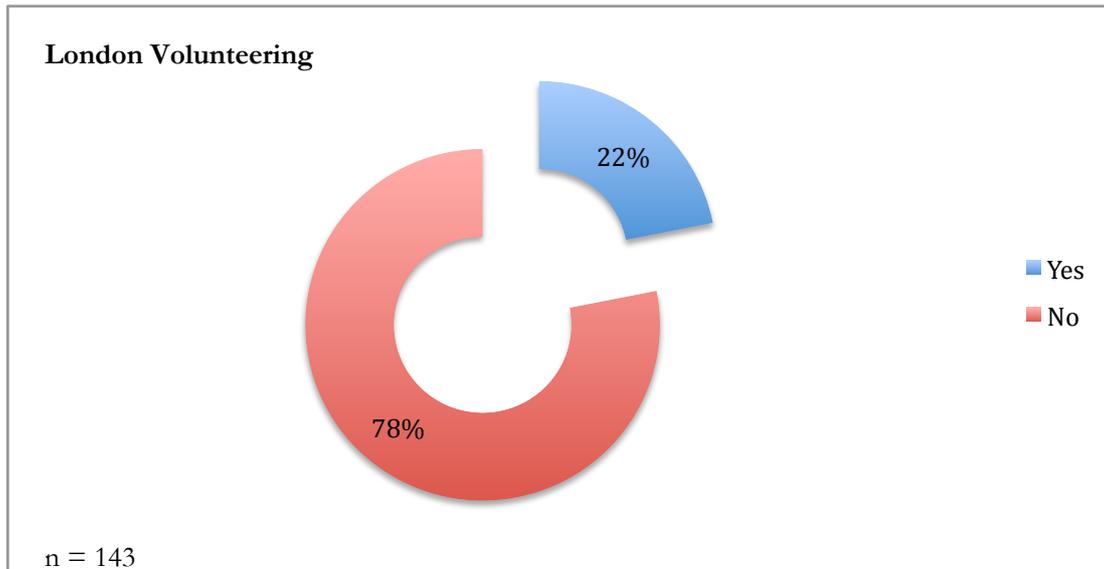
4.5.4 Type and frequency of volunteering



Respondents were asked to indicate which forms of volunteering they had been involved with in the past. This chart reflects the proportion of respondents who had been involved in the various volunteering genres. Sport (37%) and events (35%) were the most popular types of volunteering – corroborating the literature about these forms being increasingly attractive to young people in particular. Education (29%), charities (26%) and youth groups (26%) were also quite frequently cited. The evidence from the multi-methods approach employed in this study is that the Mass Cast contained a significant number of active volunteers compared with the general population as a whole.

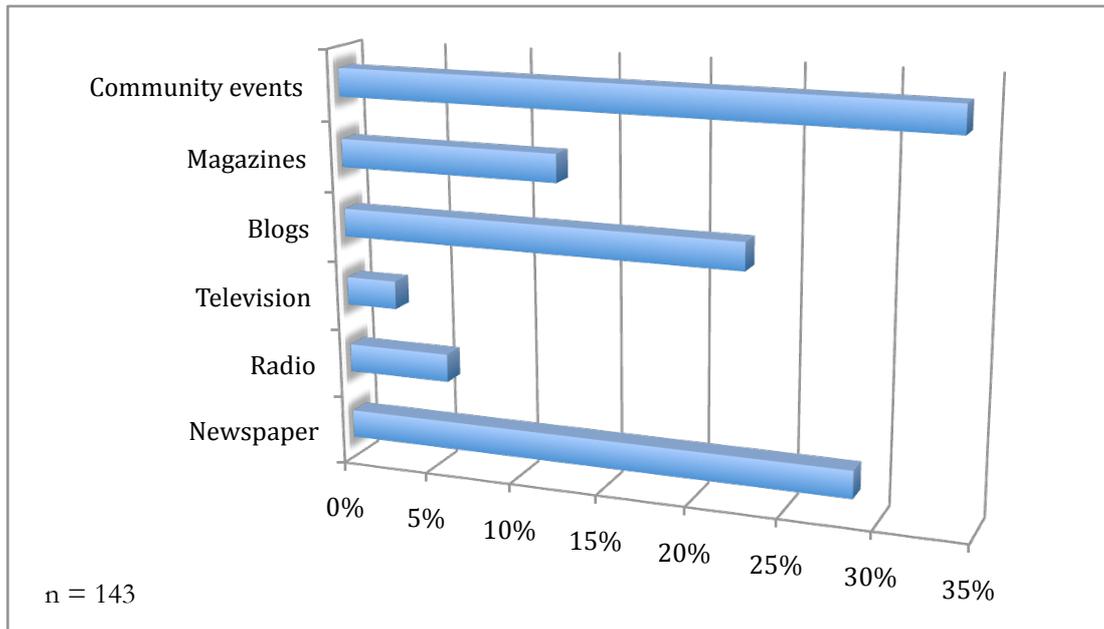


Although more than half of the 138 respondents indicated no change in their level of volunteering as a result of their experience of the DFHC, two-fifths (41%) indicated that their level of volunteering had increased. This is a heartening indication that the DFHC acted as an incentive to volunteer for many participants. Of course, caution needs to be exercised in expecting this increased involvement to be sustained, but with the right support and management, there is clearly an opportunity to level an event like this to increase the number of active volunteers and their levels of commitment to the cause.



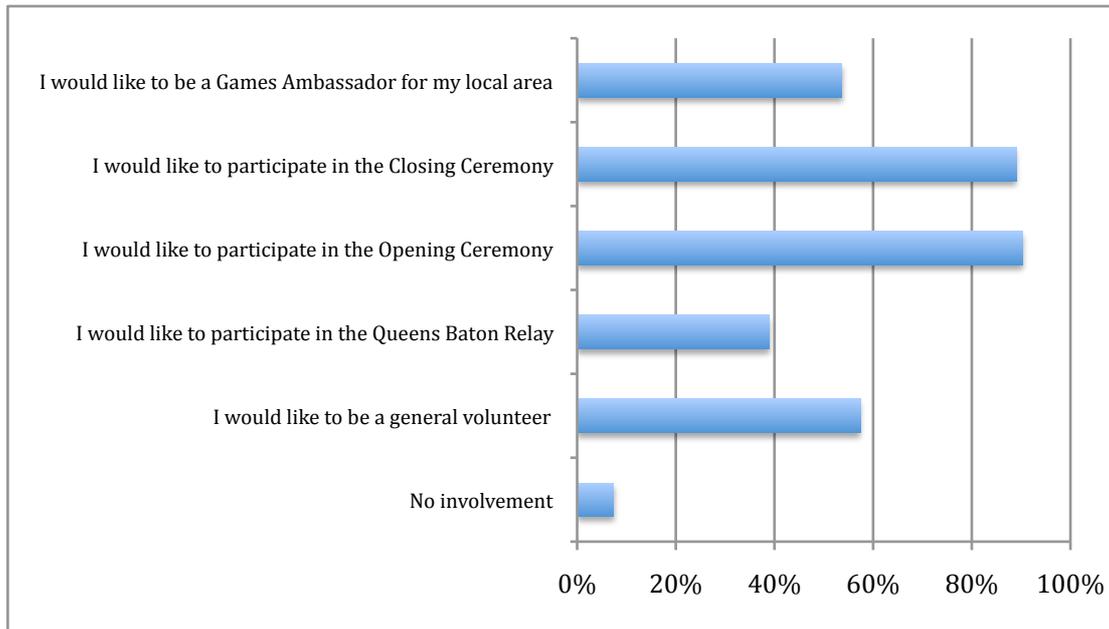
As one final indicator of the nature of the commitment to volunteering within the DFHC Mass Cast, nearly a quarter of the respondents to this survey had already registered to volunteer at the London 2012 Olympic Games. This indicates that the draw on major sports events is a strong one for potential volunteers.

4.5.5 Sharing the experience



Encouragingly, more than a third of respondents to this survey (34%) had already shared their experience through community events, with just under a third (29%) having done so through newspapers. A quarter had also contributed to the new media, through the use of blogs. The vision for the Mass Cast was, in part, designed to ensure that all of Scotland would be aware of the DFHC and the forthcoming Glasgow CWG itself through being able to associated with a local ambassador. These data provide a positive indication that this vision is being realised, though the earlier issues with communication necessitate that organisers continue to ensure that the opportunities presented by events like these are exploited.

4.5.6 *Involvement with Glasgow 2014*



Perhaps unsurprisingly, when asked how they would like to be involved in the 2014 Commonwealth Games, a high proportion of respondents chose the Opening (89%) and Closing (90%) Ceremonies. The Mass Cast did contain a significant number of performance students and performers, but it remains heartening that there is such strong indication of interest. Over half of those responding also indicated an interest in being a general volunteer (57%) or a Games Ambassador for their local area (54%). These data provide organisers with a captive market of committed volunteers that should be nurtured through until the 2014 event. Less than a tenth of the respondents indicated a preference for no involvement in Glasgow 2014.

4.5.7 *Follow-up survey conclusions*

- Increased frequency of volunteering post-event by two-fifths of respondents provides an encouraging illustration of the positive impact of the DFHC
- Post-event reflections on the management and organisation of the DFHC were very positive
- Wider dissemination of the outcomes of the DFHC through community events and local media has been relatively extensive and needs to be continued

5.0 Conclusions and Recommendations

In this section, the main conclusions of the project are presented and recommendations leading towards Glasgow 2014 are offered.

5.1 Conclusions

The overall aims of this research were three-fold:

1. To understand the impact of participation in the DFHC on the personal, professional, social and civic life of volunteers (mapping of 'networks').
2. To gain an understanding of the approach to volunteer participation and its wider implications for individuals, staff and other stakeholders.
3. Through an analysis of 1 and 2 assess the approach Glasgow took to the DFHC as a model of volunteer engagement in a global sports event from which lessons may be learnt for other elements of the CWG in Glasgow and for other large scale sports events elsewhere.

In addressing the first research aim, whilst it is possible to make informed commentary on the early impacts of participation in the DFHC, longitudinal research needs to be conducted to understand more about the long-term impact of participation on professional, personal, social and civic life of volunteers. That said, even in the short term, the findings of this research suggest that each domain of impact has been affected positively in the course of the DFHC. Firstly, impacts on the *personal* level are evidenced by the comments of members of the Mass Cast about via the pre and post-event surveys and in focus group discussions. The DFHC was a personal success for many and helped them accrue inter-personal and leadership skills. *Professionally*, it is more difficult to assess whether participation in the DFHC provided positive impacts, although there have been some early success stories with individuals setting up their own business and staff getting new jobs or promoted posts. This will need to be assessed further down the line to assess long term impact. Given the performance nature of the Handover Ceremony, it is reasonable to suspect that the RSAMD students and other professional performers would have secured valuable experience from their involvement. There are certainly also examples of individuals involved in the DFHC who have already gone on to change their employment and/or moved into different positions as a result of their participation. *Socially*, all the evidence suggests that this was the most positive impact of the DFHC with evidence of new networks being created (face-to-face and online via Facebook) and a continuing commitment to a 'team' ethic post-event. Finally, in respect of the first aim of the research, there is also evidence that the DFHC has facilitated positive change in respect of *civic* engagement. Two-fifths (41%) of respondents to the follow-up survey indicated that their level of volunteering had increased since their participation in the Handover Ceremony – a very encouraging outcome in terms of civic engagement. Furthermore, over a third of respondents had communicated their involvement in the DFHC through

participation in community events or through newspapers (29%), reinforcing the representative nature of their participation.

In addressing the second research aim, the unique nature of the DFHC makes it difficult to straightforwardly draw out understandings of the approach to volunteer participation and its wider implications for individuals, staff and other stakeholders. It is clear that the approach taken by organisers was, at the same time, ambitious and risky. It was ambitious in its desire to transport a Mass Cast of amateur and semi-professional performers to Delhi to perform to an audience of over a billion people with only three weeks' intensive training. It was also ambitious in its desire to involve people from across Scotland, translating the theory of 'Scotland's Games' into practice. Both of these approaches were potentially risky but, because it was perceived to be a success (especially by the media) the rewards in terms of communicating the Glasgow 2014 spirit, increasing the skillset of the Project Team and creating a cohort of ambassadors for the Glasgow 2014 CWG made the judgement call a good one. There is a need to make it easier to share positive experiences from the outset, finding creative ways to overcome the challenges of confidentiality which surround the creative concept. In terms of engaging the nation the Mass Cast could have done this earlier within their communities whilst still ensuring the performance details remained secret. For many participants the DFHC provided an opportunity for citizens to extend their cultural horizons and experiences especially with some who would not have had the social capital to engage in this type of activity. An excellent example was the engagement of the modern apprentices; the upskilling and engagement of this group of young people was obvious and could be extended for 2014. Moving towards the use of social media to engage youth, such as UNICEF's festival volunteer initiative and developing the social capital of those who are less educated and less engaged in work of their communities, the DFHC has made a good start in this area.

The literature suggests that volunteering allows people to develop professional and networks, civic and national pride. Whilst these were all evident in the DFHC they could have been harnessed from the outset rather than as an additional benefit that came out of the event. The volunteer role, competence and welfare, affect volunteer satisfaction. There is a need to more closely match skills and expertise to roles to get the most of out of volunteers - this resonates with the literature in managing volunteers and is often raised as an issue at other mega-events. Moreover, volunteer satisfaction with the facilities, organisation and management, contributes to overall satisfaction with the experience. This was clearly a great success in DFHC with post-event satisfaction with the management and organisation improving from Bootcamp. Creating realistic expectations of roles and commitment, communicating the core values of the organisation and the support a volunteer can expect in return for their loyalty, engagement, ownership and passion ensures that relationship is a mutual one. It is possible that there is a tension between matching roles and skills and achieving inclusivity. This tension can be overcome with the development of a clear strategy at the outset,, accompanied by a recognition that one size

does not fit all. Additionally, a good experience will ensure that volunteers are for the cities and communities. Clear and comprehensive information, especially at outset, is something the DFHC could have improved upon but this was recognised and is already being fed forward to the Glasgow 2014 organisers.

Evidence suggests that those who are event volunteers are likely to be volunteers already. At DFHC, three-quarters were young, predominantly female and regular volunteers, though lessons can be learnt for 2014 for recruitment. To attract others there is a need to think carefully about qualifications, support and training so that the aspirations of reaching non-traditional volunteers can be met. Unless sports event volunteering results in a broader participation base that helps establish links between dissimilar community groups, there is likely to be little long-term and systematic legacy effect in terms of bridging social capital. Given the ambition for 2014 is to have 15% of volunteers from communities who would not otherwise have participated, this will be a challenge.

There must also be recognition that extrinsic rewards for the efforts of major sporting event volunteers can be an effective motivating factor. Rewards may include souvenirs, tickets for events or the closing ceremony, parties, and public recognition. There is a need to do more of this in 2014 to enhance the experience but also to demonstrate the success of the approach and the networks created. Many participants in the DFHC commented that it had helped them to form a new network unconnected to their specific sectoral interests (e.g. dance, sport or music). Some participants also believed that the DFHC had given rural Scotland a voice and that the network of volunteers in areas other than the large cities was important. The creation and mapping of the volunteer network throughout Scotland was seen as a key strength of the DFHC and should be developed further for 2014 and beyond. The model and governance structure were deemed to work exceptionally well for the DFHC and there is merit in exploring whether this approach could be extended, at least in part, to the ceremonies element for Glasgow 2014. There are clearly some inspirational success stories for individuals too. One woman has set up her own dance company as a result of her volunteer experience in the DFHC, was rewarded at the Scottish Sports Awards and is now a fantastic ambassador for the Games and other volunteers. These human interest stories reveal the success of the unique approach to the development of participation in personal, professional and civic life of the DFHC.

5.2 Recommendations

Volunteer motivations

1. Organisers of the Glasgow 2014 CWG need to take note of the literature on event volunteering to ensure that they better understand the range of altruistic, social and material factors that influence volunteer motivation to aid the design of robust recruitment plans.

Training and delivery plans around values, enhancement (of the volunteer), and social outcomes are likely to have the greatest rewards for event organisers.

2. Accredited certification opportunities for the learning gained and skills developed from the volunteer experience should be offered to ensure engagement for future event volunteering. This may need to be staggered to suit ability i.e. a beginner's course and a volunteer leaders course.
3. Allow volunteers to participate in good news stories in their communities and local authorities to utilise them in engaging others across a range of sporting and cultural opportunities.
4. Target groups with similar interests to secure bonding social capital but develop linkages across established socio-economic groups to facilitate bridging social capital.

Management and Organisation

5. More developed management and organisation processes are required if a high quality, committed volunteer workforce is to be secured. Clear procedures for covering the recruitment, training, delivery and post-event period will ensure a good match between the host organisation and its volunteers.
6. Explicit and comprehensive role descriptors should be developed and communicated for volunteers forming the basis of the *psychological contract*, which will govern volunteer expectation and the host organisations' obligations. This will ensure greater volunteer loyalty and satisfaction.
7. Offer *guidance* to local authorities on funding of places, allocation of time off work for participation to help with the perception of fairness.
8. The development of a forum where volunteers can be consulted on issues pertaining to orientation, induction, training and reward/recognition to emphasise involvement.
9. When recruiting, target *collective and unconditional* volunteers for important roles and *reflexive and distant* volunteers to supplement when specific needs arise (e.g. covering a specific sport). Ensure roles align with expertise and that others can see why volunteers are assigned to particular roles.
10. Design recognition and reward systems which take cognisance of the importance of the 'once in a lifetime' and 'unique' experience of the Commonwealth Games to generate greater volunteer satisfaction. (e.g. certificate of recognition, Delhi DVD)
11. To attract non-traditional volunteers useful qualifications and recognition systems need to be developed along with a fair expenses system for all volunteers.
12. Develop robust systems to support volunteer medical and welfare needs throughout the process ensuring the well-being of the individual is given priority.
13. Repeat the approach to co-creating the ceremony using 'local' expertise supplemented with external recruitment for global games experience needed to deliver the product.

Post-event relationships

14. A clear and holistic process for managing post-event relationships is required so that positive experiences can be maximised and networks created as a result major sports events can be maintained to the benefit of individuals, communities and organisations.
15. More emphasis on profiling good news stories and extended opportunities for volunteers to communicate their experiences widely; nationally and locally (e.g. informing school activities, nursery engagement and in universities where students were composing blogs, diaries and the like).
16. Ongoing research to understand more about whether longer-term legacies in communities around Scotland are being achieved and how they are being documented and used.
17. Follow-up on the relationship with the Handover links and ensure that they are engaged in the network that was set up if it is to be of use beyond the DFHC and onto 2014.

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