

A Volunteer Program Guidebook for Sport Managers Organizing Large Scale Ice Hockey Tournaments

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<p>The guidebook is a tool to assist the tournament coordinator when recruiting, training, and leading the best possible team of ice hockey volunteers to work at International Ice Hockey Federation (IIHF) tournaments and within the Sport Function - Ice Hockey events at Olympic Winter Games.</p> <p>The select volunteers are termed the ‘Ice Hockey Volunteers’ and consist of the six crews that make up the ‘Sport Team’ which work closely with the National Teams (athletes and team staff) and Officials (referees, linemen, and supervisors) during international ice hockey tournaments. These six crews include; the Ice Maintenance Crew, Access Control Crew (Accreditation Management), Athlete Services Crew, Sport Information Crew, Athlete and Official Hosts, and Protocol Crew.</p> <p>The chapters within the guidebook cover such topics as; sport volunteer role descriptions, recruiting, interviewing, volunteer selection, assigning roles, volunteer headcount, work schedule planning, creating a volunteer training plan, and volunteer leadership and performance management.</p> <p>The objective of the guidebook is to document a systematic volunteer program to help Organizing Committees remain on track throughout the entire volunteer program. The product outlines the more formalized practices essential for optimally recruiting and preparing a large number of ice hockey volunteer.</p> <p>Ultimately, the creation of a close-knit team with clear channels of communication, a thorough understanding of the requirements of the tournament, and a well developed and executed volunteer work plan allows for a high performing volunteer team.</p> <p>While the guidebook was primarily developed as a means for Sport Managers working with volunteers involved in large scale hockey tournaments such as the IIHF World Championship events and the Olympic Winter Games; it also serves as a valuable tool for organizers of smaller community hockey tournaments.</p> <p>The guidebook began May 2010 and was completed eight months later in December 2010.</p>	
<p>Key words Volunteer Guidebook, Sport Management, Event Planning and Volunteers</p>	

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1 Introduction

After being recruited in the summer of 2009 to the Vancouver Olympic Committee, specifically the Sport Management Team which was responsible for planning, organizing, and executing the Men's and Women's Ice Hockey Events; the job description included but was not limited to being accountable to the Ice Hockey Volunteers (roles will be defined further in this paper). Duties included maintaining continuous communication, assisting with training manual and program development, providing tournament information in the form of monthly newsletters and website PowerPoint's, creating shift plans, developing a recognition plan, and maintaining volunteer satisfaction.

During the organizational phase and During Games- Time, the team would lead over 200 Ice Hockey Volunteers chosen to work at the Men's and Women's Ice Hockey Event at Canada Hockey Place (GM-Place) and the University of British Columbia Thunderbird arena, respectively. In this regard, the primary role for the Sport Management Team was to create the best performing team of volunteers, a key factor in maintaining athlete, team staff and client satisfaction during this high class event. The primary sport clients being the International Olympic Committee, International Ice Hockey Federation staff, National Sport Dignitaries, and various sponsors.

Throughout the organizational phase, management documented the formal processes that were put into place to develop the high performing volunteer team that would work at both the Men's and Women's Ice Hockey Event (i.e. communication methods, recognition plan, and job specific training sessions and training manuals). The transfer of knowledge is viewed as a significant benefit for future Organizing Committees planning and executing large scale hockey tournaments and international events.

The guidebook is designed to help the Coordinator within the Sport Function – Ice Hockey, create the best possible team of Ice Hockey Volunteers to work at International Ice Hockey Federation (IIHF) tournaments and within Ice Hockey at the Olympic Winter Games. The select team are termed the 'Ice Hockey Volunteers' and consist of the six crews that make up the 'Sport Team' which work closely with the National Teams (athletes and team staff) and Officials (referees, linemen, and supervisors) during the tournament.

1. Ice Maintenance Crew
2. Access Control Crew (Accreditation Management)
3. Athlete Services Crew
4. Sport Information Crew
5. Athlete and Official Hosts
6. Protocol Crew

**The guidebook excludes the IIHF Driver Volunteer Team, technically categorized under the Sport Team but managed by the IIHF during the Games.*

During the Games, these volunteer teams are located primarily at ice level in a designated area termed the ‘Sport Area.’ The Sport Area consists of the Sport Information office, dressing room areas, athlete warm-up areas, laundry services areas, team benches, ice maintenance areas and the Field of Play (the ice surface and surrounding boards and glass). The satisfaction of the teams and officials during the tournament should be of the highest priority for the Organizing Committee during the entire tournament. This guidebook is meant for Sport Managers when leading the key groups of volunteers listed above because:

- a. These groups work either with the National Teams or Officials (Hosts) or within the Athlete and Official Areas while on venue (Ice Maintenance, Access Control, Athlete Services, Sport Information, and Protocol)
- b. Under the Olympic Organizing Committee Structure, the ‘Sport’ Function consisting of the Sport Management Team is responsible for recruiting, interviewing, selecting, training, and managing the six Ice Hockey Volunteer crews listed above.

In order to create the high performing Volunteer Team that the Sport Management Team had envisioned for the Men’s and Women’s Hockey Event it was necessary to formalize more practices and procedures in order to prepare and work with the most competent team. Effective management of human resources is extremely critical to the overall effectiveness of the team. With such a large number volunteers divided into six different volunteer crews, it would be naive to assume that each of these individuals came with the exact same personal and professional backgrounds, orientations, attitudes, and skills.

Chapters within the book are organized in a systematic fashion essentially to help the Sport Management Team stay on track throughout the entire volunteer plan during the tournament organizing phase. The following topics are addressed in six chapters:

1. Ice Hockey Volunteer Program; the vision, mission, and plan
2. International Ice Hockey Federation Tournament and Olympic Games: Sport Team Volunteer Role Descriptions
3. Sport Team: Volunteer Recruiting, Interviewing, Selection, Role Offers and Role Assignment
4. Volunteer Headcount and Work Schedule Planning
5. Sport Skilled Volunteer Training Plan
6. Sport Team: Volunteer Performance Management

The guidebook will cover key topics such as how to recruit the best possible volunteers, how to match them to appropriate roles within the Sport Team, how to orient and train personnel, how to create shift plans, how to maintain empowerment and engagement levels, and how to help the volunteers perform their duties with capability. The final chapter outlines some key information about working with volunteers and also uses some key points in the previous chapters (planning during the organizing phase) to apply while on venue.

While the guidebook was primarily developed as a means for Sport managers to recruit, appoint, train, work with, and recognize volunteers involved in large scale hockey tournaments such as the IIHF World Championship events and the Olympic Winter Games; it also serves as a valuable tool for organizers of smaller community hockey tournaments.

Ultimately, the volunteers attended workshops, underwent interviews and screening procedures, and participated in extensive training to ensure they were informed about the Sport Team and prepared for the tournament and the job specific duties. But most importantly, the volunteers were recognized for their unique contribution in making the event a memorable Ice Hockey Tournament. The success of the entire tournament is perhaps best noted by Rene Fasel, president of the International Ice Hockey Federation when he said that “during the entire event we had one single remark from one team and that observation was minor. In terms of team services, logistics, media services, refereeing, game attendance and also TV numbers things went so well that even though I knew that we were well prepared, I am still happily surprised that everything went so smoothly” (Most Successful Olympics Ever 2010.)

2 The Volunteer Program

2.1 The Foundation for the Plan

High performing teams have delivered extraordinary results and have strongly demonstrated Vancouver Organizing Committee and Canada Hockey Place values. The volunteer cultural challenge will be to ensure the Management Team emphasizes the one-team concept among the entire workforce by aligning policies/practices and programs such as recruitment, orientation, training, rewards and recognition. (VANOC – Ice Hockey Department) The one-team concept meaning the entire volunteer team works as a cohesive unit to accomplish the pre-determined volunteer duties and tournament goals set forth by the Sport Management Team.

A tournament and volunteer program begins with a meaningful mission statement and documented objectives and to reach the ultimate goals. The mission as stated by the Sport Management Team of Vancouver Olympic Committee, was “to organize and create the best environment of excellence for athletes, officials, the Olympic Family, volunteers and spectators; and in doing so, create a legacy for the sport as well as the surrounding communities through passion, commitment, and respect” (VANOC – Ice Hockey Department.) Management recognized that in order to create the best possible environment, recruiting and retaining the best team of volunteers was going to be essential.

Despite the critical importance of human resources ... for the success of these organizations [Olympic Sport Organizations], the recognition of and importance attached to human resources are much lower than one would expect. Certainly, in strategic planning documents and in the public pronouncements of OSO [Olympic Sport Organization] leaders, recognition is frequently paid to the human factor. But this recognition does not necessarily translate into proper institutional arrangements or distinctive and sophisticated human resource management practices, and thus such proclamations remain as lip service. (Madella & Chelladurai 2006, ix.)

As a foundation for the volunteer plan, it is not enough to simply document the plans. Objectives, goals, and strategic plans need to be in the conscious mind of all of the volunteers leaders and followed continuously throughout the entire organizational phase and tournament phase.

Volunteers involved in sporting events perform a variety of roles often requiring specialist skills or knowledge, and require a more intensive approach to managing them due to timelines

involved in recruiting, selecting and training event volunteers (Auld et al. 2006, 35.) A number of human resource management practices and theories for the volunteer plan will be discussed in this section such as creating clear job descriptions, recruiting new volunteers based on task competence and a strong personal – organization values match, providing orientation with a solid focus on the organization and team values, and implementing effective training programs to help volunteers feel competent and confident in their roles.

2.2 Creating Volunteer Roles and Responsibilities

The obvious first step of the staffing process is to identify the number and nature of jobs that need to be filled (Chellandurai & Madella 2006, 36.) The headcount (number of volunteers) required in each crew will differ depending on the scale of the tournament i.e. an Olympic Games Ice Hockey Event vs. IIHF World Championship Event. “Organizational functions... can be extremely diversified, with significant impact on working hours, forms of supervision and required qualifications. For these reasons, the process of staffing must be closely connected with the structure of the organization” (Chellandurai & Madella 2006, 36.)

It is necessary to document the needs of the entire Sport Department in regards to the number of volunteers and duties which need to be performed during the tournament. A job analysis for each role can be performed by the Sport Management Team by seeking input from those who perform a similar job, past organizing committees, the IIHF, and observational opportunities at events during the committee’s organizational phase. Typically, the job analysis would yield good information on the job, its department (volunteer crew), the purpose of the job, duties performed along with any equipment or tools used, potential safety hazards and training requirements, working areas on venue, physical and mental demands, and any skills or previous experience necessary to carry out the position (Chellandurai & Madella 2006, 37.)

From this information the Sport Managers can create the job descriptions for each of the volunteer roles in the Sport Department (Ice Maintenance Crew, Access Control Crew: Accreditation Management, Athlete Services Crew, Sport Information Crew, Athlete and Official Hosts, and Protocol Crew). It is important to note that the job description may need to be modified leading up to the Tournament. This is especially true for Olympic Games events, which require tests events in the organizational phase where it is common for Management to adjust job descriptions or even develop new roles post-event. The job descriptions must be made available once the volunteers have been selected and “the

description must be especially clear in order to avoid confusion or ambiguity” (Chellandurai & Madella 2006, 37.)

2.3 Creating a Pool of Potential Volunteers

Once the job descriptions are formed a significant function of human resource management is to identify, recruit and hire the right people (Chellandurai & Madella 2006, 36.) Taking the time to find and recruit the right people will have a decisive influence on organizational performance, especially in a service organisation. The level of service provided to the teams and officials should be based on levels and standards previously given to teams at past Olympic Winter Games and IIHF World Championship Events (men’s and women’s ice hockey events).

Recruiting for the volunteer team involved “pulling together a pool of eligible candidates for a position and encouraging them to apply for a job” (Chellandurai & Madella 2006, 38.) Advertising the position on the web, newsletters, volunteer fairs, and community sport and recreation facilities etc. can help reach out to the public. The Sport Management Team can seek out suitable volunteers among current workers within the sport organization itself or its regional or provincial affiliates... such an approach would also be motivational in specialized and more challenging jobs (Chellandurai & Madella 2006, 40.) Another approach is through referrals, where current organization employees or volunteer encourage qualified friends, co-workers, relatives to apply for a position. This is a great recruitment approach when it is used in conjunction with other approaches. Resorting only to current volunteers as recruitment agents can limit the circle of individuals invited and involved. To promote diversity and involve volunteers with different points of view and opinions, rely on more than one recruitment approach and market. Organizations need to rethink how they recruit volunteers, and how they make use of their time and skill so that the needs of the organization and the needs of the event as well as the needs of volunteers themselves are met. (Rethinking Volunteer Engagement 2010. 4.)

The essential purpose of creating the volunteer pool is that those who are considered for a position meet the requirements of a job and share the organizational values and goals. Without valuing the goals of the Sport Management Team and working competently and confidently in the role, the person is not likely to be engaged wholeheartedly (Chellandurai & Madella 2006, 36.)

2.4 Selecting the Volunteer Team

The application forms should outline any previous hockey background, related volunteer experience, professional work and training, equipment and safety certificates, availability, and educational qualifications. A section with volunteer role preference can also be included as “in many cases, when people volunteer, they would like to be assigned specific tasks that they prefer” (Chellandurai & Madella 2006, 45.) The application will help to inform the Sport Management Team whether or not the individual will be suitable for a specific volunteer role and the assigned tasks.

The Interview stage should provide time for the Sport Management Team to get to know the potential volunteers, consider what they find most engaging, and want to do in order to match them with what the organization needs to achieve (Duke Corporate Education, 2006, 18.) During the interview, it is advisable to inquire further about previous hockey background and volunteer experience. Tasks the individual would do for free are the ones they find most motivating and where they think their talents are best used. This is where natural passion and energy for the sport and volunteering are exposed. (Lipp 2009, 23.)

The concern should go beyond the simple person- task fit and assess the equally important person – organization fit – that is, the congruence of the personal needs, attitudes and values of the individual and culture of the organization. The assessment of the required competence goes beyond the simple evaluation of technical skills. People should understand what it really means to have a nonprofit orientation [volunteer role], who the key stakeholders are and what the governing principles are. Interpersonal skills are also a key criterion. Such assessments are usually made based on biographical background, reference letters, interviews and personal judgements (Chellandurai & Madella 2006, 40.)

The Sport Managers conducting the interviews should be honest and open about the time commitment required to work the tournament. This will help to prevent ambiguity about availability when the event draws near which may result in volunteer attrition. The managers should also be prepared to address questions relating to duration of the shifts, flexibility to accommodate volunteer availability, chain of command and forms of supervision, and the role of the Organizing Committee Sport Management Staff (Chellandurai & Madella 2006, 45.)

2.5 Orientation and Training Sessions

For large scale events such as the Olympic Games, orientation and customer service trainings sessions are planned, organized and led by The Workforce (Human Resources) Department

of the Organizing Committee. These sessions are meant to educate the volunteer on the organization structure, organization values and goals for the tournament, volunteer and tournament culture, and general volunteer service and safety guidelines etc. Just prior to the event, Job Specific Training and Venue Tours for the ice hockey volunteer crews are to be planned and conducted by the Sport Managers and Volunteer Crew Leaders - Chiefs and Supervisors. These sessions are tailored to each of the volunteer roles, assigned tasks, working areas on venue, and venue emergency routes and exit points (Chellandurai & Madella 2006.)

The degree of complexity of the Sport Volunteer roles will vary according to the type, duration and size of the event, and the anticipate number of participants and spectators. Therefore, volunteers in a multifaceted role such as a Team Host, or specialized role such as an Ice Maintenance Driver in a large scale event such as an IIHF World Championship, will require more role specific experience and training prior to the event period (Auld, Cuskelly, & Hoye 2006, 138.)

Furthermore, strategic and targeted recruiting early on, meaning primarily reaching out to volunteers from organizations related to the event organization, with experience in Ice Hockey events and tournaments may have more familiarity with the position. Also, referred and selected volunteer leaders may have more experience with volunteer management practices utilized previously (Auld et al. 2006, 144.)

The training and skill development shouldn't simply end with the training sessions prior to the event. 1968 Porter and Lawler's Expectancy Model noted that an "increased effort doesn't automatically lead to improved performance if someone doesn't have the required skills or doesn't understand how to do the tasks" (Duke Corporate Education 2006, 10.) Sport Managers and Crew Leaders should regularly follow-up with the crew members throughout the tournament to teach additional techniques, provide direction and mentorship, and encourage volunteers to work in small teams to help people feel more confident and competent in their roles.

3 Creating a High Performing Volunteer Team

3.1 Strong Leadership

The volunteer leaders (crew chiefs and supervisors) will be important ambassadors for your team; they need to know as much about the mission and services as possible. Furthermore, they need to model the ideal behavior and demonstrate the values of the organization that will encourage a stronger volunteer environment contributing to the success of the tournament. The leaders should take the most pride in the work necessary to make the tournament a success. Along with this, help the volunteers to believe that there is personal signature on everything they do; so that they want to do it as well as they possibly can for the greater good of the team. This collective responsibility will help to sustain volunteer energy up to and during the delivery of the event.

3.2 Right People and Role Assignments

The most important step in creating a high performance volunteer team is to recruit and hire the best people. Problems can occur when managers aren't thoughtful about work assignments, don't create roles that match people well, and think they're done once they've delivered the objectives to their people (Duke Corporate Education 2006, 13.) Upon completion of the interviews, the Sport Management Team should take the necessary time to consider which individuals will demonstrate the values of the team, fit with the chemistry of the team, and perform the tasks with competence.

When building the team, begin at the top and focus on diversifying your volunteer leadership first. This not only sends a message that diversity is a priority, it will help open up additional avenues for recruitment. For example, a leader who is less involved in the sport world and more involved in the service industry may offer their knowledge and time to improve productivity, performance, potential, and sustainability. Additionally, an individual with multi-linguistic skills are a serious asset for international hockey tournaments especially in roles such as Team Host and Sports Information (Lipp. 2009, 95.)

During the tournament, managers and crew leaders must become acquainted with the people by taking a genuine interest, taking advantage of opportunities to learn, and being approachable. Ultimately, people need to be matched and aligned with the work that best suits them, is engaging and motivating for that individual. In turn they will be more proactive in

responding to new challenges as they occur and the successes will be much more meaningful (Duke Corporate Education 2006, 29.)

3.3 Creating the Working Environment

Inspiring others takes work. Every day, leaders will create the culture and environment for the team. The Sport Management team and volunteer leaders will shape the norms, set the agenda, and lead by example. In short, set a tone for the work environment (Duke Corporate Education 2006, 37.)

Great leaders understand that although the intrinsic motivation that drives behaviour comes from within, they can influence the external environment, which can provide inspiration. Inspirational leaders use what is within their purview and capabilities to affect a mood, connect to a core passion or value someone has, link to a deeply-held need, or create a task that is so interesting, fun, or challenging that an individual or group feels compelled to act. These leaders work to create an environment that can incite action and provide the stimulus for that internal motivation to grow and continue (Duke Corporate Education 2006, 38-39.)

Follow through correctly once the team is formed and after the goals and objectives are presented. Develop culture through the establishment of Volunteer program and practices that will strengthen the values (including performance management and recognition programs) The Sport Management Team should work to create the culture by all the things done on a daily basis to make volunteers feel welcome, part of the team, and connected to the group (Lipp 2009, 190.)

3.4 Empowering the Volunteers

Several authors have suggested that a feature of good human resource management is successful empowerment practices which have become increasingly popular in the last few decades. Sport managers can implement empowerment methods in a number of different ways. For example, the integration of volunteers in the pre-planning process – in turn they will start to learn the procedures and daily functions of running an international tournament, and occasionally encouraging volunteers to offer insight and ideas for best performance practices - to take their own approach in arriving at the target. Also, chiefs and supervisors can assist with training sessions by teaching efficient working techniques and sharing past tournament experiences. During the tournament the leaders can delegate tasks volunteers are capable of doing and promoting optimal use of the resources available. This connects the individual to the strategy and creates meaning. Within this perspective “meaning refers to the

value of the work goal. It is a fit between the requirements of a work role and one's personal beliefs, values and behaviours" (Chellandurai & Madella 2006, 63.) Leaders can promote a more collaborative effort- one in which volunteer crews can provide assistance to other crews in situations where tasks need to be completed in limited time.

When the volunteers feel more empowered, they will perform their duties much more effectively and efficiently. Additionally, they will bring their own creativity and imagination into the organizational system. This will help to maintain volunteer satisfaction over the long haul, as in the case with the Olympic Games. (Chellandurai & Madella 2006, 63.)

3.5 Maintaining Engagement Levels

Workforce engagement refers to the amount of involvement and alignment individuals feel with the Organizing Committee, such that they are satisfied, represent the organization in a positive light, and expend discretionary effort towards hosting an exceptional tournament. Sport Management should provide centralized monitoring of engagement levels in the organization both pre-tournament and during the tournament - to ensure engagement levels remain consistently high. Managers should ensure a plan is put into place to prepare for any major change aspects of the tournament planning that may impact staff and volunteer morale such as staff redeployment, role and responsibility changes, and changes in crews, etc.

Maintaining the level of engagement is also important when limiting volunteer attrition as "engaged, challenged, and inspired employees are also less likely to leave" (Duke Corporate Education, 2006, 4.) The primary responsibility is to select passionate and dedicated people, as the retention of volunteers is essentially an extension of the techniques for recruitment (Chellandurai & Madella 2006, 22.) During the pre-tournament stage, "engaging volunteers in planning and designing their own work is a big part of volunteer management in the twenty-first century" (Lipp 2009, 11). The way that volunteers are lead during a tournament will have an impact on their level of satisfaction.

Specifically, event managers need to focus on providing volunteers with 'positive experiences during the event, particularly in the areas of operations and facilities' (Farrell et al., 1998, 298.) These areas are generally under the control of event managers so it is important they devote effort to those aspects of the volunteer experience that will directly impact on volunteer satisfaction and the likelihood of volunteers returning for subsequent events (Auld et al. 2006, 142.)

Tournaments are short term and there is little to no time to replace valuable volunteers. A reduction in the size of a volunteer crew if someone quits can be a significant loss- a great impact on the whole team. It will create unnecessary demand on the current volunteers who are already working long hours and many days (Lipp 2009, 12.)

3.6 Showing Recognition

Managing and leading a program includes recognizing and rewarding individuals for the time and effort they put into planning, organizing and executing the services provided by the Sport Team. Recognition programs show that the Organizing Committee values volunteer support and provides a motivation for continuing commitment from the volunteers. Recognition should be both formal and informal, with events supported by the organization, volunteer gifts, opportunities to share their stories in newsletter, and continuous communication. Tournament organizers should also recognize volunteers publicly when newspaper or other media opportunities arise. According to one Canadian study, “ongoing appreciation and respect, meaningful volunteer experiences, and communicating and being responsive to volunteers [are] important factors in volunteer retention” (Philips et al., 2002.) There are many unique ways the Sport Management Team can show their appreciation however; it is important to note that appreciation isn’t something that just appears at the end of a program when volunteers are departing ways. Recognizing people’s efforts and commitment to the team is an ongoing process that happens through every stage of the volunteer’s involvement at one capacity or another. (Lipp 2009, 190.)

4 Empirical Information

4.1 Project Planning

The project planning started during the work placement with the Sport Management Team for the Ice Hockey Events of the 2010 Vancouver Olympic Winter Games. During the months leading up to the event, communication plans, training manuals, website presentations, schedules and program timelines, and important documents regarding interviews and role assignments were collected to assist with the development of the guidebook. To supplement this organization information, books, journal articles, sport federation websites, and volunteer manuals were also used.

The idea was to develop a clear, systematic and easy to use guidebook outlining suggestions for creating a high performing volunteers team for large scale ice hockey tournaments. From this basis, it was important to examine what factors contributed to the creation of a high performing volunteer team. What were the best practices the Sport Managers and volunteers leaders could use to form the team, train them, and guide them leading up to and during the event. The information outlined in the guidebook is primarily based on the policies and procedures enforced by the Sport Management Team for the Ice Hockey Volunteers at the Vancouver Winter Olympic Games.

4.2 Project Implementation

Firstly it was necessary to define just who the Sport Volunteers where, the job titles, what roles and responsibilities they had, what areas of the venue they worked in, and how they contributed to the tournament as a whole. The guidebook was focused on these six volunteer crews because these are the teams of volunteers who fall under the structure of the Sport Department. Once the roles were defined, job descriptions for each of the six volunteer crews and their Chiefs and Supervisors where developed. The purpose was to provide future organizers with an outline of roles and responsibilities, reporting procedures, shift length, and benefits of each of the roles. These job descriptions can also be used in a similar fashion to educate volunteer candidates for future tournaments. As an example, during the interview process, individuals can read through the job descriptions to have a better idea of which role they would prefer and be most qualified for.

As noted in most of the literature reviewed, recruiting, selecting, and assigning roles were the most crucial steps in creating an exceptional team of volunteers. In this case, it was important to make this section as practical as possible. The objective of this chapter was to explain why these elements were so important in the beginning stages and to outline some practical approaches to take to bring the best people on board. Within this section there are suggestions for volunteer application content, interview methods and tips, and an overview of qualities to look for in a good volunteer (i.e. hockey background). Furthermore, an important chart which outlines the number of volunteers used in each of the six crews stationed at Canada Hockey Place – Men’s Ice Hockey Event will give organizers an opportunity to view a suggested headcount.

The next chapter discusses the steps to developing shift plans for each of the volunteer crews. The content helps the organizer to take into account pre-competition and competition dates, volunteer headcount, shift start and end dates, typical daily working hours, number of shifts over a tournament period, and staffing for pre-tournament set-up and post-tournament take-down. These work assumptions are based on Canada Hockey Place staffing procedures, previous IIHF Tournament volunteer numbers, Olympic test event evaluations, and input from the Chiefs and Supervisors. Although these guidelines were developed it is also noted that in order to retain volunteers there should be some flexibility in shift planning; within reason volunteers can select their preferred work days to schedule around their own personal lives. An online survey, accessed off the tournament website helps to collect this data for management. The steps to creating the survey are detailed further in the guidebook.

A Sport Skilled Volunteer Training Plan is detailed in the following section. Suggestions and guidelines for planning an orientation, job specific, and venue training session are discussed with tool and techniques to reach out to a large volunteer team. For example, the development and use of training manuals as a supplemental resource may be given to the Sport volunteers. Session itineraries for training are included as appendices. One key element of this section is the discussion about the use of table top exercises. Sport Managers should make the training sessions as practical as possible for the volunteers. These exercises provide the volunteers with scenarios about the daily occurrences that will most likely take place during the event. The purpose is to get all of the volunteers to think about the situations and even role play to come up with a course of action to carry out the scenario or solve an issue. Furthermore, the volunteers are able to talk about previous experiences and give strong examples of how they were able to work through different situations.

The final chapter; Volunteer Performance Management, stresses the importance of getting to know your team of volunteers as early as possible as managers will find themselves working with a wide range of individuals; each with different values, life experiences, views of work, different needs, focus, and interests. Tournament organizers will be able to read further about tips to creating a high performing volunteer team. The established goals and standards of performance will carry over to the work being done while on venue leading up until the volunteer leaves for their last shift.

Finally, once the critical elements of a Volunteer Plan were outlined, details, unique and efficient suggestions and tips were added to colour coded boxes in the guidebook. The guidebook also includes some case studies throughout, which examine some examples of policies and procedures put into practice.

4.3 Project Assessment

The end result was a guidebook Sport Managers could use towards their own Volunteer Program. While the guidebook discussed many of the key elements of developing a team of volunteers, it should be noted that each tournament will have its own unique policies and procedures based on values, availability of resources (including people), location and size of the tournament, social and economic impact of the tournament etc.

The main idea was to create an easy to follow guidebook that covers the core elements of a Volunteer Program. As stated earlier, while this product was developed as a means for Sport Managers to recruit, appoint, train, work with, and recognize volunteers involved in large scale Hockey Tournaments such as the IIHF World Championship events and the Olympic Winter Games; it also serves as a valuable tool for organizers of smaller community hockey tournaments.

The guidebook was proofread by a number of individuals involved in Sports Management, specifically in events planning. A number of individuals who volunteered in the Sport Department who worked at different capacities at the 2010 Vancouver Olympic Games, also reviewed the guidebook and provided their own feedback.

5 Summary and Discussion

One of the primary roles of the Sport Management Team is to manage and administer the Sport Skilled workforce (paid staff and volunteers) activities, including recruitment, scheduling, training, and distribution of safety and work specific tools as required. In preparation for World Championship and Olympic Games Events all of these organizational processes happen in conjunction with the work of other Organizing Committee Functions (venue management, workforce etc.).

The role of the Sport coordinator planning and executing the volunteer program should ultimately be understood as a leadership position. Like a leader, the Coordinator is responsible for ensuring team efforts meet the targets, requirements, and expectations of the tournament organizers. This calls for creating a close-knit team with clear channels of communication, a thorough understanding of the requirements of the tournament, and a well thoughtout and executed volunteer work plan. This coordination entails the responsibility of recruiting committed volunteers, assigning them jobs that compliment their potential, and working to keep them engaged on a daily basis. A mismatch in role assignment and boredom in duties could result in unmotivated volunteers and possibly volunteer attrition.

As stated previously, the objective of the product is to outline the more formalized practices essential for optimally recruiting and preparing a large number of ice hockey volunteers. The aim when developing the guidebook was to collect all of the formal volunteer program procedures and document them in a systematic format as a practical resource for Sport Managers organizing large international tournaments. Useful information such as job descriptions, data such as volunteer crew numbers, and step by step guides to creating shift plans and training sessions help the organizing committee to ensure the volunteers are optimally prepared to work the tournament.

A number of factors led the 2010 Vancouver Games ice hockey management team to believe that the goal, which was “to organize and create the best environment of excellence for athletes, officials, The Olympic Family, volunteers and spectators; and in doing so, create a legacy for the sport as well as the surrounding communities through passion, commitment, and respect” had been achieved. The largest asset in reaching this ‘environment of excellence’ for the teams and officials was obviously the work of the six volunteer crews; Ice Maintenance, Access Control, Sport Information, Team Hosts, Athlete Services, and Protocol

Crew. The success was evident during the tournament directorate meetings as national teams and officials communicated their appreciation and content with the team services provided on venue. As Mr. Fasel, president of the IIHF and directorate meeting chairman noted that “during the entire event [we] had one single remark from one team and that observation was minor” (Most Successful Olympics Ever 2010.) Furthermore, the volunteers themselves were overall happy with the work they performed and took pride in the result of the tournament. Through discussions with all of the Crew Chiefs and Supervisors and many crew members it was apparent that the volunteers felt prepared and ultimately enjoyed the experience.

The success of the Volunteer Program itself was based on a number of features. The main process being strong recruitment and carefully thought out role assignments with opportunities to gain transferrable work experience leading up to the games (test events). Also, management ensured that continual, efficient and effective communication methods with the volunteers (email, newsletters, tournament website etc.) were in effect during the organizational phase to keep everyone engaged and informed. Closer to the tournament the well designed training sessions, manuals and integration of volunteers in the pre-event planning helped to create an empowered and confident team. To develop the cohesive team a unique volunteer culture emphasizing the ‘one team philosophy’ was integrated into the program from the very beginning.

For future tournaments, I would suggest to host daily Chief and Supervisor meetings with the Management Team to help everyone stay on the same page. The itinerary to include a summary of each of the crews’ daily duties, important targets to reach while on venue, and any feedback from teams and officials. While these types of follow-ups were performed at Canada Hockey Place with the volunteer leaders, they were not as frequent as they could have been.

During high calibre international hockey tournaments, the continued fast pace and volume of work that the Ice Hockey Volunteers deal with can potentially impact their level of engagement, productivity, creativity, and resilience level which may translate into absenteeism and turnover. This is where leadership plays a key role, where performance management is critical, and where volunteers must be recognized for the commitment and effort it takes to work for large scale international hockey tournaments. The ultimate responsibility of the Sport Coordinator could be described as creating a synergy between the needs of the organizing committee, the International Federation, the volunteer work plan, and the talents and abilities of the volunteers.

It is my hope that this Volunteer Program Guidebook will become an important practical tool for Sport Managers while organizing future large scale hockey tournaments such as IIHF World Championship events and the Olympic Winter Games. When considering the importance of team services on venue it also serves as a valuable resource for organizers of smaller community hockey tournaments. While each tournament will have its own unique volunteer culture and methods of management and leadership, the fundamental ideas such as strong recruitment, clear role descriptions and thorough training will help to ensure volunteers, teams and officials are satisfied during the tournament.

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Attachment 1. A Volunteer Program Guidebook

**A Volunteer Program Guidebook for Sport Managers Organizing
Large Scale Ice Hockey Tournaments**

Logan Frison

Bachelor's Thesis
Degree Programme in Sport and
Leisure Management
2010



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1 Introduction

This guidebook is designed to help the Coordinator within the Sport Function – Ice Hockey, create the best possible team of Ice Hockey Volunteers to work at International Ice Hockey Federation (IIHF) Tournaments and within Ice Hockey at the Olympic Winter Games. The select team are termed the ‘Ice Hockey Volunteers’ and consist of the 5 groups that make up the ‘Sport Team’ which work closely with the National Teams (athletes and team staff) and Officials (referees, linemen, and supervisors) during the tournament:

1. Ice Maintenance Crew
2. Access Control Crew (Accreditation Management)
3. Athlete Services Crew
4. Sport Information Crew
5. Athlete and Official Hosts
6. Protocol Crew

The satisfaction of the teams and officials during the tournament should be of the highest priority for the Organizing Committee during the entire tournament. This guidebook is meant only for the key groups listed above because:

- a. These groups work either with the National Teams or Officials (Hosts) or within the Athlete and Official Areas while on venue (Ice Maintenance, Access Control, Athlete Services, Sport Information, and Protocol)
- b. Under the Olympic Organizing Committee Structure, the ‘Sport’ Function consists of the Sport Management Team which is responsible for recruiting, interviewing, selecting, training, and managing the six Ice Hockey Volunteer crews listed above.

Content and Structure of the Guidebook

Chapters within the book are organized in a systematic fashion essentially to help the Sport Management Team stay on track throughout the entire volunteer plan during the tournament organizing phase. The final chapter outlines some key information about working with volunteers and also uses some key points the previous chapters (planning during the organizing phase) to apply while on venue.

Topic discussed include:

1. International Ice Hockey Federation Tournament and Olympic Games: Sport Team Volunteer Role Descriptions
2. Sport Team: Volunteer Recruiting, Interviewing, Selecting and Role Assignment
3. Volunteer Headcount and Work Schedule Planning
4. Sport Skilled Volunteer Training Plan
5. Volunteer Performance Management

Target Group (s) for Distribution of the Guidebook

- Olympic Winter Games Organizing Committee – Sport Function, Sport Management Team
- International Ice Hockey Federation (IIHF)
- World Championship Organizing Committee
- International, National, and Smaller Community Sport Organizations looking to improve the Human Resource Management specifically for ice hockey tournaments and events.

Volunteer Program Inventory

The following initial questions may be useful in this process:

- How to best identify, recruit and hire the best volunteers? Event website, employee referrals (internal staff or volunteers recommend others to apply) flyers, newspaper, handouts, booths at community sporting events, etc.
- Is there a volunteer staffing plan? Pulling together a pool of eligible candidates, encouraging the candidates to apply and accept their roles
- Are there written role descriptions for the volunteer groups?
- Are the volunteer crews each assigned a chief and/or supervisor (s)?
- Do you have a proper database to track the volunteers? And are all necessary informational documents being developed and collected (i.e. security background checks).
- Is a backup volunteer pool being created if volunteers should drop out?
- Are there set goals for which the volunteers can work to achieve?
- Is there a plan for volunteers to be a part of the planning, organization, and set-up of the tournament?

- Are the volunteers being updated continuously on the planning and organization on the tournament and how they can best prepare themselves to work the event?
- What are the communication methods being used to inform volunteers of tournament features, upcoming events, training sessions, know before you go items of interest etc.?
- Are all of the policies for volunteers written down and given to the volunteers?
- Is an orientation session being conducted for which volunteers can/need to attend to learn more about the organizing committee, the tournament, and role of the volunteers?
- Are proper training plans being planned and conducted by the Sport Managers and/or the supervisors?
- Is there a leadership session being conducted for all chiefs and supervisors?
- Are the volunteer crew numbers accurate for the amount of work, shift length, and number of shifts needed?
- Are shift planning procedures taking place? Shift length and shift number assumptions based on the recommendations to maintain healthy, energetic, and motivated working crews.
- Are paid staff members properly prepared to work with the volunteers?
- Is there appropriate insurance coverage for the volunteers?
- Are there confidentiality procedures written and enforced?
- Are the volunteers being appreciated continuously?
- How to make volunteer-help cost-effective throughout the entire process?

International Ice Hockey Federation and Olympic Games Sport Volunteer Role Descriptions

The following chapter will take a detailed look at the position descriptions for Ice Hockey Volunteers working International Ice Hockey Federation Tournaments and Olympic Winter Games Ice Hockey Events.

The chapter will include positions descriptions for:

Field of Play (FOP) Access Control Team

Athlete Services Team

Athlete/ Officials Host Team

Sport Information Team

Ice Maintenance Team

Protocol Team

2.1 IIHF Tournament and Olympic Sport Volunteers

IIHF Championship Tournaments greatly depend on the volunteers as they are a key part in achieving a successful tournament. They are active in a majority of the tournament operations, so the IIHF and the Organizing Committee values their insight and look forward to working in partnership with the volunteers. These hard workers represent the community, the country, and they help to create the atmosphere for the teams, spectators, and key clients.

For an Department Organizational Chart (see appendix 1) as this guidebook will focus on the 'Ice Hockey Volunteers' which consist of the six groups that make up the 'Sport Team' who work closely with national teams and officials during the tournament:

<p>Ice Maintenance Crew</p> <p>Access Control Crew (Accreditation Management)</p> <p>Athlete Services Crew</p>	<p>Sport Information Crew</p> <p>Athlete and Official Hosts</p> <p>Protocol Crew</p>
---	---

Why create accurate role descriptions for these positions beforehand?

- Ensures accountability to the duties assigned, limits lack of work and boredom
- Allows the volunteer to choose/ rank the roles they feel they may be best suitable for
- Allows the volunteers to have a better understanding of their roles
- Helps to prevent the volunteer from over-stepping their boundaries and doing any unnecessary, harmful, or risky duties out of their scope of work
- Helps to show the individual is a contributing member to the overall organization

Suggestion

It is important for the Sport Management Team continually updates the duties as required during the planning and organizing phases. Through their experience with IIHF tournaments and observation opportunities, Crew Chiefs and Supervisors can also assist with continually updating the role descriptions. **To limit ambiguity** and create more role clarity, review the duties in more detail during *the interview, orientation, and training* sessions.

2.2 Field of Play (FOP) Access Control Team

The FOP Access Control Team is primarily responsible for assisting in enforcing the tournament security system by interpreting accreditation passes in order to ensure the appropriate individuals are in the 'Sport Zone' (Team areas).

FOP Access Control Chief

Reports to: Sport Management Staff

Coordinates with: Sport Information Desk, Team Security Personnel (if available), Venue Security

Main Location/Facilities: FOP Access Control Chief will roam the Areas where accreditation needs to be checked and security needs to be maintained as a support to the team who must remain at a specific post. I.e. workforce entry point, athlete preparation areas, dressing room hallways, entrances to the ice and behind the benches, athlete entry and exit points, and perimeter of the mixed zone etc.

FOP Access Control Supervisor

Reports to: FOP Access Control Chief

Coordinates with: Sport Information Desk, Venue Security

Main Location/Facilities:

FOP Access Control Supervisor will roam the areas where accreditation needs to be checked and security needs to be maintained as a support to the team who must remain at a specific post. I.e. workforce entry point, athlete preparation areas, dressing room hallways, entrances to the ice and behind the benches, athlete entry and exit points, and perimeter of the mixed zone etc.

FOP Access Control Crew

Reports to: FOP Access Control Chief, FOP Access Control Supervisor

Coordinates with: Sport Information Desk, Team Security Personnel (if available), Venue Security

Main Location/Facilities: FOP Access Control Crew will have stationary posts in the areas where accreditation needs to be checked and security needs to be maintained. I.e. workforce entry point, athlete preparation areas, dressing room hallways, entrances to the ice and behind the benches, athlete entry and exit points, and perimeter of the mixed zone etc.

Main Tasks

- Player movement announcements- i.e. radio calls to Sport Staff- “Team Latvia is now leaving their dressing room and heading to the ice”
- Keeping the flow of traffic under control and helping to ensure the athletes and team staff have the right away above all others in the athlete areas (specifically when teams leave their dressing rooms for games)
- Understand/interpret access control board at access point. Determines who can access the FOP as per accreditation and access control board
- Keeping calm and composed while displaying good customer service skills
- Be firm about policies and professional in demeanour
- Contact immediate supervisor (Supervisor FOP Access Control) at any time through radio (volunteer) – which could possibly lead to security or other supervisors
- Direct persons to areas which they have access based on accreditation and inform people who are not able to get onto the FOP to talk to their functional representative/supervisor
- Act as part of the overall safety of the event

Shifts

Each Shift:

1 FOP Chief (sets own schedule to be present during peak times)

1 FOP Supervisors (depending on peak hours (game times) and if the Chief is present)

4 Crew Members

AM Shift begins 1 hour before athlete arrival on venue. The shift length should be no longer than 8 hours.

PM Shift will begin halfway through the work day and will end 1 – 1.5 hours after the last ice session (shift will finish as soon as all athletes have departed the arena).

Chiefs and Supervisors will likely set their own schedule. It is imperative that one or both is present during peak times (i.e. pre-game preparations leading up until the end of the day's competition). Each shift will have at least one FOP Access Control Supervisor to assist and supervise the crew volunteers.

Recruitment Notes

- Excellent customer service skills
- Conflict resolution skills
- Previous security and/or accreditation experience is an asset but not essential
- This is one position where a large amount of hockey experience may not be needed, as these individuals need to maintain a professional demeanour and may have to deny access to a well known player who does not have accreditation.

Orientation and Training

All Access Control Staff will be required to attend the Orientation session as well as the Job Specific Training and Venue Specific Training Sessions. Supervisors and Chiefs may be required to complete a Leadership Training Course. The course may be available at a specific location or completed online.

Benefits

- An opportunity to be a part of a highly anticipated hockey tournament in history
- Meet new people
- Opportunity to work closely with other Sport Volunteers 'behind the scenes', in and around the athlete preparation areas
- Receive a volunteer uniform, quality food on breaks, and take part in a volunteer appreciation party

2.3 Athlete Services Team

The Athlete Services Team effectively works to help set-up, maintain, and take-down the athlete services areas (dressing rooms, FOP benches, and athlete lounge and warm-up area, hallways etc.) as well as providing Athlete and Officials' laundry services and help with any equipment transfers from storage to the Sport Spaces (i.e. warm-up area).

Athlete Services Chief

Reports to: Sport Management Team

Direct Reports: Athlete Services Supervisor and Crew

Main Location/Facilities: Competition and Practice rinks – athlete areas, and Athlete Services Office

Main Task

- Assist with the hiring, supervising, and training of the Athlete Services Team
- Assist with the development of the Crew Job Descriptions and Daily duties (according to previous work at national and international tournament, observational tours, job shadowing, and suggestions for the Sport Management Team etc.)
- Oversee the athlete service areas needs and volunteers
- Supervises and manages equipment movement
- Manage the Athlete Crew Working Schedules
- Be the main source to acquire any of the team needs (i.e. equipment, tools, and items for the dressing rooms)

Athlete Services Supervisor

Reports to: Athlete Services Chief

Coordinates with: Sport Management, Sport Information Desk, food and beverage, some sponsors (i.e. ensuring proper jersey care: Apparel Center Manager)

Direct Reports: Athlete Services Crew

Main Location/Facilities: athlete services office, dressing rooms, athletes' lounge, laundry facilities, and practice ice arena

Main Tasks

- Assist with the hiring, supervising, and training of the Athlete Services Team
- Assists the Chief Athlete/Official Services in providing information and dealing with requests by teams and officials
- Develop and discuss roles and responsibilities of the Athlete Services Crew
- Manage athletes' lounge and athlete dressing rooms

Athlete Services Crew

Reports to: Athlete Services Chief, Athlete Services Supervisor

Coordinates with: Other Athlete Services Crew members, Team Coordinators, Sport Information Desk, Food and Beverage, some sponsors (i.e. ensuring proper jersey care: Apparel Center Manager)

Main Location/Facilities: Competition and Practice rinks – athlete areas, FOP and benches

Main Tasks

- Maintain the athlete service areas (dressing rooms, player's and penalty benches, FOP) and be responsible for industrial washers and dryers.
- Assist with the athlete needs at the facilities to ensure cleanliness of locker rooms and field of play
- Assist with the movement of the sport equipment
- Responsible for the operation of industrial size washers and dryers
- Coordinate the personal laundry and sweaters for each individual team
- Cleaning of Players and Penalty benches
- Delivery of towel and water bottle service to benches
- Distribute and pickup pucks for team practice and competition

Shifts

Each Shift:

1 Athlete Services Chief (sets schedule to be present during peak times)

1 Supervisor

9-10 Crew Members

- 1 dedicated to each laundry room
- 1 dedicated to each team during games
- Rest of crew to assist with other tasks

AM Shift begins 1 hour before athlete arrival on venue. The crew shift length will be no longer than 8 hours.

PM Shift will begin halfway through the work day and will end 1½ hrs after last ice session (to clean spaces, finish team/officials laundry, lock office etc.)

Chiefs and Supervisors will likely set their own schedule. It is imperative that either or is present during peak times (i.e. pre-game preparations leading up until the end of the days competition)

Recruitment Notes

Athlete Services Chief / Supervisors:

- Recruit individuals with Ice Hockey knowledge, relationship with coaches and athletes.
- Persons who have worked a similar role (Athlete Services) at the national or international levels.
- The Chief and Supervisors may also be prepped for the position by working a large scale hockey tournament in the Athlete Services role and/or by shadowing an experienced individual who has been working in that role (IIHF World Junior Championships, IIHF World Championships, Spengler Cup, National Championships, NHL games etc.)

Athlete Services Crew:

- Recruit individuals with Ice Hockey Knowledge;
- A role in hockey at the community, provincial/ state, national, or international level as a volunteer, coach, athlete etc.
- Experience as an equipment manager is an asset but not essential.

Orientation and Training

All Athlete Services Staff will be required to attend the Orientation session as well as the Job Specific Training and Venue Specific Training Sessions. Supervisors and Chiefs may be required to complete a Leadership Training Course. The course may be available at a specific location or completed online.

Benefits

- An opportunity to be a part of a highly anticipated hockey tournament in history
- Meet new people
- Opportunity to work closely with the participating National Team Equipment Management Staff, 'behind the scenes', in and around the athlete preparation areas
- Learn the complete game preparation process from 'services' point of view
- Receive a volunteer uniform, quality food on breaks, and take part in a volunteer appreciation party

2.4 Sport Information Team

Volunteers working at the Sport Information Desk are at the center of all information pertaining to the tournament. Information such as training schedules, changes to competition/ practice schedules, (IIHF Directorate's Meeting schedule, sport publications, results reports, volunteer shift reports, International Federation and Sport Management communiqués, weather information, and final result CD's. As well as additional information such as transport times, equipment movement, food and beverage, local point of interest, maps, restaurants, and shops. The Sport Information Desk will act as a convenient resource for Team Hosts, Team Managers, other Sport Volunteers, other Organizing Committee Functions (Food and Beverage, Logistics etc.) etc.

Sport Information Chief

Reports to: Sport Management Team

Coordinates with: Sport Management Team, Sport Information Supervisors and Crew

Main Location/Facilities: Sport Information Desk (split time between both arenas if the tournament is comprised of two competition facilities located within the same geographical area)

Main Tasks

- Oversee Sport Information Desks and Attendants
- Assist with the hiring, supervising, and training of attendants for the information desk
- Help to lead the set-up and take-down of the Sport Information Area. Including game recording space, tournament resources and sport regulations binders, volunteer lounging area, office supplies area, set-up of scheduling and tournament information computers, staff check-in space etc.
- Organize distribution of information to Team Leaders and Coaches, such as (results reports, training schedules, changes to competition schedules, team captain meetings schedules, sport publications, IF and Sport Management communiqués, weather information, and final result CD's. As well as additional information such as transport times, equipment movement, food and beverage, local point of interest, maps, restaurants, and shops)

Sport Information Supervisor

Reports to: Sport Information Chief and Sport Management Team

Coordinates with: Sport Management Team, Sport Information Chief and Crew

Direct Reports: Sport Information Crew

Main Location/Facilities: Sport Information Desk

Main Tasks

- Lead, guide and train the Sport Information Desk Crew
- Assist with the hiring, supervising, and training of attendants for the information desk
- Help to lead the set-up and take-down of the Sport Information Area. Including game recording space, tournament resources and sport regulations binders, volunteer lounging area, office supplies area, set-up of scheduling and tournament information computers, staff check-in space etc.
- Help the Sport Management Team and Sport Information Chief during Job Specific Training to train the volunteers on such processes as game recordings, scheduling database, phone calls and message directing, schedule posting, and distribution of daily game and tournament reports etc.
- Organize distribution of information to Team Leaders and Coaches, such as (results reports, training schedules, changes to competition schedules, team captain meetings schedules, sport publications, IF and Sport Management communiqués, weather information, and final result CD's. As well as additional information such as transport times, equipment movement, food and beverage, local point of interest, maps, restaurants, and shops)

Sport Information Crew

Reports to: Sport Information Chief and Supervisor

Coordinates with: Team Hosts, Food and Beverage, Transportation, Off- Ice Officials (Game Report Distribution) etc.

Main Location: Sport Information Desk

Main Tasks

- Assist with all administrative duties, coordinate distribution and management of all correspondence, results and bulletins
- Assist with the set-up and take-down of the Sport Information Desk Area
- Collect and distribute tournament stats and reports to the Team Leads
- Record and distribute game CDs to the respective Team Leads (Team Managers or Team Hosts)
- Help Sport Volunteers to keep track of their working schedules and modify the shifts if necessary with direction from the Crew Supervisor or Chief
- Assist the volunteers with any relevant questions pertaining to the tournament including information regarding their shifts, the game and meeting schedules, team transportation details, game reports etc.
- Assist in the relevant box suites (i.e. Lounge Hosts in IIHF Suite, International Olympic Committee Suite)

Shifts

Each Shift:

1 Sport Information Chief (sets own schedule)

1 Sport Information Supervisor

8 Sport Information Crew and Assistants (1-2 dedicated to each lounge to help host)

AM Shift begins 1.5 hours before the first ice session. The crew shift length will be no longer than 8 hours.

PM Shift will begin halfway through the work day and will end 1 – 1.5 hours after the last ice session.

Chiefs and Supervisors will likely set their own schedule. It is imperative that either or is present during peak times, such as during the morning and pregame period (1 ½ hrs leading up to the game).

Recruitment Notes

- Recruit volunteers with Ice Hockey knowledge
- Administrative, computer skills, customer service, and conflict resolution skills
- For supervisors and Chiefs the Sport Management Team should also look for supervisory/ leadership experience, knowledge of the community, previous national/ international hockey tournament experience in a similar role, and problem solving skills.

Orientation and Training

All Sport Information Staff will be required to attend the Orientation session as well as the Job Specific Training and Venue Specific Training Sessions. Supervisors and Chiefs may be required to complete a Leadership Training Course. The course may be available at a specific location or completed online.

Benefits

- An opportunity to be a part of a highly anticipated hockey tournament in history
- Be at the center of all information relevant to the hockey tournament. An opportunity to learn more about World Class Tournaments in operation mode
- An opportunity to meet and work with all of the Sport Volunteers
- Receive a volunteer uniform, quality food on breaks, and take part in a volunteer appreciation party

2.5 Athlete and Officials Host Team

All Hosts will act as point of communication between the Team/ Officials and the Sport Management Team and other Organizing Committee Functions (transportation, Food and Beverage etc.). The Hosts will assist with logistical needs, provide language translation, tournament information (confirm practice schedule changes, meeting schedules, specific contacts) hosting information (city attractions, transit options, restaurant information etc.), as well as assist in daily tasks the Teams and Officials may need within the area of capability and responsibility. Hosts are provided with a shuttle or van for transporting single team members, coaches, and equipment managers outside of competition and practice times.

Team and On- Ice Officials Host Chief

Reports to: Sport Management Team

Coordinates with: Host Supervisor and Team Host Crew, Sport Information Chief/ Supervisors, Athlete Services Chief/ Supervisor.

Main Location/Facilities: Competition and Practice rinks, Athlete Village (Olympic Games) or Team Hotel (i.e. World Championship), Airport (teams' arrival and departure).

Main Tasks

- Assist with the hiring, supervising, and training of Team Hosts
- Assist with the development of the Team Host Binders. Binders may include key schedules, team itineraries, a contact list, city transit and restaurant information, Daily duties checklist etc.
- Responsible for finding out all answers to questions that the Team Hosts may have, within the areas of responsibility. The Team Host Chief will act as the main contact between the Team Hosts and the Sport Management Team
- Communicate any issues of importance immediately to the Sport Management Staff and the Sports Information Desk at each venue as soon as possible
- Assist with the arrival and departure of the teams at the airport
- Remain available to the Team Host Supervisors and Team Hosts. (via in person or by phone)
- Confirm transportation arrangements. I.e. know when and where buses will pick the team up before and after games and practices

- Check for messages at the Sport Information Desk located at both the hotel and the arena(s)
- Assist with Family and Friends at venue

Team and On-Ice Officials Host Supervisor

Reports to: Sport Management Team, Host Chief

Coordinates with: Other Team Host Supervisors and Team Host Crew, Sport Information Chief/ Supervisors, and Athlete Services Chief/ Supervisor. May need to coordinate with Transportation, Food and Beverage, Venue Staff (i.e. Family and Friends Seating) etc.

Main Location/Facilities: Competition and Practice rinks, Athlete Village (Olympic Games) or Team Hotel (i.e. World Championship)

Main Tasks

- Assist with the hiring, supervising, and training of attendants for the information desk
- Assist with the development of the Team Host Binders. Binders may include key schedules, team itineraries, a contact list, city transit and restaurant information, Daily duties checklist etc.
- Responsible for finding out all answers to questions that the Team Hosts or managers may have, within the areas of responsibility. They will act as the main contact between the Team Hosts and the Team Host Chief/ Sport Management Team
- Communicate any issues of importance immediately to the Sport Management Staff and the Sports Information Desk at each venue as soon as possible
- Assist with the arrival and departure of the teams at the airport
- Always remain available to the Team Hosts (via in person or by phone)
- Confirm transportation arrangements. I.e. know when and where buses will pick the team up before and after games and practices, Become familiar with alternate forms of transportation that are available (i.e. taxi, bus rentals), should the team wish to pursue leisure activities
- Check for messages at the Sport Information Desk located at both the hotel and the arena(s)
- Assist with Family and Friends at venue

Team Host

Reports to: Sport Management Team, Host Chief and Supervisor

Coordinates with: The National Team Staff (specifically the Team Manager), Transportation, Food and Beverage (i.e. teams request meals in their dressing room), Venue Staff, Athlete Services Team and Sport Information Team etc.

Main Location/Facilities: Competition and Practice rinks, Athlete Village (Olympic Games) or Team Hotel (i.e. World Championship), Airport (team arrival and departure), transporting team staff to desired locations in the city of the competition.

Main Tasks

- Responsible for finding out all answers to questions that the team coaches or managers may have, within the areas of responsibility. They will act as the main contact between the team General Manager and the Organizing Committee
- Communicate any issues of importance immediately to the Sport Management Staff and the Sports Information Desk at each venue as soon as possible
- Assist with the arrival and departure of the team at the airport
- Always remain available to the team (even at meal times if invited)
- Confirm transportation arrangements. I.e. Know when and where buses will pick the team up before and after games and practices, Become familiar with alternate forms of transportation that are available (i.e. taxi, bus rentals), should the team wish to pursue leisure activities
- Lock/ unlock dressing rooms; be available if a player is to return to the dressing room during the game to unlock the door
- Not to provide medication to players (i.e. Aspirin, antihistamines, cough medicines, lozenges, etc.). Consult medical staff if such problems arise
- Check for messages at the Sport Information Desk
- Pick-up Team Communications and Game Reports at the designated area (media/stats area or the Sport Information Desk)
- Contact partner host to verify the next day's itinerary
- Assist with Family and Friends at venue

*There are going to be times that you will not know the answer, or you need to involve other people to reach a solution. Aside from your Supervisor or Chief, you can also ask for help from:

- a) your fellow Team Hosts
- b) the Non-Dedicated Host (if they are on a venue shift)
- c) the Sport Information Desk
- d) the Organizing Committee Sport Staff

Non Dedicated Team Hosts (On-Call Team Hosts)

Reports to: Sport Management Team, Host Chief and Supervisor

Coordinates with: The National Team Staff (specifically the Team Manager), Transportation, Food and Beverage (i.e. teams request meals in their dressing room), Venue Staff, Athlete Services Team and Sport Information Team etc.

Main Location/Facilities: Competition and Practice rinks, Athlete Village (Olympic Games) or Team Hotel (i.e. World Championship), Airport (team arrival and departure), transporting team staff to desired locations in the city of the competition.

Main Tasks

- Tasks are essentially the same as those performed on a daily basis by the Dedicated Team Hosts
- May be called in to assist with duties on venue, pick-up goods/ run errands to assist the Team Hosts and the National Teams, help with transportation of Team Staff within reason

On-Ice Officials Host

The Officials Host will act as the Team Host for all Technical Officials (referees, linesmen and IIHF personnel responsible for the officials). They will act under the same guidelines as the Team Hosts and liaise between the Officials and the Organizing Committee, but also must be familiar with the other privileges that the Technical Officials receive. The Officials Host must also be aware all IIHF Rules and Regulations.

Reports to: Sport Management Team, Host Chief and Supervisor

Coordinates with: IIHF officials, Chief of Competition Operations, Sport Information Desk, Organization Committee functional areas to coordinate with transportation, meals, and laundry etc.

Main Location/Facilities: Competition rink, Athlete Village (Olympic Games) or Team Hotel (i.e. World Championship), Airport (arrival and departure), transporting Officials and Supervisors to desired locations in the city of the competition.

Main Tasks

- Assist the Officials with morning practices – provide pucks, towels, equipment support, etc.
- Assist with referee needs during games
- Act as a liaison to Organizing Committee functional areas such as logistics, transportation, etc.
- Assist during Pre-Tournament with airport arrivals and transportation support
- Responsible for finding out all answers to questions that the Officials may have, within the areas of responsibility. They will act as the main contact between the Officials, IIHF, AND Organizing Committee
- Communicate any issues of importance immediately to the Sport Management Staff and the Sports Information Desk at each venue as soon as possible
- Always remain available to the officials (even at meal times if invited)
- Confirm transportation arrangements. I.e. Know when and where buses/ shuttle will pick the officials up before and after games and practices, Become familiar with alternate forms of transportation that are available should the Officials wish to pursue leisure activities
- Lock/ Unlock dressing rooms
- Check for messages at the Sport Information Desk
- Pick-up Communications and Game Reports at the designated area (media/stats area or the Sport Information Desk) and hand over to the Team Manager/ Coaches
- Assist with Family and Friends on venue (ticket distribution)

Shifts

Team Host Chief/ Supervisor:

The crew Chief and Supervisors are free to create their own schedules within some guideline. They must remain available to the Team Hosts – preferable by phone or in person. It is advisable that the at least one of these volunteer leaders remain at the main Competition rink(s) as much of the action will take place there. Chiefs and Supervisors are asks to be present specifically during peak times throughout the day.

Team Host Crew:

Teams may have 1-2 Designated Team Hosts. Have 2 Team Hosts is ideal due to the demands of this volunteer position. Avoid scheduling someone to midnight one day and at 7 am the next day. Another possibility is to have both Team Hosts work together pre-tournament to plan out their shifts according to their availability and preferences.

Individuals must be informed that this position requires the most time and commitment during the tournament. Working schedule will be based on the Teams' Schedule and their demands of the hosts within their area of responsibility.

Non- Dedicated Hosts:

Non- Dedicated Hosts are essentially on call. They may be present at the competition rink if they can be available. Non- Dedicated Team Hosts may be ask to work if one or both of the Dedicated Team Hosts absolutely needs a day off (i.e. due to sickness), if they need assistance of any kind (i.e. transportation, errands etc.), or if support is needed on venue.

On-Ice Officials Host:

Officials may have 1-2 Designated Team Hosts. Have 2 Team Hosts is ideal due to the demand of this volunteer position. Available to the Officials 24/7. Working schedule will be based on the Officials Schedule and their demands of the hosts within their area of responsibility.

Recruitment Notes

Team Host Chief/ Supervisor

- Extensive experience in a leadership or managerial role.
- Strong organizational skills strong
- Ties to the community.
- Experience in the hockey world in a leadership role, volunteers role etc.
- Knowledgeable about the city- transit, restaurants, culture and leisure activities.
- Be willing and able to commit a lot of time close to and during the tournament.

Team Hosts and Non-Dedicated Team Hosts:

- Ice Hockey knowledge
- Athletes, coaches, or volunteers with international experience (because they will probably know all the team members from other countries).
- Individuals who are able to sufficiently speak the language of the team they wish to Host.
- In most cases the National Associations are able to request a Team Host they wish to work with during the tournament. Individuals with previous Team Hosting experience is an asset but not essential.

On- Ice Officials Host:

- Ice Hockey knowledge.
- Recruiting individuals with experience as an Ice Hockey Official is essential.
- Athletes, coaches, or volunteers with international experience (because they will probably know all the team members from other countries).
- Individuals who have comprehension and speak multiple languages are an advantage but not a necessity.

Orientation and Training

All Team Hosts will be required to attend the Orientation session as well as the Job Specific Training and Venue Specific Training Sessions. A Team Host Debriefing prior to the tournament may occur with all Team Host before the National Teams are given the Hosts' contact information. Supervisors and Chiefs may be required to complete a

Leadership Training Course. The course may be available at a specific location or completed online.

Benefits

- An opportunity to be a part of a highly anticipated hockey tournament in history
- An opportunity to meet and develop a working relationship with the National Teams and Staff, many of the sport volunteers etc.
- The opportunity to be a part of the activities of the tournament at the arena as well as away from the arena (i.e. Team/ Officials retreat)
- Receive a volunteer uniform, may get the opportunity to eat with the team, and take part in a volunteer appreciation party
- Acquire interesting stories for a lifetime!

2.6 Ice Maintenance Team

The Ice Maintenance Team is responsible for the set-up, maintenance, and take-down of the Field of Play (specifically the ice, glass, and may assist with the board dressing). The Ice Crew and Building existing staff are recruited to help build the ice (paint and logos) and ensure quality is consistent across all tournament arenas. Maintenance includes ice resurfacings/ scraping, glass cleaning, board/ door repairs and any duties to ensure the conditions meet international standards. Once the tournament is complete the team is responsible for taking out the ice, removing board logos and returning the FOP to previous conditions.

Chief Ice Maker

Reports to: Sport Management Staff

Coordinates with: Venue Management and IIHF

Main Location/Facilities: Ice Maintenance Crew Office, Building Engineering Room, Ice Resurfacing Machine Area and entrance to ice, and the ice surface.

Main Tasks

- Develop consistent training method and ensure ice operations manual is properly developed and implemented
- Assist the Sport Management Staff in hiring competent Ice Maintenance volunteers.
- Oversees the preparation and operations regarding Field of Play at all competition and training venues
- Work closely with Venue Manager to ensure optimal building environment for ideal ice conditions
- Leads the Ice Maintenance Team- Ice Resurfacing Operators and Ice Crew (Snow Removal)
- Operates 'Eye on the Ice' System for monitoring ice quality at all competition and training venues if applicable

The following is an excerpt from an article "Olympic Ice Making" from the vancouver2010.com website regarding 'Eye on the Ice':

"To ensure the ice is in top shape for the 2010 Winter Games, ice meisters can monitor conditions 24/7 with a wireless environmental monitoring system called Eye on the Ice. Monitors detect temperature, humidity, air pressure, brine or ammonia flow, and ice conditions and send reports via e-mail to the ice meisters at regular intervals. The monitors, which are set in the ice and around the venues, can also send out alarms if conditions reach unacceptable levels. This stream of information allows the ice maker to manipulate the venue conditions and optimize the ice surface."

Assistant Ice Maker- Supervisors

Reports to: Chief of Ice Maintenance and Sport Management Staff

Coordinates with: Ice Maintenance Crew and Building Existing Staff, Venue Management Staff

Main Location/Facilities: Ice Maintenance Crew Office, Building Engineering Room, Ice Resurfacing Machine Area and entrance to ice, and the ice surface.

Main Tasks

- Assist with the building of the ice sheets at the training and competition venues
- Help to oversee the preparation and operations regarding Field of Play at all competition and training venues
- Work closely with Venue Manager to ensure optimal building environment for ideal ice conditions
- Ensure ice operations manual is properly implemented.
- Helps to Supervise the Ice Maintenance Crew- Ice Resurfacing Operators and Ice Crew
- Operates 'Eye on the Ice' System for monitoring ice quality at all competition and training venues if applicable
- Stringing game nets

Ice Resurfacing Machine Operator (Including Existing Staff Ice Crew)

Reports to: Chief of Ice Maintenance and Ice Maintenance Supervisors

Coordinates with: Ice Maintenance Crew and Building Existing Staff

Main Location/Facilities: Ice Maintenance Crew Office, Ice Resurfacing Machine Area and entrance to ice, and the ice surface.

Main Tasks

- Assist with the building of the ice sheets at the practice and competition venues
- Responsible for maintaining and cleaning the ice during all practice and competition times
- Removal and reinstallation of nets/ stringing game nets
- Install in ice logos and board advertising
- Repairs to boards and gates
- Maintain cleanliness of glass and provide emergency glass replacement

Ice Crew- Snow Removal Team

Reports to: Chief of Ice Maintenance and Ice Maintenance Supervisors

Coordinates with: Ice Maintenance Crew and Building Existing Staff

Main Location/Facilities:

Ice Maintenance Crew Office, Ice Resurfacing Machine Area, entrance to ice, and the ice surface.

Main Tasks

- Assist with ice cleaning, repairs, repairs to glass/ boards, glass cleaning
- Snow removal breaks- cleaning along the boards by the benches, the crease area, and both ends of the ice across the front of the nets (boards to slot).
- Assist with removal and reinstallation of nets

Shifts

Each Shift:

- 1 Ice Maker Chief (sets own schedule)
- 1 Supervisors
- 2 drivers/ game, 1 driver/ practice
- Snow Removal Crew (dependent upon length of time for snow clearing breaks and amount of ice to be covered).
- Depending on the venue, preference is for venue staff to cover overnight monitoring of systems as per normal venue operations.

Chief Ice Maker/ Supervisors/ Ice Resurfacing Drivers

To build consistent high quality ice across all tournament venues, work for this team will begin up to 2 weeks before the first ice time. To maintain this quality ice, there is a very good potential for early morning starts, late nights or overnight shifts. Therefore, the time commitment for these positions will be greater than most other Sport Volunteer groups. Based on Lead Ice Maker Shift Plan; generally, personnel started 2hrs prior to first ice time to 1hr. Post last ice time of the day. Shifts will change depending on the state of the ice.

Ice Crew (Snow Removal)

The Ice Crew primarily works to complete pre-game preparations of the FOP (i.e. glass cleaning) and game Snow Removal Breaks. Therefore shifts will generally being 1 ½ hours before game time and end an hour after the last ice session. If extra hands are needed the Chief may schedule a group to come in to assist during practice sessions.

Recruitment Notes

Chief Ice Maker

- This is one of the most specialized staff members the organizing committee will have.
- The individual must have extensive national/ international experience in making ice in a hockey venue.
- Worked a top division IIHF sanctioned event (I.e. World Championships).

- The Chief will bring a lot of field of play maintenance experience and supervisory experience to the whole Ice Maintenance Team.

Assistant Ice Maker- Supervisor

- Recruited for the amount of experience they have acquired building and maintaining top quality ice in a hockey venue
- Appropriate certification and license.
- The Chief of Ice Maintenance may also assist in the recruitment process as he or she will have a good pool of quality supervisors to choose from

Ice Resurfacing Machine Operator

- Persons who have extensive experience driving resurfacing machines on tight timelines.
- Appropriate certifications
- The potential drivers must also be able to work in a team environment, have strict time management skills, and take direction easily.

Ice Crew (Snow Removal Crew)

- Individuals who have a hockey background and/or strong skating skills.
- To keep up with the pace of the activity during the quick Snow Removal Breaks individuals should also be in adequate physical condition.
- To ensure the demands of the Snow Removal Procedure are met the Ice Crew needs to be able to take direction from the supervisor and put it into action effectively.

Orientation and Training

All Ice Maintenance personnel will be required to attend the Orientation session as well as the Ice Maintenance Job Specific Training and Venue Specific Training Sessions.

Benefits

- An opportunity to be a part of a highly anticipated hockey tournament in history
- A prime viewing area for games while still performing duties in a proper manner
- Receive a volunteer uniform, quality food on breaks, and take part in a volunteer appreciation party

2.7 Protocol Team

The Protocol Team fundamentally helps to coordinate IIHF Timing Procedures. This includes the pre-game timing procedures (i.e. time to leave the dressing room for on-ice warm-up), game period procedures (snow removal breaks), intermission timing, and overtime timing. The Protocol Volunteer will work to inform the team hosts/ managers and all applicable staff and volunteers when each milestone must be met. By complying to the procedures precisely, this ensures that the pre-game activities and the game begin at the scheduled time.

Protocol Crew

Reports to: Sport Management Staff on venue.

Coordinates with: Sport Management Game Supervisor, Off-Ice Officials Timing Light Attendant, Team Managers or Team Hosts, and FOP- Access Control Chief/ Supervisor.

Main Location/Facilities: Competition rinks – dressing room area, FOP and game observation area (Ice Resurfacing Tunnel- entrance to ice).

Main Tasks

- Oversee pre-game countdown and warm-up procedures
- Along with the FOP Access Control Crew- ensure athletes have the right away leading to the Field of Play and the home team enters the ice first.
- Oversee game flow within Sport- Snow Removal/ Commercial Breaks, Intermission Timing, Overtime and Game Winning Shot Procedures
- Radio calls to Off-Ice Officials Timing Light Attendant “ Snow Removal on next whistle”
- Assist Sport Management staff as required

Shifts

Each Shift will have 2 protocol volunteers

Shifts will generally begin 2 hours before games commence (2 hour before athlete arrival). This allows the protocol staff to fill out game reports and meet with one of the

Sport Management personnel on duty, Off-Ice Officials – Timing Light Attendant, Team Managers or Team Hosts, and FOP- Access Control Chief/ Supervisor.

Recruitment Notes

- Ice Hockey knowledge and understanding of international tournaments and world class hockey events
- Vocal individual who can give precise and clear directions
- IIHF Rules and Regulations, tournament format etc. is important but not essential- these can be reviewed with the volunteer pre-tournament

Orientation and Training

All Protocol staff will be required to attend the Orientation session as well as the Job Specific Training and Venue Specific Training Sessions.

* It is suggested that the whole Protocol Group (up to 4) lead by a Sport Manager attend the first game to get a better understanding about the timing of the game: teams/ officials entering the ice, puck- drop, snow removal breaks, intermission timing, and overtime/ game winning shot procedure etc.

Benefits

- An opportunity to be a part of a highly anticipated hockey tournament in history
- *The ability to watch the games from a prime spot while still maintaining a game supervision and timing mentality and discipline
- Opportunity to work closely with the National Management Staff (informing and coordinating game timing), 'behind the scenes', in and around the athlete preparation areas
- Learn the complete game preparation process from 'timing' point of view
- Receive a volunteer uniform, quality food on breaks, and take part in a volunteer appreciation party

Sport Team: Volunteer Recruiting, Interviewing, Selecting and Role Assignment

The following chapter will layout the process of recruiting, interviewing and selecting volunteers to help create a high performing team.

The chapter will include:

Recruiting Volunteers

Volunteer Application Forms

Creating an Effective Interview Strategy

Creating a Follow-up Strategy Including:

Headcount, Volunteer Selection, Role Assignment, Creating a Volunteer Database

Getting to Know Your Volunteers

3.1 Recruiting Volunteers

By creating a thorough and efficient staffing plan with recruitment, application procedures, screening and an efficient interview process the Sport Management Team can best match prospective volunteers with the available positions. Every tournament will have a different timeline, but the key is to establish a timeline with the project, the project details, critical due dates, and the project lead. The critical path should be sent to all management team members so everyone is able to stay on track through the entire process.

Mission and Objectives:

The level of service provided to the teams should be based on levels and standards previously given to teams at past IIHF world championships (men's and women's). One great asset, as a team is the ability to provide the best environment for the athletes by ensuring that as many of the volunteers as possible, in key roles, such as athlete services; team hosts; and off-ice officials, have solid hockey experience, either as high performance players, coaches, referees or administrators.

Create Guidelines for Volunteering

Volunteers will be responsible for:

- Attending all required orientation and training sessions
- Providing their own accommodation during the Games
- Arranging and paying for transportation to the competition city
- Preference will be given to candidates who are able to commit to work for the duration of the tournament in addition to training and orientation requirements
- Please note that most volunteer positions will begin in pre- competition (before game- days begin)
- All applicants may be required to undergo security clearance
- Additional age restrictions for volunteering may be in place

Promoting the Event

- *Tournament Webpage*

A clear advertisement and the word “Volunteer” should be clearly visible on the front page of the organizations website. Direct links will take the individual to a page with all of the necessary information and how to apply.

- *Organizing Committee Employee and Volunteers Referrals*

These are dedicated and experienced volunteers you may already be familiar with. Are there quality people these volunteers can recommend for the upcoming tournament?

- *The Media and Social Networks*

- Multiple methods- newspapers, television news, radio, magazines, hockey newspapers
- The book, *Recruiting and Managing Volunteers* suggests hiring an individual “with experience in public relations, advertising, or marketing. A volunteer with skills in these areas can help you develop a communications plan and strategize which approach – public service announcements, feature stories, or advertisements – makes the most sense” (*Recruiting and Managing Volunteers*, page 90).
- Create featured articles on Volunteers and their inspiring stories working previous IIHF Tournaments.
- Sites like Facebook will help reach the younger generation of volunteers.

- *Recruitment Posters*

- A STRONG Recruitment Message - short and attention grabbing!
“Be a part of Hockey History”
- Testimonials from past volunteers
- Quotes from sport dignitaries regarding the impact of quality volunteers on the success of International tournaments
- An inspiring photo of volunteers from a previous tournament
- Clear information on how to apply

- *Locations, Location, Location*
 - Colleges, local rinks, recreational facilities, minor hockey associations (coaches and parents); University Sport and Athletic Departments, social clubs etc.
 - Variety in targeting will bring in different generations of volunteers.
 - The Organizing Committee can also create cooperation with other Volunteer associations to recruit their quality people.

- *Volunteer Fairs*
 - Get involved in the community!
 - Be sure to set-up enticing promo tables, recruitment tables, video of past tournament and volunteers.
 - At least one representative of the Sport Management Team should be present to answer questions and give information about applying for the Sport Volunteer Roles.

3.2 Volunteer Registration and Application

Purpose:

The purpose of the volunteer application is to gather as much essential information from the potential candidates as possible and help determine if the individual is a suitable candidate to work as a Sport Volunteer. All applications received will be reviewed by the Organizing Committee. Upon review, an individual may progress to the next step in the selection process.

Registration:

- Determine a method for Registration (online is the quickest and easiest method).
- It is important to note that a properly set-up online application process will save time for the Management team when gathering applications quickly, transferring the information to a database, and tracking volunteer application status. Management may need to outsource a computer programmer to create an easy to use online system for volunteering (within the tournament website).
- Other options may include a specific e-mail address or drop-off area
- Create a deadline for registration
- Do not make promises to the individual that they will get invited for an interview or work as a volunteer
- *It is very important for the potential candidates to keep all contact information up to date and send the Committee an E-Mail in case of modifications

Sample Application Content

Contact Information and Emergency Contact Information
Professional and Volunteer Experience with References if applicable
Hockey History
AVAILABILITY (am, pm, whole tournament period, pre/post tournament)
Top 3 Positions of Interest
WHY volunteer?
*Comment Box- previous and current experience related to hockey, volunteering, etc.
Background Security Check/ Waivers/ Confidentiality Forms

3.3 Creating an Effective Interview Strategy

The following six steps will assist the Sport Managers in creating an effective interview plan when finding the best people join the Sport Volunteer Teams.

STEP 1: Creating a Purpose

What the Organizing Committee (O.C) wishes to achieve through the interview process.

- More details on the individuals previous experience, skill set, and tournament/ hockey knowledge.
- Verify Availability (pre-tournament, tournament period, post-tournament)
- Personality type, interests, why they want to volunteer- how best to match to the positions.

STEP 2: Select Type(s) of Volunteer Interview

*The types of interview should match the timeline, the number of candidates, the number of interview representatives (Sport Managers, Volunteer leaders, etc.) that conduct the interviews, what the Olympic Committee wishes to achieve through the interview process (i.e. amount of background info). **The Level of Screening** should be tied to the demand of the position, for example, an extremely specialized and time consuming position such as the Athlete Services Supervisor may take more time to find the right volunteer.*

- **Face to Face Interviews** - important for key volunteer positions which need advanced communication or a specific skill set (i.e. Sport Information Desk Supervisor).
 - a. *Individual Interviews*
 - b. *Focus Groups (Group interviews)* - an opportunity to view the candidates in a group setting. Give problem solving tasks and see what role the volunteer will naturally take.
 - c. *Interview Panel* – a chance for the candidate to meet more of the staff, and an opportunity for more than one staff member to get to know the candidate and give feedback during the selection process.

- **Phone Interviews** - ideal solution for recruiting distant candidates and if time is very limited.
- **Group Conference Calls** – ideal solution for screening distant individuals/ international volunteers.

STEP 3: Find a Location to Conduct the Interviews

The location should be chosen within the city of competition. If a number of the candidates live more than an hour from the city, a phone interview may be the best option.

- **Office within the Organizing Committee Building**- providing a space big enough to conduct both face- to face interviews and group interviews and exercises.
- **Competition Arena**- The Sport Management team may wish to conduct interviews if space is available. This gives the candidate a chance to become familiar with travelling to and from the rink and inside the facility itself.
- **Neutral Location** – with potential volunteer leaders (Chiefs and Supervisors) that Management are already familiar with, a simple lunch meeting discussing the position may suffice.

STEP 4: Time of Interviews

An Interview should be no longer than 30 minutes in length. Slot a short period of free time in between each interview to allow for discussion, make adjustments and plan for the next interview.

- **Create an interview schedule** – contact all individuals assigned to certain time slots
- **Set the number of interviews per day**
- **Time of the interviews**- most younger and middle aged individuals will be available in the evening time and during lunch hours. Retired candidates may have more flexibility throughout the day.

STEP 5: Develop the Question and Evaluation Plan

For a sample interview template of questions and evaluation measures please see Appendix 2.

STEP 6: Interview!

4 Simple Tips:

1. Listen and Learn!
2. Let the person speak and help them to learn as much as possible about the team, the volunteer roles, and organization.
3. Consider what they find most engaging and want to do and then match that with what the organization needs in order to achieve success.
4. Carefully watch the candidate during the Group Interviews- how they interact with others, what role they take, how they contribute to working through the tasks.

Suggestion

Volunteer Leaders to Assist with the Interview Process! The more candidates that have applied for positions within the Sport roles, the more time consuming it can be for the usual 3 to 4 Sport Managers to interview everyone, make the selections, and pair them with the appropriate role.

If the Organizing Committee has already hired their volunteer leaders (Crew Chiefs and Supervisors) they can step in and help with the volunteer interview process - especially if the leaders have professional interviewing experience and have participated in IIHF events or world class hockey tournaments - they will have an understanding of the Sport volunteer roles and responsibilities! This would also give the leaders an opportunity to meet with the potential volunteers and decide for themselves who best fits each role. By empowering the volunteer leader to lead some of the face-to-face interviews this allows the Sport Manager Representative to better focus on the responses and make more precise comments from a more passive position.

3.4 Creating a Follow- Up Plan

Headcount

* The Volunteer Headcount will most likely be determined before the Volunteer Interviews take place. Adjustments to the crew numbers may be made throughout the entire organizing phase. It is important to have headcount accuracy for budget purposes (i.e. number of meals on venue), for work demands, and to limit volunteer attrition (having a back-up pool of volunteers).

Assumptions for Volunteer Numbers should be based on:

1. Previous IIHF Tournament Sport Volunteer Headcounts
Keep in mind World Championship Tournaments and Olympic Winter Games Tournaments will have a different headcount.
2. Work Demand: shift numbers, and shift length, and tasks

Continue to re-evaluate the numbers with your Sport Management Team. Also take into account that volunteers may (but hopefully not) drop-out for a number of reasons: personal or health reasons, cannot commit to time demands, have moved away etc. Have a back-up volunteer pool to account for any attrition. Adjust the teams and schedules for quality volunteers who may only be available to work a portion of the tournament.

** The Headcount on the following page is based on the 2010 Olympic Winter Games – Sport Volunteers at Canada Hockey Place for the Men’s 12 Team Tournament.*

Volunteer Selection

During the selection process, the number of volunteers required should be kept in mind; however, it is wise to register more than the anticipated need in order to prepare for any unforeseen circumstances (a person can never be coerced to serve as a volunteer and thus may not show up for an assigned duty).

Schedule a Meeting with all members of the Sport Management Team and all Interviewers to discuss and record volunteer selection and role assignment. Selection should be based on a rating and ranking system with quantitative information provided on the Interview Evaluation Form, as well as the recorded comments.

Ideally, the Sport Management Team should be looking at those volunteers who:

- Are available before, during and after the competition period. Encourage everyone to apply, but emphasize to all applicants that the more time and flexibility they have, the more opportunities there may be for them to get involved
- Have hockey experience either as a player, coach, volunteer, committee member etc.
- Fit with the chemistry of the team: the Sport Team as a whole and the Volunteer Crew
- Are passionate and informed about the tournament and want to contribute to the overall success of the team
- Are capable speaking and understanding multiple languages

Headcount for Sport Volunteer

Team Hosts	Ice Maintenance
1 Host Chief	1 Chief Ice Maker
1 Host Supervisor	3 Ice Maintenance Supervisors
24 (2 Team Hosts / National Team)	9 Ice Resurfacing Drivers
2 Officials Hosts	15 Snow Removal Crew
Athlete Services	Sport Information
1 Athlete Services Chief	1 Sport Administration Chief
3 Athlete Services Supervisors	3 Sport Information Desk Supervisors
31 Athlete Services Crew	18 Sport Information Crew Members
	2 International Lounge Hosts
FOP Access Control	Protocol
1 FOP Access Control Chief	4 Protocol Crew
3 FOP Access Control Supervisors	
11 FOP Access Control Crew	

**Total Sport Volunteers at Canada
Hockey Place (excluding existing
paid venue staff): 134**

***Role Assignment**

Assigning the right people to the roles that match their abilities and interests is the secret to successful volunteer management. If you do that, chances are the person will be happy and fulfilled ... and happy and fulfilled people tend to come back and be successful in their roles.

During the organizing phase, the role assignment process should be one of the highest priorities for the Sport Management Staff. A collaborative effort needs to be put into reviewing and analyzing the applications, interviews, group interview exercises, and previous work experience. This will help to ensure people are offered the appropriate role and the amount of volunteer dissatisfaction and disengagement during the tournament will be significantly reduced. People need to be matched and aligned with the work that best suits them and is engaging and motivating for that individual. In turn they will be more proactive in responding to new challenges as they occur and the successes will be much more meaningful.

At this stage, the coordinator's task is to match volunteers with particular activities that best suit their strengths and interests. The following points should help the volunteer coordinator choose the best fit for each job:

- Their background
- Their level of commitment
- The frequency or duration of their availability
- Their Top 3 Choices for positions according to their interview
- Their interests
- Their comfort level

Creating a Volunteer Database

This volunteer-management tool should be designed to contain items such as the name, contact details, time of availability, and a summary of volunteer background information.

Please see Appendix 3 for a sample Volunteer Database. This simple Microsoft Excel tracker serves as a resource for both the Volunteer Coordinator as well as the project authorities.

Volunteer Database Steps:

1. Create the volunteer database with any applicable contact information
2. Include their roles as assigned by the management team
3. Use the database to keep track of any resources sent to the volunteers (training manuals, PowerPoint's, and newsletters) to ensure all volunteers receive the information packages.
4. Track volunteer information and generate any important reports using the database
5. Use the database to create email contact groups
6. Continually update

Suggestion

For the Sport Management Team preparing for an Olympic Winter Games Hockey Event, the mandatory Test Events give the team the opportunity to reassess and adjust the volunteer numbers accordingly. Consider the workload demands, shift length, number of shifts, and how the volunteers felt. *The Chiefs and Supervisors* will be able to give a good indication about how many people they will need on their crews.

3.5 Getting to Know the Volunteers

The volunteers are the backbone of the entire operation. In order to match volunteers to roles and build a high performing team, effort needs to be taken to get to know the volunteers as best as possible given the available time and resources. Once the volunteers are selected, it is important to know who they are and what motivates them to work the tournament.

Gather Background Info

Most of this information will be found in the applications and brought up during the interviews, meet and greet opportunities, for example; before training session begin, and also gives the Management Team an opportunity to learn more about the volunteers.

Who are the volunteers?

Why are they volunteering? What is their motivation?

What are they sacrificing to be a volunteer?

Where do their strengths lie? – Necessary information to delegate.

What the Sport Managers Need to KNOW:

Safety procedures and what to do in case of an emergency.

What expectations have the Sport Management Team set for the volunteer teams?

What do the volunteers expect from the Sport Managers?

How will management work effectively with the volunteer leaders and volunteer teams to build a high performing team? Steps to take?

What is the basic decision making process and how are everyday procedures carried out?

What are the Volunteer Leaders learning about leading their volunteer crews?

Other Organizing Committee functions (i.e. Workforce) may have set up Leadership Training Courses for these leaders. What is the content? What is the goal of the Program?

What the Volunteers Need to KNOW:

The expectations set to volunteer with the team.

What they can expect from us as Sport Managers and other Organizing Committee paid staff.

Roles - descriptions and responsibilities

What they want to gain from the experience

Logistics on Venue- transportation, accommodation, food services etc.

The most relevant background about the tournament, organizing committee, the international federation, national federations, main clients etc...

Safety procedures and what to do in case of an emergency.

**These topics can be discussed with the volunteers during the orientation and training sessions.*

What the Sport Management Team Needs to DO:

Help the team member to feel: CONNECTED, CAPABLE, AND CONTRIBUTING

Follow through correctly after the goals and objectives are presented (during interviews and orientation sessions).

Volunteers need to know how they connect to the larger strategy and be inspired by what it is they are trying to accomplish.

Understand the different generations of volunteers- avoid stereotyping before actually getting to know the volunteer!

Communicate - Give Information, answer questions, and actively listen to the volunteers

Delegate- empower the volunteers, everyone has their own individual strengths!

Manage and lead high performance (discussed in the final chapter)

Volunteer Headcount and Work Schedule Planning

This chapter will outline the steps to creating a shift plan for each of the Sport Volunteers.

The chapter will include:

Steps to Creating a Shift Plan

- I. Creating Work Assumptions,
- II. Creating a Volunteer Work Plan Survey,
 - III. Building a Shift Plan,
 - IV. Scheduling Database

Work Shifts during the Tournament

4.1 Creating Shift Plans

STEP 1 - Create Work Assumptions

Sport Coordinators are to begin with the position descriptions and develop the shift assumptions:

1. **Start with the Pre-competition and Competition Dates**
2. **Number of volunteers per shift (including supervisors and chiefs)**
3. **Work Shifts - start and end dates**
4. **Plan for set- up and take-down dates/ ice building dates/ team arrival and departure dates/ equipment shipping days etc.**
5. **Typical Work Hours - start and end times / Daily shift break-up (AM shift & PM shift)**
6. **Number of shifts over the tournament**

**Assumptions below are according to volunteer positions (Based on 2010 Winter Olympic Games, Canada Hockey Place; Ice Hockey Volunteer Work Assumptions)*

Field of Play Access Crew:

1. Pre- Competition period – February 8-12th, Competition Period – February 13-28th, 2010
2. Supervisors and Chiefs –
At least 1 crew leader at the competition rink during each shift – roaming and assisting the Access Control volunteers at stationary posts
FOP Crew –
4 crew members/ shift
Stationary crew checking accreditation at all entrance points to Athletes and Officials Area, and 2 dedicated to teams to help with pre-game countdown and extra security behind benches during games.
*FOP Access Control begins work the first day of athlete arrival on venue (Feb 8th).
3. Access Control Crew are not required to work set-up or take down days. Only scheduled for days in which team staff, athletes, or officials are on venue.
4. Typical Work Hours: AM shift to start 1hr before athlete arrival on venue
PM shift ends 1 ½ hrs after last ice session (present until athletes and officials have left the arena)

5. Sport Management could schedule volunteers for no more than 6 consecutive days in a row during the Olympic Games Period (Feb 8th – 28th). Typically Crew Volunteers worked 3-4 days in a row followed by a day off.

Athlete Services:

1. Set- Up – February 6- 8th, Pre- Competition period – February 8-12th, Competition Period – February 13th – 28th, 2010, Post- Competition March 1st, 2010
2. Supervisors and Chiefs –
At least 1 Supervisor at the competition rink during each shift
Athlete Services Crew –
9-10 crew members/shift
1 Crew member stationed in each laundry room, 1 dedication to each team on venue to help with tasks (cleaning benches, delivering towels, setting up warm-up pucks, retrieving laundry, etc.), and the rest assisting with general duties/ laundry.
3. Shifts need to begin at least one day prior to first team arriving at the venue to set-up and end one day after competition to ensure the facility is left clean and all items have been packed.
4. Smaller crews are assembled and scheduled during the pre-competition period to assist with equipment movement, dressing room and athlete lounge set-up, and athlete services office set-up. A smaller dedicated crew (Chiefs and Supervisors) are scheduled for Post-Competition take down.
5. Typical Work Hours : AM shift to start 1hr before athlete arrival
PM shift ends 1½ hrs after last ice session (to clean spaces, finish team/officials laundry, lock office etc.)
6. Sport Management could schedule volunteers for no more than 6 consecutive days in a row during the Olympic Games Period (Feb 6th – 28th). Typically Crew Volunteers worked 3-4 days in a row followed by a day off.

Sport Information Desk:

1. Pre- Competition period – February 8-12th, Competition Period – February 13-28th, 2010
2. Supervisors and Chiefs –
1 Supervisor will cover each shift during the tournament. The Chief schedule will be dependent upon peak times and number of venues requiring coverage.

Sport Information Crew-

3 crew members/ shift – Stationed either in the Sport Information Office or Hosting Lounges (i.e. IOC, IIHF, NHL, and other Sport Dignitary areas)

Sport Information Assistants-

5 crew members/ shift – Stationed either in the Sport Information Office or Hosting Lounges (i.e. IOC, IIHF, NHL, and other Sport Dignitary areas)

Shifts need to begin at least one day prior to first team arrival at venue to set-up and end on the final day of competition, Feb 28th.

3. Smaller Crews, including all Supervisors and Chiefs are scheduled during the Pre-Competition Period to assist Sport Management with Sport Information Office Set-up.

4. Typical Work Hours:

Sport Information Crew and Supervisors - AM shift to start 1½ hrs before 1st ice session PM shift ends 1hr after last ice session

Sport Assistants- Staggered start for the first shift of the day – 2-3 Assistants to arrive 2 hrs after Sport Info Crew (closer to scheduled games) and some may be released earlier from end of second shift based on amount of tasks remaining.

5. Sport Management could schedule volunteers for no more than 6 consecutive days in a row during the Olympic Games Period (Feb 6th – 28th). Typically Crew Volunteers worked 3-4 days in a row followed by a day off.

Ice Crew: Based on Ice Maintenance Chief (Lead Ice Maker) Work Assumptions

1. Ice Build – January 31st -February 8th, Pre- Competition period – February 8-12th, Competition Period – February 13th – 28th, 2010
2. Supervisors and Chiefs- Shifts will begin with Ice Build prior to the start of the tournament. Chief Ice Maker will have an experienced crew of supervisors, existing building ice crew and some drivers to build the ice. At least 1 Supervisor and/ or Chief to cover each shift during the tournament.

Ice Resurfacing Drivers- small number of assistance required during ice building period. Selection based upon previous building experience. Drivers can be added to help with the ice build when required. 1 driver scheduled for all practice sessions and 2 drivers scheduled for every game. Depending on the venue, preference is for venue staff to cover overnight monitoring of systems as per normal venue operations.

Snow Removal Crew- number of crew assigned for each game is dependent upon length of time for snow clearing breaks and amount of ice to be covered.

3. Shifts began Jan 31st with the Ice Build and ended 1 day after competition, March 1st, 2010
4. A crew including the Lead Ice Maker, Ice Maintenance Supervisors, Existing Ice Maintenance Crew, and Lead Ice Maker requested staff are assembled and scheduled to work Pre-Competition to build ice in all competition and training Ice Hockey venues. It is advisable to have the same leadership group on site for the first two days of each ice build to ensure consistency. No more than 8 people total at any time should be scheduled for efficiency.
5. Typical Work Hours:
Ice Resurfacing Drivers and Supervisors
 Based on Lead Ice Maker Shift Plan; generally, personnel started 2hrs prior to first ice time to 1hr. Post last ice time of the day. Shifts will change depending on the state of the ice.
Snow Removal Crew
 1 ½ hour before Game time and up to 1 hr post Game.
6. Typically Crew Volunteers worked 3-4 days in a row followed by a day off.

Protocol:

1. Any scheduled pre-tournament exhibition games and rehearsal games on venue, Competition Period – February 11- 28th, 2010
2. 2 Protocol Staff/ Game
3. Shifts will begin on the first Game Day, or where applicable, competition rehearsal game(s). Staff will be scheduled for any exhibition/ test games on venue.
4. As part of training, protocol is scheduled to work exhibition games within the competition rink only. Protocol is NOT required to be present for set-up or take-down.
5. Typical Day : 2hrs before GAME time – 1 hr post GAME time – where possible, schedule to cover more than one game per day.
6. Protocol staff is only required to work on game days during the Competition Period. Because game days are generally broken up by practice days, the Protocol staff automatically receive days off.

Chiefs and Hosts

These volunteers may need to develop their own work schedules with guidance due to number of hours demanded of them.

Hosts Work Guidelines:

1. Team/ Official Arrival - Pre- Competition period – February 8-12th, Competition Period – February 13-28th, 2010
2. Hosts -
1-2 Hosts available to the team and officials 24/7 (working or on-call)
Teams may be in contact with the host(s) within the last few weeks leading up to the tournament with specific requests.

Supervisors and Chiefs –

- At least 1 present at the competition rink – but all volunteer leaders will be on call 24/7 and available to assist the Team and Official Hosts.
3. Available from Team Arrival to Team Departure
 4. Host may need to be present to assist with dressing room set-up and potential rink transfers
 5. Days off depended on the individual and the team demands. It was strongly encouraged that the volunteers take AT LEAST 2 days off during the Olympic Games Period (Feb 8th – 28th).

Team Hosts can work with their partners to discuss the best option for sharing the duties; whether together with the team for the full day, separately for full days, or splitting the day and working individually in AM and PM Shifts. If the day is split into AM and PM shifts the Hosts need to plan for some shift overlap- a half an hour would give time for the Hosts to meet and discuss the day's activities, tasks, and team requests etc. Team Hosts should be sure to send the schedule first to Sport management for approval, and then to the teams so that they become aware who is working when.

Chiefs will be continuously on-call for the duration of the tournament. They are expected to be working during peak times at the competition venue which includes pre-game preparation and game times. Chiefs can create their own schedules keeping the competition schedule in mind while doing so. They should have at least 2-3 days off for a tournament that is longer than 2 weeks (Olympic Games). **Chiefs and Hosts should send Sport Management their work schedules at least 1 month prior to the tournament.*

STEP 2- Develop a Survey

After the Sport Management Team has determined the work assumptions based on previous IIHF Tournament sport volunteer numbers, test events, input from Chiefs and Supervisors (according to work demands), and input from persons with previous IIHF Tournament experience, a survey can be created for each volunteer crew. *Surveys should be sent out at least 3 months before the tournament begins to allow for survey completion and the often-time consuming shift planning process.

The Survey Purpose : allow for some flexibility; for the volunteer to be able to create their own working plan (within reason) and schedule around their own personal agenda (i.e. full-time jobs). When filling out the survey, the volunteer can input their preferred shifts and the requested days off. This method would prevent a lot of unnecessary schedule change requests if the Sport Managers were to go ahead and create the schedules themselves. A survey page with established work guidelines will help the volunteer before filling out the shifts.

The Survey: **Survey Monkey** www.surveymonkey.com is a website that is designed to make a survey simple enough for the Sport Coordinator to create and the Volunteer to fill out. Survey Monkey also collects total information and tabulates the results from all inputted information by the volunteers, which is a real timesaver for the coordinator. The Survey is intended for all Ice Hockey Volunteer Crew Members and Crew Supervisors excluding Crew Chiefs and Team Hosts who may create their own schedules and email them to Management.

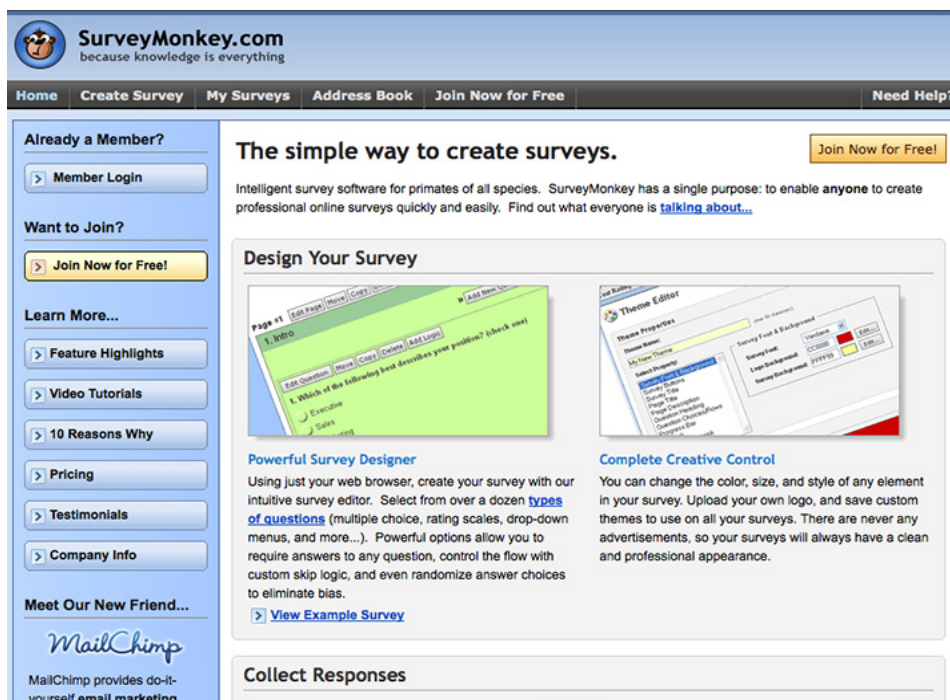


Figure 1. Survey Monkey Website

SAMPLE SURVEY CONTENT

Page 1: Purpose of the survey and a *completion date

Page 2: Name, email address and contact numbers

Page 3: Position Description

Page 4: Provide all key guidelines, such as a minimum number of shifts to be a volunteer (i.e. 6 shifts in a 10 day tournament)

**It should be noted that the more flexibility provided the more likely the volunteer will be able to be involved. Also that the options provided does not mean they will be scheduled for all of the shifts indicated.*

Provide each date of the tournament; an AM/ PM shift option, and a day off option (each with a check box and setup by the survey builder so that only 1 possible choice can be made by the volunteer):

March 23, 2015

AM Only (09:00 – 15:00)

PM Only (14:30 – 21:30)

Either AM or PM Shift

Day Off

Final Page: Tournament information – key dates, training session information, next steps etc.

**A different survey will need to be sent to each Volunteer Crew due to the different dates that the volunteers will be needed:*

- Athlete Services – include the athlete spaces set-up and take down dates into the survey
- Sport Information – include the Sport Information Desk set-up dates.
- FOP Access Control – Include only Competition dates (first day of ice sessions to final tournament date)
- Ice Maintenance – include the field of play preparations and ice building dates.

- Snow Removal – separate from Ice Maintenance Survey as this crew will *not* be scheduled during Ice Build dates and will only need to be available on game days.
- Protocol – only include dates with tournament games and exhibition games on venue.

Chiefs and Hosts are to create their own schedules by a certain completion date.

What happens if the volunteer doesn't meet the guidelines?

If a survey is completed and it does not meet the requirements for volunteering, for example; if the volunteer requested too many days off, the individual will need to be contacted. Remind the volunteer that there are a minimum amount of shifts they must work and ask if they would be willing to take on more shifts. If they are not able to meet the demands they may need to find a new volunteer role.

Gathering the Survey Information

Once all the surveys are completed and logged in the system, the *Survey Monkey* management tool has the ability to tabulate the results into Excel format. From there, the Sport Coordinator can gather the information and use it to build the shift plans.

STEP 3 – Build the Shift Plan

Building the Schedule Plan

If the Sport Management Team is using a Scheduling System, an additional step may need to be made before the information from the survey's are transferred into the system. When the information from *Survey Monkey* is tabulated and saved in excel format it can be used to create an ***Excel schedule plan*** (see Appendix 4 for a sample Athlete Services Schedule Plan) based on the volunteer scheduling guidelines listed below:

Volunteer Scheduling Guidelines

- Minimum Number of Shifts according to the length of the Competition Period.
- Similar amount of shifts distributed among all volunteer crew members (Chiefs and Supervisor will undoubtedly have more) During the Olympic Games Competition Period at Canada Hockey Place, volunteers had an average of 15 shifts between Feb 8th and Feb 28th (however, many tournaments will not be able to receive this same level of commitment and will be required to have more volunteers to draw from in order to lower the number of shifts required).

- Consecutive working days (no more than 6)
- Days off
- Length of Time between shifts (i.e. at least 10hrs between 2 consecutive shifts)
- AM and PM Shift overlap of a half an hour ensures consistent coverage. The overlap allows for some extra time in case volunteers are late to arrive due to travel time, heavy crowds etc.

Gaps in the Schedule

Complying with the guidelines and trying to meet a majority of the volunteer requests will undoubtedly create gaps in the schedule. If only a few shifts are needed to be filled, consider contacting a volunteer who may be working fewer shifts than the other persons in their crew. If there are a number of shifts to be filled and everyone has for the most part the same amount of shifts, an email to the entire crew may be needed requesting extra help filling the gaps. A final option is to have the Crew Supervisors fill in the remaining few volunteer crew's shifts and make up for the shortage of staff on those particular days. If the gap is occurring later in the tournament, let the team leaders (Chiefs) handle asking for coverage as once the tournament starts, volunteers will be more excited to add a shift once they see how much fun they are having!

Scheduling System (If available...)

Using a Scheduling System is highly advisable when the Sport Volunteer numbers exceed 100. There are options available for the Sport Management Team to create a scheduling system. Furthermore, computer programmers can build the scheduling program with a web portal so volunteers are able to view their work schedules on personal accounts within the tournament website.

Suggestion

Gold Medal Game Day: for all volunteers except Hosts, Chiefs, and Supervisors; leave this day unscheduled. To show recognition for efforts during the tournament the Chiefs and Supervisors can schedule volunteers into this final day. Working this day will be privilege. Volunteers who had the most flexibility in their availability and worked hard to perform their duties should be rewarded with working the final day of the tournament.

Once all of the survey information is gathered and organized it can then be inserted into the scheduling system.

**The Scheduling Coordinator (s) may need to meet regularly with the entire Sport Management Team to ensure that consistent plans are made, all of the shifts are covered and distributed evenly, and all of the guidelines are met etc.*

STEP 4- Release the Work Schedule to the Volunteers

All of the volunteers should receive their work schedules at least 1 month before the tournament begins. When releasing the information only email the volunteers their own personal work schedule. By releasing the entire crew schedule you open the door for comparisons with other volunteer shifts and needless schedule change requests before the tournament even begins! Within the email remind the volunteer that the schedule developers tried to allocate shifts as fair as possible using the information from the completed surveys and the volunteer work guidelines.

Once the schedules are released, the Sport Coordinators can accept some reasonable schedule change requests as long as the change can be made and it works for the entire crew. The volunteers should be informed if major changes are made to the work schedules due to unforeseen circumstances such as if a volunteer was to drop out.

Existing Staff

The Sport Management Team may need to work closely with venue management to create a working plan for all existing staff working with the volunteer crews. Depending on a number of situations including union requirements, seniority etc. venue management may create the work schedules for the existing staff during the tournament period.

Suggestion

It is important to note that schedule planning is a time consuming process. It would be advisable to have 1-2 Coordinators dedicated solely to creating the shift plans. They will be able to establish a routine, build the schedules, learn the scheduling system, and create consistent shift plans. If this is not an option, the entire Sport Management Team (4-5 people) may need to each take a volunteer crew and build the schedule but consistent protocols needs to be established. *From start to finish approximately 30 minutes will be spent gathering each volunteer's survey information and inputting the schedule into the system.

4.2 Shifts during the Tournament

Once the competition period begins all Crew Chiefs and Sport Information Office Supervisors/ Chief should be able to monitor the crew shifts, adjust the shifts accordingly, and communicate the schedule changes to the volunteers with reasonable notice. The Sport Managers will not have as much of a concentrated monitoring of the crews as the Chiefs and as such will not have the time or be as effective making shift changes for the volunteers.

Arrival on Venue

Volunteers should be informed to arrive for each shift at least 15 minute prior to starting their shift (arriving 30+ minutes before the shift promotes unnecessary loitering/ overcrowding). This time will allow the volunteer to check-in at the Sport Information Desk, pick-up any necessary work tools (i.e. radio), and meet with their Chiefs and/or Supervisor to receive any updates.

During the Shift

As soon as the shift begins the Supervisor will be the first point of contact with any work related guidance for the volunteer crew members. The Supervisor and/or Chief will also be the individuals who release the volunteers for their breaks. The break times are flexible and depend on the actual volunteer position and tasks. The break times differ depending on the operational area and venue.

*Breaks General Guidelines (based on 2010 Olympic Games Volunteer Schedules)

- 5.5 – 9.5 Hour Shift = one 30minute break with 1 meal ticket.
- 10+ Hour Shift = two 30 minute breaks with 2 meal tickets.

End of Shift

Once the volunteers check-out with the Supervisor and/or Chief they are to leave the venue as soon as possible. This prevents any loitering and overcrowding while on venue.

Individual Shift Change Requests

During Job Specific Training and Venue Training it should be emphasised to the volunteers that their first step with a schedule change request during the tournament is to approach their respective Crew Chiefs.

After the request is made, the Chief can take a look at the crew schedule for that date, if there are individuals who can work the shift or if a shift switch can be made, and if the team will be staffed suitably if the change is made.

If a schedule change can be made the Chief can take the request to the Sport Information Desk. Using the Scheduling System or other method being used, the Supervisor or Chief can adjust the schedule and provide a printout for the Chief and Volunteer.

Crew Schedule Changes

Competition schedule changes will occur continuously during the tournament. To assist the Chiefs in communicating the changes to the crew volunteers and supervisors, a *contact list* needs to be available at the Sport Information Office.

I.e. an Officials Pre-game skate is cancelled for the following day. The FOP- Access Control Chief determines that there is no need to have the Access Control Crew in as early as scheduled. With a contact list available at the Sport Information Desk, they are able to contact their crew members with the new start time.

Training on the Shift Scheduling System

During the pre-tournament Supervisor and Chief Job Specific Training, the Sport Manager who worked with the Scheduling System most often can train the Sport Information Supervisors and Chiefs. To secure the schedules and prevent a lot of schedule modifications being inputted in the system, it is advisable to only allow system access to the Supervisors.

Along with training, an easy to follow system guidebook can be printed out and filed near the Scheduling Computers as a reference for the Volunteer Leaders.

Sport Information Desk Scheduling Resources and Tools

- Schedule Binders – including all shift plans created by Sport Management
- Scheduling system computers and printers
- Volunteer contact lists – name, position, phone numbers
- Tournament competition and practice schedule
- Post daily updated schedules with all ice times and meetings

Alot will be Read and React!!!

During the tournament each Crew Chief will need to be able to continue to assess the staffing situation and adjust according giving the volunteers as much notice as possible.

The following situations are most likely to occur during the tournament:

- Not enough volunteers to perform the necessary duties
- Too many volunteers (too much standing around)
- Volunteer no-shows
- Communication gaps (i.e. first morning practice was cancelled and the crew showed up too early for the shift)
- Last minute schedule requests

Sport Skilled Volunteer Training Plan

The following chapter will layout some different training options to help prepare the Sport volunteers for their roles and responsibilities during the tournament.

The chapter will include:

Team Mission and Training

Planning an Orientation Session

Planning a Job Specific Training Session

Planning a Venue Specific Training Session

Other Tools for Preparing the Volunteers

5.1 Creating an Effective Training Plan

An effective training plan will not only include a solid orientation to the program and well planned, efficient and effective training sessions but must also incorporate continual and useful contact with the volunteers regarding volunteering information, the Organizing Committee work, and the tournament leading up to the competition dates.

Mission and Objective as the Guiding Principle

When organizing and implementing the orientation and training sessions for the new volunteers use the Mission and Learning Objectives as created by the Sport Management Team as the guide to keep the entire team on track leading up to, and during the tournament.

As an example: The goal of the Ice Hockey Department with the 2010 Vancouver Olympic and Paralympic Organizing Committee (VANOC) was:

“To organize and create the best environment of excellence for athletes, officials, The Olympic Family, volunteers and spectators; and in doing so, create a legacy for the sport as well as the surrounding communities through **Passion, Commitment, and Respect.**”

This overall goal of the Ice Hockey Department stood as the guiding principle, alongside the VANOC values, at Canada Hockey Place, UBC Winter Sports Centre and all training venues. The Management Team made a conscious effort to present the mission, reinforce it during sessions with the volunteers, and most importantly lead by example during the planning and operational phases.

Learning Objectives

Below are some examples specifically tailored to the Mission Statement above and how to incorporate the mission as a guiding principle during the training phases:

1. Leadership and Team Development

- Build the Sport Management Team and entire volunteer team as “ONE TEAM” through the strengthening of team cohesiveness and effectiveness

- Help the volunteers and other venue teams to build trust, strengthen relationships and communications with the goal to developing high performing, well-functioning teams.
- Build leadership capacity at all levels in the organization

2. *Engagement*

Refers to the amount of involvement and alignment individuals feel with the Organizing Committee, such that they are satisfied, represent the organization in a positive light, and expend discretionary effort towards hosting an exceptional tournament.

- Sport Management can provide centralized monitoring of engagement levels in the organization both pre-games and Games Time - to ensure engagement levels remain consistently high.
- Monitor employee engagement and take appropriate corrective measures necessary to focus employees on giving their best to achieve objectives.
- Ensure to plan well the major change aspects of the tournament planning that will impact staff and volunteer morale (staff redeployment, role definition/responsibilities, titles, working with other volunteers)

3. *On a Continuous Basis*

- Engage the new volunteers as much as possible and provided the framework of the volunteer culture (passion, commitment, and respect)
- Provide the volunteers and existing staff with additional tools and techniques to better perform in their roles (i.e. trained the staff on the GPS - navigation tool in the Host cars)
- Always comply with all the safety and work regulations

Tools for Effective Training

Aside from the group sessions discussed in this chapter here are a few ways to help keep your new volunteers **informed, engaged, and committed** to the team.

Face-to-Face Informal Meetings

For the volunteers who are interested in assisting the staff at the office, treat them to coffee or lunch and discuss the ways they can help with the pre-tournament planning. Volunteers can help by updating the volunteer database, collecting and binding information for the training manuals, putting together the pocket guides and organizing pictures for the check-in board (discussed on page 84).

Tournament Newsletters

A few periodical newsletters within the year leading up to the tournament are a great way to keep all volunteers informed about the tournament. Newsletters can introduce the Sport Management Team, give training session dates, highlight a volunteer story, highlight a participating athlete, give key dates about uniform and accreditation pick-up, links and office contact information (Email address for volunteers), and feature news stories about the tournament etc.

E learning Modules

Online courses and reading material are great resources for volunteers who want to acquire more information leading up to the tournament.

Possible Elearning Modules Topics Include:

- History of Ice hockey in the Competition City
- IIHF Tournament and Venue Information
- Sport Volunteer Roles and Responsibilities
- Job Specific Training PowerPoint Presentation- similar presentation given to local volunteers, including the Table Top Exercise scenarios and the solutions

Training and Orientation Manuals

At least a month before the training sessions send the manuals to the volunteers so they have the chance to review the material in advance. Orientation and Training Manuals are outlined on page 65-73.

Observations/ Mentors

Encourage or offer opportunities for volunteers to gain more practical experience by working hockey tournaments, international sport tournaments, local professional or semi-professional hockey games etc. Volunteers may even go one step further by job shadowing a staff member during pre-game preparations, i.e. an Athlete Services volunteer learning from a team equipment manager.

Phone Conversations

As the tournament draws near, the phone may be the quickest and most efficient way to clear up information for the volunteers.

* If the small management team has a large Ice Hockey volunteer headcount (150+), remember to keep from publically posting the Sport Management office numbers. It may be more suitable to set up a general email account and phone number dedicated to the Sport Volunteers.

For all Training Sessions Consider the Following:

1. Set the Tone Early! – By the use of the space chosen for session, creating the volunteer culture, welcoming speech, how the Management Team is presented (clothing, introductions etc.), presenting the mission statement, and so on.
2. These are other great opportunities to get to know the volunteers - be in attendance for the Meet and Greet and reach out to as many volunteers as possible!
3. If time permits allow for periods of open discussion and opportunities for volunteers to speak about previous experiences at hockey tournaments
4. Provide refreshments and snacks before the sessions and/or during meet and greets

5.2 Orientation Session

AN ORIENTATION SESSION IS:

- *ORGANIZATION FOCUSED*
- *TOURNAMENT FOCUSED*
- *AND VOLUNTEER CONTRIBUTION FOCUSED*

Orientation Manual

The moment the volunteer accepts his or her position with the Sport Volunteer Team they should receive an Orientation Manual as part of the Welcome Package. The purpose is so that the volunteer starts to become familiar with the Organizing Committee, the tournament, and what to expect with regards to the volunteer preparations leading up to the tournament.

SAMPLE ORIENTATION MANUAL CONTENTS

Welcome to the Team!

Organizing Committee Introduction

Introduction to IIHF Tournaments (World Championship Event)

Committee Organizational Chart

Mission and Objectives

Services offered by Ice Hockey Management and Volunteers

Service Expectations

Next Steps

Contact Information – Volunteer Email Address and Phone Number

Attendees

An Orientation will include any volunteers who have been interviewed and screened. These volunteers will have already been assigned their positions. It is essential that all or a majority of the Sport Management staff are present so the volunteers get a chance to meet the staff and learn about their role before and during the tournament.

Location and Set-up

Ensure the space is big enough and suitable for all attendees. Book a facility which is as central as possible with regards to the majority of volunteers' area of residence. Ensure the facility has the necessary technical equipment available (projector, speakers, cords etc.), correct amount tables and chairs, and is catering food and beverage friendly.

Scheduling the Orientation

To ensure a majority of your volunteers will be able to attend, the best timing to hold an orientation session is during the weekend or weekday evenings.

**For a Orientation Session sample itinerary please see Appendix 5.*

Presentation Content

The Basic Elements of any Good Orientation Session:

- Organization's History and Basic Information Presentation
- Basic History and Information on IIHF Tournaments
- Committee Organizational Chart / Communication Chart
- Summary of services offered by Ice Hockey Management & Volunteers while on Venue
- Visual of Planning – planning and operational timeline
- Question Period

Suggestion

Often times, not all of the information about the Organizing Committee, the tournament, volunteer roles and responsibilities etc. can be covered during a single training session. If there is a lot of information to communicate, provide the group with printed resources to leave with such as training manuals. The handouts should also include a link to the tournament website and specifically the volunteer website.

5.3 Job Specific Training

JOB SPECIFIC TRAINING IS:

- *JOB FOCUSED*
- *TOOLS AND EQUIPMENT FOCUSED*
- *SAFETY FOCUSED*

Job Specific Training (JST) Manual

The JST Manual will provide the volunteers with a more in-depth look at their roles and responsibilities during the tournament. If the manual is provided to the volunteers 2 weeks before JST it will give them a better idea about the content that will be reviewed during the session (distribute any earlier and individuals may forget the material or lose interest).

SAMPLE JST MANUAL CONTENTS
Welcome
Introductions to Sport Management Team
Mission
Competition and Practice Venue(s)
Competition Schedule
Purpose of Job Specific Training
Training Goals and Objectives
The Sport Team- purpose and structure
IIHF Position Descriptions and Work Locations
Customer and Service Excellence- key clients
Communication with other Sport Team Members – Key Contacts
Safety Training
Confidentiality and Privacy

In planning any training, one must consider the question, *what would someone need to know to feel comfortable and competent in carrying out this position?* The answer to that question should lead you to the design of your training program. The training session should accomplish the learning objectives your team set beforehand- the knowledge, skills, and attitudes you are trying to sell.

When remembering the example Mission Statement:

“To organize and create the best environment of excellence for athletes, officials, The Olympic Family, volunteers and spectators; and in doing so, create a legacy for the sport as well as the surrounding communities through Passion, Commitment, and Respect.”

The Sport Management Team can think about how to “organize and create the best environment of excellence.” One way to do this is by training the volunteers to IIHF procedures and standards by providing concrete examples of what service expectations are and how to properly execute the procedures while working.

EMPOWERING the Volunteers

During the planning phase, using their past hockey experience and working IIHF sanctioned events, volunteer leaders can help staff brainstorm ideas for training the volunteers. Here are some examples of how volunteer Chief and/ or Supervisors can contribute:

- Help develop the Job Training Manual- specifically the sections pertaining to their role
- Help in creating or modifying crew roles and responsibilities
- Assist with developing scenarios for the practical portion of Job Specific Training
- Helping staff to gather, organize, and bind all of the resources and handouts for the volunteers

These same individuals can also assist during the training sessions by:

- Talking about what they have observed and experienced working past tournaments: lessons learned, successes and failures with regards to the volunteer position
- Assist with handing out the take home resources for the volunteers
- Leading the Table Top Exercises and helping to stimulate group discussions (Table Top Exercises are discussed on page 73)

Attendees

Job Specific Training Sessions should be mandatory for all local volunteers. For volunteers who have a driving time of 2 hours or more to the facility for training provide another option such as a training session right before their first shift.

Location and Set-up

For the 2010 Olympic and Paralympic Winter Games Ice Hockey Volunteers, The Sport Management Team found it ideal to host 2 separate Job Specific Training Sessions.

1. Session 1 was booked at a conference facility in downtown Vancouver. The room capacity of 200, catering friendly, and had all of the necessary presentation technology in house. The location was suitable for all hockey volunteer crews (with the exception of the Ice Maintenance Team). With this location we were able to complete all of our necessary training goals and have everyone comfortably and efficiently in one place.
2. To make the Ice Maintenance Team (including the Olympia Drivers, Snow Removal Crew, Supervisors, and existing staff) training as practical as possible the training session took place at GM-Place (the official competition venue). As such the volunteers were able to be trained on the ice, using all of the necessary equipment, and making full use of the space.

Scheduling the Job Specific Training

Scheduling and the number of JST sessions may be based on a number of factors including; number of Sport Volunteers, amount of training content to cover, availability of the training facility, availability of the volunteers and so on. Hosting a weekend session may increase the attendance numbers as distant volunteers may be more willing to attend and most people are off work on these days.

If Sport Management presents the volunteers with a tentative date for JST and the interest is low, a second date may need to be arranged or two separate sessions may need to be planned for.

****For a Job Specific Training Session sample itinerary please see Appendix 6.***

Because the Ice Maintenance Crew training involves more machinery, safety, and ice resurfacing specialized skills a separate training session should be provided to them on venue with all of the proper equipment and lead by the Ice Maintenance Chief.

****For an Ice Maintenance Crew Job Specific Training Session sample itinerary please see Appendix 7.***

The Content

When developing and organizing the content for your Job Specific Training manual, presentation, and practical exercises use the IIHF Position Descriptions as the foundation. Don't overload the group with content. This may cause you to rush through the session and consequently little may be retained. To develop solid curriculums remember that people learn in different ways. Try and include an element of each for maximum learning retention:

- Some individuals need to see the material: Handouts, slides, videos of work in progress
- Some need to hear about it: lectures from different trainers with different expertise
- And some need to experience the work to understand: interactive exercises

***Host Job Specific Training**

Due to the specific requirements of these positions it may be advisable for the Sport Management Team to conduct the Host Job specific Training separately from the other Sport Volunteer Job Specific Training session.

Host Informational Binders

A well- prepared informational binder can be created for each Host (Athlete/ Official/ Leads) to assist them with preparing for their work with their respective teams and as a key resource during the tournament. The binders should be given to each of the Hosts during their Job Specific Training (for non-local Hosts it should be shipped at least a month before the tournament). There may be a short period of time before the tournament (1-2 weeks) when the teams will be in contact with their hosts with potential questions and tasks.

SAMPLE HOST INFORMATION BINDER CONTENTS

Sport Mission Statement

Competition Schedule and Practice Schedule

Contact information and Position Assignment for all Hosts

Contact Information for Sport Management and other key Organizing Committee Functions

Venue, Hotel or Athlete Village, Airport Maps and Information

Transportation Information / Map of City (highlight major routes)

Meal Information (provided meals/ meal money)

Basic Information about the Team/ Officials (including staff roster)

Procedures for a practice cancellation

Procedure for friends and family practice observation/ games/ meeting area

City Tourism and Hospitality Information (list of good nearby restaurants)

National Olympic Committee Information (Olympic Games)

Code of Conduct, Confidentiality and Privacy

****Suggestion***

Sport Managers should make the training sessions as **PRACTICAL** as possible for the volunteers! One way to incorporate more practical training away from the rink is through **Table Top Exercises**. These exercises provide the volunteers with scenarios about the daily occurrences that will most likely take place during the event. The purpose is to get all of the volunteers to think about the situations and even role play to come up with a course of action to carry out the scenario or solve an issue. Furthermore, the volunteers are able to talk about previous experiences and give strong examples of how they were able to work through different situations.

Table Top Exercises are also especially useful in providing organization volunteers and staff with the knowledge and training to be prepared to prevent, mitigate, and respond to a crisis or emergency. As this is a very useful training tool, time must be spent reviewing each scenario thoroughly.

Example scenarios (*remember to record and provide step-by-step solutions*)

1. What to do in case you are sick or unable to work the shift?
2. What do the Sport Volunteers do when an International Protected Persons or Dignitary arrives on venue and wishes to visit the Athlete Area?
3. What happens if there is a delay, cancellation, or postponement of a game?
4. How to approach and handle an unaccredited person in the Sport Accredited zone at ice level?
5. What to do if you come across an unattended backpack in the hallway?
6. What are the steps to take if your accreditation pass goes missing?
7. How to handle a situation when a spectator is trying to get onto the ice or back of house (dressing room area's)?
8. What to do at the start of the tournament if one of the National Team's arrives early on venue and wishes to set up their dressing room?

5.4 Venue Specific Training

Venue Specific Training (VST) Manual

As a supplement to VST scheduled prior to the start of the tournament, volunteers should have a manual to assist them with preparing for the tournament and becoming more familiar with the venue and working environment. Sport Management would be advised to email a PDF version of the VST booklet to all respective hockey volunteers. The goal is to have VST booklets emailed to both local and out of town volunteers at least 2 weeks prior to the VST Program.

SAMPLE VST MANUAL CONTENTS	
Introduction to the Management Team (Organizing Committee Staff)	
Mission	
Competition Schedule	
Customer Service Expectations	
Code of Conduct	
Venue Information –access points, accessible areas and services, security, check-in	
Day in the Life of a Volunteer	
Venue Safety Procedures	
Transit Information	
Uniform and Accreditation	
Meals and Breaks	
Communication on Venue	
Venue Tour Plan	

Venue-specific training (VST) is another course that will give volunteers a chance to tour the venue and apply their job specific training to the actual working space. VST session should be scheduled when the Venue is operationally ready, so during the week before athlete arrival.

Venue Specific Training Two Part Program:

1. *Welcome and Informational Presentation*

Usually, the tournament chair or manager would conduct a presentation including information on transit options to and from the venue, shift check-in procedures, use of accreditation, safety procedures, key contacts on venue etc.

For Olympic Events, the Venue Presentation is usually lead by the Workforce Department and Venue Management.

2. *Sport Specific Guided Tour*

EMPOWER the Volunteer Leaders (Crew Chiefs and Supervisors) to be responsible for conducting the venue tour portion of the VST session. The ratio for a venue tour should be no more than 15 people to 1 tour guide.

*To accommodate a large amount of hockey volunteers and ensure everyone can attend a session; provide the volunteers with an option of 2-3 different dates to take part in a session.

Provide the leaders with a copy of a **Tour Plan** and key speaking points to assist them in leading the tour:

- Identify the space (name); the main areas for the Ice Hockey Volunteers would include:
 - The Ice Resurfacing Tunnel (Ice Maintenance Area)
 - Dressing room hallways and athlete preparation areas
 - Office spaces and sport information desk
 - Workforce Break Area and Emergency Exit Points
 - IIHF or other VIP lounges

- Outline the space owner (Athlete Services, Access Control, Sport Information Crew etc.)
- Overview of the space functionality
- Access points / pathways
- Space safety precautions
- Space relation to Sport or their role (if any)

3. Safety Portion

It is advisable if not mandatory for all volunteers, existing staff and paid staff to learn about the safety procedures and protocol while on venue during the tournament. Topics can include:

- Safe work procedures – including use of tools and machinery
- Potential risks and hazards
- Volunteer safety rights and responsibilities
- First Aid facilities
- Emergency exits, routes and meeting points
- Incident Report Cards (if applicable)
- Restricted Areas

Third party liability and accident insurance will be in place for the volunteers during working hours.

Supervisor and Chief Training

Just prior to Volunteer Venue Training and the first day of competition the Sport Management Staff should take the opportunity meet with all crew Chiefs and Supervisors to:

- Take a venue tour in operational mode
- Review the volunteer tour plan: Walk the route and discuss the spaces and key speaking points
- Review their leadership roles and responsibilities
- Review Just in Time training for those volunteers who were unable to attend Job Specific Training (these will be on-off training once the first shifts begin)
- Have lunch or dinner

Just in Time Training (JIT)

EMPOWER: Lead by Volunteer Crew Chiefs and Supervisors

This training is meant for non-local volunteers and other volunteers who were unable to participate in Job Specific Training (JIT) or either of the test events (Olympics). It is designed to help the volunteers get to know the venue, the specific area's they will be working in, and

the duties they will be performing during the tournament. In order to best utilize the time of the volunteers the JIT will take place the day they arrive for their first scheduled shift.

On the job, volunteer supervisors and chiefs will be in charge of the one-off training sessions and checking in with staff to ensure everyone feels competent and confident in the duties they are performing.

Presentation Tips for all Training Sessions

- Emphasize the most important information through repetition and concluding comments
- Be selective! - choosing the need to know before the nice to know.
- “When the content level is kept moderate, the trainer can lead activities that experiment with and reflect upon what is being presented.”
- Involve a number a facilitators. Some may be more knowledgeable and have a better expertise on some portions of the session and a variety of voices will help to maintain engagement levels.
- Occasional breaks and energizers if session is longer than 1 hour.
- Limit the use of jargon and acronyms while training new volunteers. Keep it simple and continually check that the volunteer fully understands the training they are receiving.
- End of training: Review and summarize content

Suggestion

Due to the amount of work the Sport Management Team will have during the last few weeks leading up to the tournament the best practice for the final training session is to assume the role of facilitator. The Sport coordinator should only have to introduce the volunteer to the person who requires their help (Crew Chief or Supervisor), and from there that person can train the volunteer based on the results expected from them.

5.5 Other Tools for Preparing the Volunteers

Sport Events (Test Events for Olympic Winter Games)

As part of the International Olympic Committee Rules and Regulations, the Organizing Committee must hold a test event for each sport. As an example, the Ice Hockey department of the 2010 Vancouver Olympic and Paralympic Committee staged two Sport Events:

1. **2009 Hockey Canada Cup: Sledge Hockey Tournament** February 24th to March 1, 2009 in Vancouver, BC.
2. **2009 Hockey Canada Cup: Women's Hockey Tournament** August 31st to September 6, 2009 in Vancouver, BC

The purpose of the test events is to ensure Operational Readiness. Staff and Volunteer work is a large piece of the operational puzzle; as such, these Sport Events (Test Events) give the volunteers the opportunity to prepare for their roles during the Olympic and Paralympic Winter Games. They become more familiar with the venue, their working spaces, the other volunteers and existing staff, and the IIHF Sport Rules and Regulations. To ensure volunteers gain the necessary experience, it is highly recommended but NOT mandatory that local volunteers participate in either or both events.

Example: VANOC Sport Team tested the ice, ice maintenance systems (Eye-on-the-Ice) and adjustments to the dasher board system to expand the boxes for players and officials, as well as the penalty boxes, in order to provide a suitable field of play, according to IIHF Rules and Regulations. The Ice Maintenance team played the largest role in this operational process.

Once the event is over the Sport Management Team must record and discuss the main learning's from the test event. These must be acted upon during Games-time; this includes the involvement of many functions of the organization (Transportation, Food and Beverage, Press and Broadcast Operations etc.)

Observation Tours during Sport Events

This is an option for local volunteers who are unable to commit to working a full Sport Event.

If planned correctly and carried out during peak times before a game, the Observation tours allow the potential volunteers to:

- View the volunteer group in full operational mode on Game- days
- Get a sense of the duties performed during the Peak Operational Times before games
- Gain more information about their roles while on venue
- Visually learn more about the venue and how best to navigate it during Games-time
- Smaller groups allow more face-to- face communication with the tour guide (preferably a member of the Sport Management Team)
- Experience an international game afterwards

Workforce Department Training

Some of the examples listed below were group sessions lead by the Workforce Department of VANOC that were mandatory for any persons who wished to volunteer for the Vancouver Olympic and Paralympic Winter Games.

Service Excellence Orientation

- Customer service training focused on service standards & expectations, hosting, communication, conflict resolution, cultural awareness, accessibility, disability awareness, privacy awareness, etc.

Event Leadership

- Leadership training for all people- leaders. How to translate corporate leadership skills into an event environment; leading/ motivating volunteers; safety and emergencies, conflict resolution; performance managements, etc.

Train the Trainers

- Designed as a leadership course for all crew chiefs and supervisors who will assist the Sport Managers in Training all of the volunteer crews before the Games.

Safety Orientation

- Takes place during the Venue Specific Training session. The Orientation covers emergency evacuation procedures, medical posts, staff and services on venue, and general safety while working etc.

Non- Local Volunteers

Encourage the non-local volunteers to use the eLearning Modules. These online courses and reading material are great resources for volunteers who are unable to attend some of the pre-tournament orientation and training sessions.

*Non-local Volunteers will especially need access to the Job Specific Training material that was presented during the session. Email out a copy or similar presentation to all of the individuals so they can better understand their role before they arrive for Just in Time training and their first shift.

Sport Volunteer Performance Management

The following chapter will consider some ideas for managing and leading Ice Hockey Volunteers working International Ice Hockey Federation Tournaments and Olympic Winter Games Ice Hockey Events.

The Chapter will include:

Carrying out the Team Mission on Venue

Know Your Volunteers

Tips to Create High Performing Teams

Recognition and Appreciation Plan

6.1 Carrying out the Team Mission on Venue

Through the development and proper implementation of volunteer training programs the mission, culture, and expectations of Sport Volunteers should be established for when the tournament commences. The mission for the volunteers and organizing committee of the Ice Hockey Department at Canada Hockey Place was “to organize and create the best environment of excellence for athletes, officials, The Olympic Family, volunteers and spectators; and in doing so, create a legacy for the sport as well as the surrounding communities through passion, commitment, and respect.”

Ultimately, through leading by example on a daily basis the Sport Management Team and the Lead Volunteers (Chiefs and supervisors) are responsible for upholding the core values, in relation to the venue mission and performance objectives.

Suggestion

To help the volunteers feel pride in the Games, the Ice Hockey Event, and the work being done to create the best possible environment for the athletes, officials, and key clientele the Venue Management Team at Canada Hockey Place wrote and posted the following covenant on venue:

Vancouver 2010: Canada Hockey Place

Day in and Day out, we must stress **TEAM FIRST**

We are a respectful group, proud of who we are

Willing to do **WHAT IT TAKES**

To be the best we can be

Because we are **Team CHP** and

Hockey is Canada, Canada is Hockey

TEAM CHP

6.2 Know Your Volunteers!

The Sport Management Team and Volunteer Leads will find themselves managing and working with a wide range of individuals; each with different values, life experiences, views of work, different needs, focus, and interests.

What does this mean during the tournament?

- a) Working the tournament will have a different priority level compared to the other aspects of his or her life – such as family, lifestyle, health, etc.
- b) The training phase may take more effort and time with some volunteers than others based on a variety of factors such as previous tournament experience
- c) Two people may be assigned to the same role, but view the position and perform it differently

Three Guiding Principles for Volunteer Leaders and Sport Managers when working the first few shifts with the Sport Volunteers:

1. *During the first few shifts: Get to know your people and how they work; build around their aspirations, strengths, and needs.*

Consider:

- Personalities
- Ambitions
- Areas of skill
- Work Preferences and Interests

Get to know the person: Learn about their ambitions and what they are currently good at. Invest in those talents, match their preferences with opportunities to develop skills – Chiefs and Supervisors should give task options whenever possible. Obviously in order to take the initial steps to get to know more about someone the leader must take a genuine interest, take advantage of opportunities to learn, and being approachable.

2. *Expect excellence and treat people like owners.*

Remember those established volunteer expectations communicated during the training session? Those ambitious statements weren't meant to be communicated and then forgot about. The expectations will in fact act as a link between volunteer work and athlete, official, and client satisfaction and needs.

*During the tournament it will be significantly more about what the volunteers do and less about what the Sport Managers will do to achieve national team and officials' team satisfaction. The Sport volunteers will significantly help to establish the environment within the Athlete and Official Areas on venue and subsequently help them to:

- Feel focused and ready to perform
- Continue daily routines at the rink with unnecessary interruptions
- Prepare for practices and games safely and with limited distractions
- Feel better prepared within their spaces i.e. dressing room, athlete lounge and warm-up areas etc.

3. *Create an environment that allows them the flexibility to achieve results in ways that best meet their needs*

Continual Training while on venue:

An increased effort doesn't automatically lead to improved performance if someone doesn't have the required skills or doesn't understand how to do the tasks. Give an orientation period – time to learn and settle into the role. Steps to speed up the process: Training and follow-up throughout the tournament, mentors, buddy system, working in small teams. Hopefully volunteers will:

- Take personal responsibility for their work
- Feel like they are a contributing member- show that they care about the progress of their own work and the progress of the organization.
- Eagerly help other team members, the athletes, teams and other clients
- Have the energy and effort to go above and beyond
- Initiate improvements, asks questions, and envisions what is possible.

6.3 Tips to Create High Performing Teams

1. The Volunteer Culture

Throughout the tournament it is the responsibility of the Sport Management Team and the Volunteer Crew Leaders to act on the values that were set forth from the beginning of the volunteer's journey. The established goals and standards of performance will carry over to the work being done while on venue until the final day of the tournament.

General Customer Services and Personal Responsibilities

Volunteers help to create the environment for the teams. The following suggestions can help the teams and officials enjoy the event as much as possible:

- Be friendly and courteous
- Learn and carry out duties willingly, fairly and impartially
- Give the athletes their space and privacy while they are on venue
- Be ready to offer assistance to anyone in need
- Be vigilant and alert during the shift
- Be familiar with the security and medical areas of the venue

Suggestion

Check-in Board: a visual tool used in the Sport Information Office at both Ice Hockey competition rinks during the 2010 Vancouver Olympics, the check-in board consisted of every Sport Volunteer's photo (clear and distinguishable) categorized into their respective volunteer crews and a check-in trivia question. By answering the trivia question underneath their photos the board served to keep track of who was on venue and working during that particular shift. The check-in board also provided the volunteers with another method to learn everyone's name. Some individuals were quite creative with their photos which only added to the appeal and creativity of the check-in system.

2. Collective Responsibility

As an example, the Ice Hockey Department for the Vancouver Winter Games promoted a 'One Team Philosophy.' The idea was to cut out everything that tended to put distance between management, venue existing staff, volunteer leaders, and crew members.

The following are examples of how to put this into action:

- Be approachable, give time, listen (with no distractions)
- When tasks need to be completed with limited time encourage an all hands on deck approach. I.e. assisting the ice maintenance staff by cleaning the glass before a game.
- Work and learn from the venue existing staff – they will be a helpful resource
- Focus on volunteer engagement levels throughout

3. Empowerment and Strong Leadership

During the tournament strong leadership will be key to the success of the volunteer teams. While following the work plan is critical, guidance will also be imperative as not every situation will occur smoothly and a lot of decisions will be based on read and react.

By delegating duties, collaborating efforts to accomplish more difficult tasks Management can create an empowered workforce. Management needs to consider which projects are essential stepping stones and which are needed in their own right, and establish some priorities or guiding goals. Management must then communicate the details of the plan and priorities and create momentum around them.

Simple gestures such as grabbing a coffee or going for a short walk may give the volunteer time to bring up any issues or concerns they may have. Sport Managers and volunteer leaders should periodically take advantage of opportunities to interact with people and catch up.

4. Constructive Communication

Management needs to continually re-evaluate how the work plan is executed on venue, how and when communication occurs, and who needs to be involved. From these experiences and observations management can discuss ways to improve the work plan and communicate the ideas to crew chiefs and supervisors. To ensure that the plan is followed and daily performance is on track, volunteer supervisors and chiefs can have team meetings with their crews each day. Meetings can cover such topics as previous learnings, duties for the day, urgent

action items, volunteer feedback etc. During the shifts, leaders can try to reach out to each team member to find out how they are doing. These large scale hockey tournaments are fast paced and constructive feedback needs to be given as soon as possible!

5. Enjoy the Experience!

The continued fast pace and volume of work that the volunteers may deal with on a daily basis will most likely impact their level of engagement, productivity, creativity, and resilience level which may translate into absenteeism & turnover. To help the workforce to enjoy their experience they need to feel engaged, empowered, recognized and appreciated.

Suggestion

Hire a Volunteer Photographer! A great way to capture the moments during the tournament, a skilled photographer could work on venue during peak times such as pre-game preparation. Photos of volunteers hard at work, crew team shots, appreciation nights and other social gatherings on venue should be encouraged. Pictures of or with the athletes while on venue or shots of the games should be discouraged as it can serve as a large distraction for the volunteer and an even larger distraction for the athlete. An official Volunteer Photographer would hopefully limit this issue. As a gift of appreciation the tournament photos can either be uploaded on the volunteer website or sent to each of the volunteers after the tournament has finished.

6.4 Recognition and Appreciation Plan

An appreciation plan with proper execution is a key component of the volunteer culture pre, during and post tournament. The organizing committee needs to believe in actively rewarding people for their accomplishments. Creating a culture of thanks isn't a single action, but rather the result of several gestures.

Why is giving recognition and appreciation so important?

As discussed earlier, volunteers need to feel connected, contributing, and capable. When a volunteer performs their duties well and their efforts are acknowledged by management it shows that their contributions have a real impact on the success of the tournament. In turn, the volunteers will feel a sense of pride in the work that the organization is doing to ensure the tournament is a success. When the volunteers buy into the system and feel their efforts are on track towards the organization's mission, they are more motivated to come back each day and may even work above and beyond the call of duty. Hopefully the end result will be that each of the volunteers has had an overall positive experience and stories to share for a lifetime.

Create an Appreciation Plan

Appreciation isn't something that just appears at the end of a program when volunteers are departing ways. Recognizing people's efforts and commitment to the team is an ongoing process that happens through every stage of the volunteer's involvement at one capacity or another. The beginning of developing the volunteer culture is through all the small interactions on daily basis. Interactions that help to make volunteers feel welcome, part of the team, and connected to the group performance.

The following issues can be discussed within the Sport Management Team to create a plan of action:

- How can we help to make our volunteers feel welcome?
- How do we make their experience better?
- How can we ensure our volunteers' efforts don't go unnoticed? How do we show our appreciation during the tournament?
- How do we properly thank our volunteers after the tournament?

Volunteers get involved for many reasons and these same individuals may have different preferences with regards to being recognized and at what capacity.

Suggestions to Recognize Volunteers

The power of “THANK YOU!”

Ask for feedback on a project you are working on – pay attention to their remarks!

A Guest Speaker – i.e. sport dignitary to speak to the volunteers and thank them

Ask the volunteers about past volunteer experiences they have had. Perhaps you will get insight into what interests them and what they found more memorable

Recognize the unique stories of volunteers in tournament newsletters

Take a volunteer group out for coffee or lunch

Post pictures in the Sport Information Room of volunteers hard at work

Take a few minutes to visit with volunteers on duty and engage them in a discussion about the organization’s mission and the role of the volunteers.

A potluck or barbeque before the tournament starts- a chance for everyone to meet and greet

Volunteer Gifts - pins, clothing, pictures, water bottles etc.

Shift Gifts- based on number of shifts worked

Tournament sponsors- gift certificates, special discount coupons etc.

Gift Packages -tournament puck, tournament merchandise, sponsor gift or gift certificate, athlete signed items, volunteer group photo, etc.

Beer

Recognize volunteer’s birthdays during the tournament. Gifts may include swag or a cake for the volunteer crew to share

Schedule the volunteer to work during the Gold Medal Day

Occasionally during international tournaments the teams may show their appreciation to the volunteers by giving:

- Broken sticks and player memorabilia
- Sport Dignitary and Staff Personal Thank You
- Team Swag: Team Hosts may receive National Team Clothing or accessories
- National foods, pictures, flags, pins etc.

Post- Tournament:

- Volunteer Appreciation Party – bring everyone together one last time! Consider hosting the party at the arena (if possible) will save the organization lot of extra cost that come with renting another venue.
- Emails or phone calls of thanks
- Volunteer Certificates
- Creativity! Awards or certificates with humour that also honour peoples unique individual contributions
- Write a letter of gratitude to the volunteers at have it printed in the local paper

Final Notes

The role of Coordinator should ultimately be understood as a leadership position. Like a leader, the Coordinator is responsible for ensuring team efforts meet the targets/requirements/expectations of the tournament organizers. This calls for creating a close-knit team with clear channels of coordination and communication. A thorough understanding of the requirements of the tournament organizers facilitates the design of a Work Plan and enhances the Volunteer Coordinator's ability to train volunteers to suit the purpose for which they are recruited. This coordination entails the responsibility of recruiting committed volunteers and assigning them jobs that compliment their potential. A mismatch could result in unmotivated or disorientated volunteers. The ultimate responsibility of the Sport Coordinator could be described as creating a synergy between the needs of the organizing committee and International Federation, the Work Plan, and the talents and abilities of the volunteers.

The success of the Ice Hockey Volunteers depends upon a number of common factors:

Communication

- Continual, efficient and effective communication with the volunteers (reframe from sending all of the materials all at once)
- Newsletters to keep the volunteers informed/ engaged/ updates on key information and dates
- Volunteer dedicated email and/or volunteer dedicated phone line– Sport Management to respond to emails within 5 business days

Strong Recruitment and Role Assignment

- Majority either ice hockey and specifically Ice Hockey Tournament experience
- Flexible in availability and willing to commit the time to optimally prepare for the position
- Time spent on matching people with the correct roles for them. Assessment of work and adjustments of roles may need to be made after the test events (For Olympic Games volunteers)

Efficient Training

- Exceptionally designed training manuals
- Table Top Exercises designed to make training sessions as practical as possible
- Provide as many options as possible to observe the tournament working environment and specific roles, gain work experience, and connect with mentors who can teach them about their volunteer role
- Sport Events during Olympics provide the opportunity to learn the role, meet some of the volunteer crew members and Sport Management Team, the venue and working spaces.
- Volunteers attended workshops and undergo extensive training to ensure they are able to help make the hockey experience one to remember for a lifetime.

Collective Responsibility

- Great teams embrace responsibility
- Strong Volunteer Leaders
- Pride in the work and the tournament- the volunteers should believe that there is personal signature on everything they do – so that they want to do it as well as they possibly can for the greater good of the team

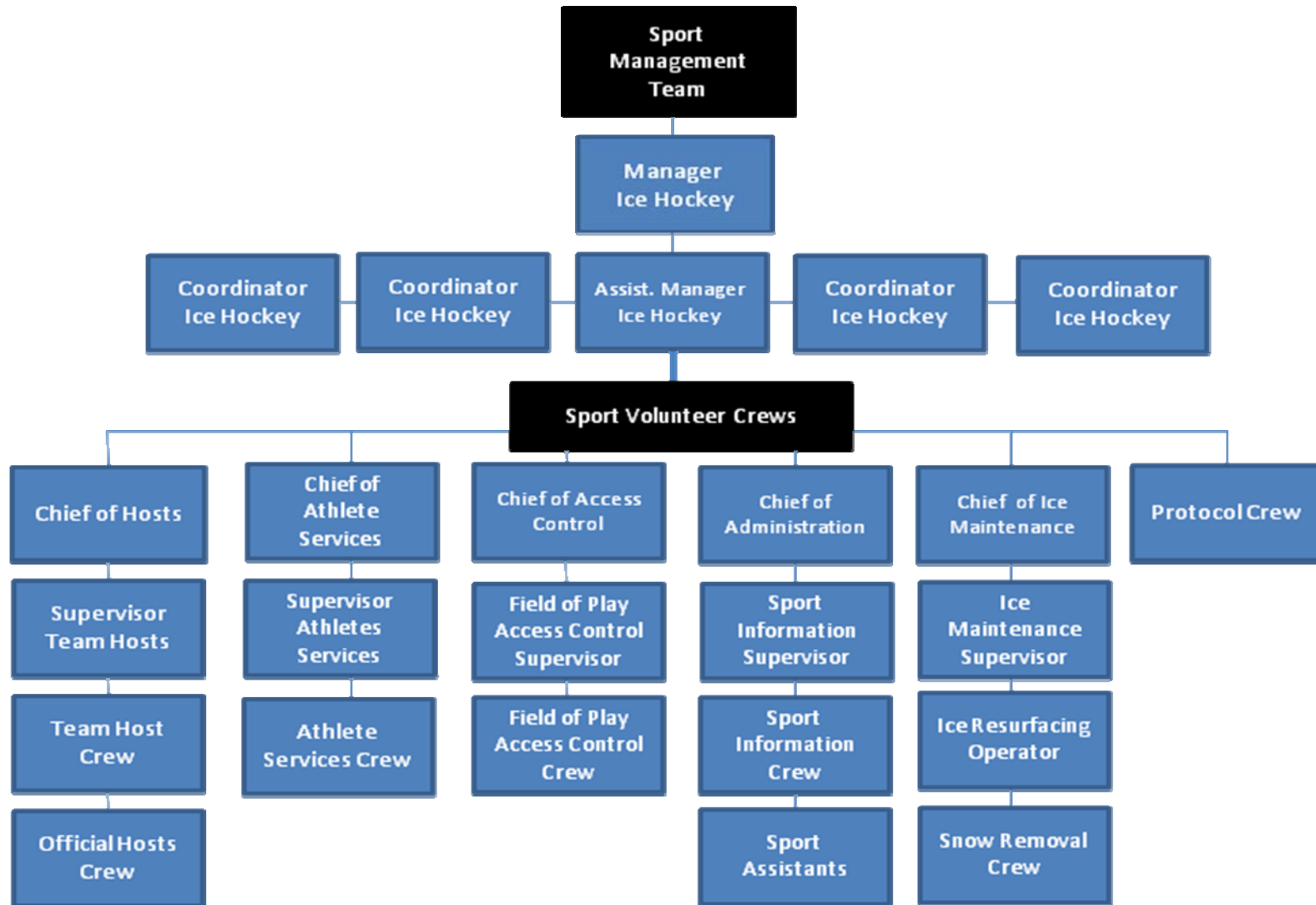
Empowering Throughout

- The integration of volunteers in the pre-planning process – to learn the procedures and protocols for the IIHF Tournament (i.e. game countdown procedures, game report distribution, practice cancellation procedure etc.)
- Chiefs and Supervisors to lead Venue Training Tour and Just in Time Training Sessions
- Chiefs and Supervisors to lead crews throughout the tournament
- The utilization of volunteers existing skills and attributes in keeping them engaged

One of the primary roles of the Sport Management Team is to manage and administer the Sport Skilled workforce (paid staff and volunteers) activities, including recruitment, scheduling, training, and distribution of safety and work specific tools as required, in conjunction with other Organizing Committee Functions.

During high calibre international hockey tournaments, the continued fast pace and volume of work that the Ice Hockey Volunteers deal with on a daily basis can potentially impact their level of engagement, productivity, creativity, and resilience level which may translate into absenteeism and turnover. This is where leadership plays a key role, where performance management is critical, and where volunteers must be recognized for the commitment and effort it takes to work for large scale international hockey tournaments.

Appendix 1



Appendix 2

Sample Interview Evaluation Form Template: Sport Volunteers

Candidate's Name: Functional area: <i>SPORT</i> Potential Job Title: Date & Time of Interview: Interview Representative:	Individual Assessment - Office Use Only		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 60%; vertical-align: top;"> Additional Comments: </td> <td style="width: 40%; vertical-align: top;"> Score: _____ / _____ Suggested Position _____ </td> </tr> </table>	Additional Comments:	Score: _____ / _____ Suggested Position _____
Additional Comments:	Score: _____ / _____ Suggested Position _____		

Introduction

- Introduce yourself and state your role with the Organizing Committee
 - State the goal of the interview:
 - “The opportunity for us to get to know you a little better and so you have the chance to ask any questions you may have.”
- Furthermore, to:
- Reconfirm some of the information provided in the application
 - Ask you some questions to get to know you and your skills/experience
 - Give you a chance to ask some questions about volunteering
 - Let you know where you can find additional information
- State the length of the interview:
 - “This one-on-one chat will take approximately 20 minutes.”
 - Let the hopeful know that you may be taking notes in order to document the necessary information and to possibly pair them with a suitable role.

Availability & Accommodation	Options	Rating
Confirm a few things about availability and accommodation.		
<p>1. You've identified that you do have accommodation during the tournament; can you reconfirm which area it is in? (circle one)</p> <ul style="list-style-type: none"> • City Center (within 20 minutes of the ice rink) • Within city limits • Within 40 minutes of travel to the city and rink • More than 40 minutes outside of the city and rink <p>Comments:</p>	<p>1=Yes 0=No</p>	

<p>2. For the 2 week tournament, volunteers are required to commit to X amount of shifts. How many shifts are you able to commit to at this time? (Please indicate number)</p> <p>5-10 more than 10 Entire Duration</p> <p>Comments:</p>	<p>1=Yes 0=No</p>	
<p>2. Are you able to commit to working: (circle one)</p> <p>AM Shifts Only (approx 7am- 3:30pm)</p> <p>PM Shifts Only (approx 3:00pm- 11pm)</p> <p>Both AM and PM Shifts</p> <p>Comments:</p>	<p>1= Yes 0=No</p>	

General Questions	Options	Rating
<p>1. Tell me about a time that you delivered excellent customer service.</p>	<p>1=poor 2=good 3=excellent</p>	
<p>2. Have you ever participated on a team that has worked together to accomplish a common goal? If so, please explain the situation.</p>	<p>1=poor 2=good 3=excellent</p>	
<p>3. a. Do you have leadership experience? If yes, please describe.</p> <p>b. What is the largest group of people that you've lead? 0-5 5-10 10 or more</p>	<p>1=yes 0=no</p>	
<p>4. Have you ever had a period of time when you had to motivate a team(s)? How did you do it?</p>	<p>1=poor 2=good 3=excellent</p>	

Sport Role Questions	Options	Rating
1. Please describe your specific Ice Hockey experience.	1=poor 2=good 3=excellent	
2. Please describe what you feel is expected from you as a volunteer.	1=poor 2=good 3=excellent	
3. Some roles within Ice Hockey come with a variety of physical demands. Are there any limitations we need to be aware of to assist us in finding the right position for you? (I.e. standing for prolonged periods, lifting laundry bags, climbing a ladder).	1=no 0=yes	
4. In the event that you are in contact with a high profile athlete, what do you feel is an appropriate way to conduct yourself?	1=poor 2=good 3=excellent	

*The Volunteer should be provided with a list of IIHF Tournament and Olympic Games Sport- Ice Hockey Roles and the Job Descriptions.
<p>5. With more knowledge about the different Sport roles available, what would be your top 3 choices of positions?</p> <p>1.</p> <p>2.</p> <p>3.</p> <p><i>*** If the volunteer is interested in the Snow Removal Crew, inquire about their skating ability (how long they have skated, how often they skate, have they played hockey etc.)</i></p> <p>Comments:</p>

Experience Question
1) How do you feel you can benefit from being a volunteer with our Team?

Wrap Up:

Allow for final questions.

Inform the candidate that you will be in touch through i.e. Email, phone, and/or volunteer website etc. With such a large number of candidates to meet it may be a few weeks or more before they hear anything regarding volunteer status- Thank them in advance for their patience.

Thank the individual for their time. Inform individual if they will need to participate in a group interview.

General Notes - Office Use only	Options	Rating
14. Passion/ Enthusiasm Comments:	1=poor 2=good 3=excellent	
15. Availability/Flexibility Comments:	1=poor 2=good 3=excellent	
16. Communication and Professionalism Comments:	1=poor 2=good 3=excellent	

Other Possible Interview Questions

1. “If you had to give someone a two minute summary of who you are – personally and professionally, what would you say?”
 - Gain a good deal of insight into the interviewee and how they view themselves.
2. There are aspects of my job that I love and would do for free, and other parts of my job that they pay me to do. Which parts of your job would you do for free?
 - Find out where nature passion and energy take over.
3. What can you bring to the team? How will you contribute?
 - A serious candidate will have thought through what distinguishes him from other similar candidates, and ought to be able to make a case for himself.
4. Describe a situation in which you worked as part of a team. What role did you take on? What went well and what didn't?
 - The candidate can describe what type of role they may felt most comfortable taking if the previous team situation turned out to be a positive experience.
 - While the guidebook was primarily developed as a means for Sport Managers to recruit, appoint, train, work with, and recognize volunteers involved in large scale Hockey Tournaments such as the IIHF World Championship events and the Olympic Winter Games; it also serves as a valuable tool for organizers of smaller community hockey tournament.

Appendix 3

SAMPLE VOLUNTEER DATABASE

Volunteer Database													
Ref #	First Name	Last Name	Volunteer Crew	Position	Address	Prov/ State	Country	Home Ph.#	Cell Ph. #	Work Ph.#	Email	Availability	Comments
12	Jane	SMITH	Sport Info	Crew	123, 44 St. Vancouver	B.C	CAN	1-555-555-1234	1-555-555-5678	1-555-555-7890	smith@gmail.com	Full Event Period	Manager of Vancouver Recreation Volunteer for the Van. Canucks.
45	Bob	PARKER	Sport Info	Supervisor	222, 33 St. Vancouver	B.C	CAN	1-555-111-2345	1-555-111-6789	1-555-111-0123	park@mail.com	1 week pre-tourn., full Event Period	Real Estate. Vancouver Minor Hockey Coach.Sport Info Crew - 2006 IIHF World Championship
78	Lois	LANE	FOP- Access Control	Crew	333, 44 St. Toronto	ONT	CAN	1-101-222-3333	1-101-222-3456	1-101-223-6789	lane@super.com	Full Event Period	Former Security Coordinator for the Toronto Maple Leafs
10	John	SMITH	FOP- Access Control	Chief	122 A. St. Vancouver	B.C.	CAN	1-555-200-2000	1-555-200-2001	1-555-200-2002	smith@police.ca	Available weekends Pre-Tourn. Full Event Period	Vancouver Police. Former professional hockey player. Coordinator Van. Summer Hockey Camp
11	Chuck	NORRIS	Athlete Services	Chief	123 A. St. Vancouver	B.C.	CAN	1-555-200-8888	1-555-200-9999	1-555-200-1111	norris@slap.com	1 week pre-tourn., full Event Period	Equipment Manager Van. Canucks (NHL)
88	Albert	EINSTEIN	Athlete Services	Supervisor	101, NY St	N.Y	USA	1-222-222-0000	1-222-222-0001	1-222-222-0002	smart@gmail.com	Full Event Period	Physiotherapist. Athlete Services Crew - 2000, 2006 IIHF World Championship

Appendix 4

SAMPLE ATHLETE SERVICES SHIFT PLAN

Date	6-Feb			7-Feb			8-Feb		
Chief	Location	Competition Venue		Training Venue	Competition Venue		Training Venue	Competition Venue	Training Venue
John Smith		9:00 - 17:00			10:00-18:00			10:00-16:00	
Supervisor	Location	Competition Venue		Training Venue	Competition Venue		Training Venue	Competition Venue	Training Venue
	Shift	9:00 - 17:00	9:00 - 17:00		10:30-17:00	10:30-17:00		9:00 - 16:00	9:00 - 16:00
Brian		0	0		1			1	1
Leonard			1	X		1		1	
Total on shift		1	1		1	1		1	1
Crew	Location	Competition Venue		Training Venue	Competition Venue		Training Venue	Competition Venue	Training Venue
	Shift	9:00 - 17:00	13:30-19:00	9:30-17:30	10:30-17:00	13:30-21:00	9:30-17:30	10:30-17:00	13:30-21:00
Sue			1			1		1	1
Greg		1			0	0	0		1
Jill				1	1			1	
Dan		1	1	1		1			1
Jeff			1			1		1	
Kelly		0	0	0	1				1
Peter		1			1			1	
Rob			1		1	1	1	1	
Julie		1					1	0	0
Dave			1			1		0	0
Total on shift		3	4	1	3	4	1	4	3
Event	Set- Up Day: Team SUI staff arrive				Final Set-up Day			Pre-Competition Period	
0	Day Off								
1	Scheduled								
	Unavailable								

* Please Note: This is a sample schedule, Athlete Services Crew will have more members. The 2010 Olympic Winter Games, Canada Hockey Place Men's Tournament had 31 Athlete Services crew members, 3 Supervisors, and 1 Chief.

Appendix 5

Sample Itinerary	
Sport Volunteer Orientation Session	
Organization Committee Name Tournament Name Sport Manager Representatives	
Welcome and Thank You	08:00 – 08:05
Presentation:	
Organization and Tournament Overview	08:05 – 08:25
The Goal- Mission and Objections Sport Management Role and Responsibilities IIHF Tournaments – Rules and Regulations / participating nations/ tournament format Organizing Committee Groups on Venue- the links in achieving the bigger picture Competition Schedules / Daily Itineraries	
The Volunteers	08:25 – 08:45
Sport Roles Position Descriptions – Previous experiences (volunteers speak) Other Volunteers on Venue Policies and Procedures- safety, confidentiality, shift changes etc.	
Conclusion Suggestions	08:45 – 09:00
Question and answer period Informational packages- including a helpful links page Next steps	
Informal meet and greet	09:00 – 09:30
Refreshments and Snacks	

Appendix 6

Sample Itinerary	
Job Specific Training Session Organization Committee Name Tournament Name	
Sport Manager Representatives Volunteer Groups Include: Athlete Services Team Hosts FOP Access Control Game Protocol Sport Information	
Coffee and snacks	08:00 – 08:30
Presentation	08:30- 09:00
<i>Welcome and Introductions</i> Icebreaker Training Goals and Objectives Purpose of training, learning objectives and behavioural expectations Fundamentals of Working with the Sport Team Organizational and reporting structure Examples in Practice: e.g. scenario-driven info re: daily activities and dealing with difficult situations Technical training- tools, equipment and procedures Work Conditions and Safety Specialized info re: schedules, transportation, security, etc Communication on Venue	
Break Out into <u>Specific Volunteer Crews</u>	09:00 – 09:30
1. Introductions The Crew <i>Information on the Chief, Supervisors and crew members</i>	
2. Review Job Specific Training Manual (Ice Hockey & Ice Sledge Hockey Specific) Job Description in Detail Job Specific Information- <i>Workstation (s), Groups co-operating with, work shifts etc.</i> Volunteer Information - <i>Check In/ Out, Supplies and Equipment, Communications, Medical services, Security, Uniform and Accreditation, Safety procedures and Incident reporting, Daily Meetings, etc.</i> Ice Hockey Schedules- <i>Pre-Games Training Schedule Practice and Competition Schedule Equipment Movement Schedule (Athlete Services Team) Pre- Games schedules – i.e. Laundry Schedules (Athlete Services Team)</i>	
Communication on Venue-	<i>Radio and Cell Phones, Key Contact, Chain of Communication</i>

Breakout Mixed Volunteer Groups	09:30 – 10:00
Content developed around key concepts, done in logical fashion and building from theory to application, knowledge to skill.	
Table Top Exercise: Case Study	
Panel Discussions	
Brainstorming	
Whole Group	10:00 – 10:15
Concluding Comments- STRONGLY emphasize the key informational points you want your volunteers to leave with.	
Optional Mix and Mingle	10:15 – 10:30

Appendix 7

Ice Maintenance Training Sample Itinerary	
Job Specific Training Session Organization Committee Name Tournament Name	
Sport Manager Representatives Volunteer Groups Include Ice Maintenance Supervisors and Chiefs Olympia Drivers Ice Crew (Snow Removal)	
Meet and Greet- Coffee and Snacks	08:00 – 08:30
Ice Maintenance Chief -Presentation <i>Welcome and Introductions</i> Icebreaker Training Goals and Objectives Purpose of training, learning objectives and behavioural expectations Fundamentals of Working with the Ice Maintenance Team Organizational and reporting structure Examples in Practice: e.g. scenario-driven info re: daily activities and dealing with difficult situations Work Conditions and Safety Specialized info re: schedules, transportation, security, etc Communication on Venue Resources	08:30 – 09:00
Introductions	09:00 – 09:30
The Crew	<i>Information on the Chief, Supervisors, existing staff and crew members</i>
Review Job Specific Training Manual (Ice Hockey & Ice Sledge Hockey Specific)	
Job Description in Detail	
Job Specific Information-	<i>Workstation (s), Groups co-operating with, work shifts etc.</i>
Volunteer Information -	<i>Check In/Out, Supplies and Equipment, Communications, Medical services, Security, Uniform and Accreditation, Safety procedures and Incident reporting, Daily Meetings etc.</i>
Ice Hockey Schedules-	<i>Ice Building Schedule Pre-Games Training Schedule Practice and Competition Schedule Ice- Resurfacing Schedules</i>
Communication on Venue-	<i>Radio and Cell Phones, Key Contact, Chain of Communication</i>
BREAK	09:30 – 10:00

Technical training	10:00 – 13:00
Olympia Machine Introduction and Training on- Ice Eye on the Ice Monitoring System Glass Cleaning and Replacement Training	
LUNCH	13:00 – 13:30
Ice Crew (Snow Removal) Only	13:30 – 14:30
Skating Procedures- snow clearing pathway, target areas, timing	