

Volunteer handbook for Karmakiller Yoga Festival 2017

Marianna Ahonen

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Author Marianna Ahonen	
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<p>Volunteer workers play a significant role in the festival industry. Involving volunteers in human resources is a cost-effective way to establish an event and to expand workforce. Also, it represents an opportunity for the volunteers to gain experience, broaden their social network and be part of the event execution. However, there are several features that can differentiate event volunteers from more traditional forms of human resources such as the motivational factors, and this should be recognized by the event management team in order to carry out the human resource management of the festival successfully.</p> <p>This paper is a product based bachelor's thesis in which the author introduces some of the main components of the volunteer management process in the dynamic event industry. The end product of the thesis is a volunteer handbook for a yoga festival. The thesis was commissioned by a company called Villa Mandala regarding a two-day Karmakiller Yoga Festival that was produced by the company and organised for the first time in September 2017 in Helsinki, Finland. The author of the thesis was employed by the company as an event and volunteer coordinator before, during and after the festival and was in charge of the volunteer recruitment and management in the event. The volunteer handbook can be used subsequently as a template for other festivals and events as well, and therefore benefit more event managers in the future in spite of the event type. Also volunteer job descriptions, shift lists and supervision were the author's responsibilities during the project.</p> <p>The objective of the thesis was to develop a practical volunteer handbook in order to support volunteers' job performance during the festival and to provide structure for the volunteer management process. The theoretical part of the thesis consists of elements that the author has chosen to form the framework for volunteer management process. These elements are human resource and volunteer management in the event industry in general, volunteer motivation, role design, volunteer orientation and the components of a well-structured handbook. The handbook itself consists of organizational and operational information and volunteer specific issues.</p> <p>The methodology used consists of background research, event planning with the commissioning party and individually and observation during the actual event. The volunteer handbook was evaluated by interviewing the commissioning party and collecting written feedback. The project was executed between May 2017 and October 2017, with the main focus on September 2017 when the volunteer orientation and Karmakiller Yoga Festival were carried out.</p>	
Keywords Volunteer management, volunteer handbook, event management, yoga festival	

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1 Introduction

Festival volunteering is a compelling way for people to explore and enjoy the event they wish to participate in, but also to contribute and be part of the community, learn new skills and meet new people. From the event management perspective, volunteers are an important and an inexpensive human resource that can bring more enthusiasm and talent to the event. The volunteer management in festivals also has its challenges since most of the volunteers are often recruited only for very short periods of time when there is not necessarily time and resources to familiarize the temporary workforce with the organizational culture and core values on a deeper level. In order to engage the volunteers and show them appreciation, it is the responsibility of the event management team to provide sufficient information, clear instructions and job descriptions and to be approachable throughout the process from the volunteer intake till the end of the project.

The topic of this thesis is volunteer management in the festival industry and the end product is an informative volunteer handbook for Karmakiller Yoga Festival 2017. Karmakiller is a two-day yoga festival that was organized for the first time in Helsinki on September 9-10, 2017. The festival was produced and organized by a company called Villa Mandala (Ideum Oy) that operates in the Finnish wellness industry offering events, retreats and educational services related to stress management, yoga and holistic wellbeing.

The report consists of two parts. The first part consists of the theoretical background and the project description, and the second part is the product, that is, the volunteer handbook for Karmakiller Yoga Festival 2017. The theory introduces some of the main components of a volunteer management process in the event industry such as motivational factors behind event volunteering, volunteer orientation and role design. One of the tools used in the volunteer management planning process of the festival is The Volunteer Management Cycle by Humphrey-Pratt (2006). Then, the report follows with the project planning, implementation and evaluation, and in the end with the learning outcomes and final discussions.

The volunteer handbook was designed and created based on theoretical research, benchmarking and considering the size and need of the festival and taking into account the commissioning party's wishes. However, the author had full responsibility and creative freedom to design and build the handbook during the process. The handbook consists of the welcome letter and the event description, operational information, timetables, emergency protocol, volunteer specific information, and the description of duties and shift list that are all tailored for each volunteer depending on their area of responsibility. The end

results are positive, and the author and the festival producer are satisfied with the outcome.

The thesis was commissioned by Villa Mandala, the author's employer at the time. The topic was discovered in collaboration with the company in Spring 2017. Since the author also has background in volunteering in multiple events, festivals and projects, the topic was interesting, and it was also relevant for her responsibility as the event and volunteer coordinator in the company.

The purpose of the thesis was to develop a practical handbook for the volunteers of the festival and therefore benefit the commissioning party with helping with the human resource management of Karmakiller Yoga Festival 2017. The product was handed to the volunteers in an orientation session organized before the event by the author and the commissioning party. The author hopes that the thesis and the handbook will work as a useful example for other event human resource management processes as well, and therefore benefit more event coordinators in the future.

1.1 Objectives

The main focus of the thesis was to design and create an informative and useful handbook for the volunteers of Karmakiller Yoga Festival 2017. In addition, the author wants to emphasize the fact that the end product can work as an example for event managers that involve volunteer workforce in their organization.

The general thesis objectives defined by the author are to:

- provide well-structured information on how to build a volunteer handbook in the event industry
- create an informative volunteer handbook sample
- facilitate the volunteer management process of Karmakiller Yoga Festival 2017 by offering the volunteers orientation material also in a written form

The purpose of the volunteer handbook for Karmakiller Yoga Festival 2017 is to:

- welcome and engage the volunteers
- provide informative and necessary material for the volunteers
- support the volunteer's performance during the event
- give clear structure for the project

The handbook summarizes the key elements of volunteer management and provides necessary information in a written form to the volunteers of Karmakiller Yoga Festival. Therefore, the goal is that the volunteers feel more confident in their duty when they have material that they can use as a reference in case of any uncertainties.

1.2 Karmakiller Yoga Festival 2017

Karmakiller is an urban yoga festival that was organized for the first time on September 9-10, 2017 in Helsinki, Finland. The festival took place in the old shipyard area of Telakkaranta, central Helsinki. The lineup of the two-day festival consisted of 33 workshops, lectures and events. The activities were divided into three different urban spaces: the Engine hall (Konepajahalli), Urban Mandala yoga studio and the venue of Taitoliikuntakeskus. There were both national and international teachers that offered unique activities and workshops in yoga and yoga philosophy but also in dance, martial arts and acrobatics. In addition, a DJ played music during the breaks and the opening and closing ceremony to enrich the guest experience and general atmosphere. (Karmakiller Yoga Festival 2017.)

The festival was produced by Villa Mandala (Ideum Oy) and its owners Mia Jokiniva and Mikko Harma. Villa Mandala is the first wellness retreat center in Finland focused on stress management located in Loviisa, Finland. The company's services consist of wellness retreats, yoga teacher trainings, stress management coaching and lectures. The company also operates Urban Mandala yoga studio in Helsinki.

1.3 Methods

In the beginning of the thesis process the author had a discussion session with the commissioning party (Villa Mandala), during which the thesis topic was defined together and key points of the project were addressed. Since the author also worked for the company, constant communication was maintained on the topic during the thesis process. The author's responsibility for managing volunteer workforce during the festival also worked as a motivational factor for the thesis and supported her and the commissioning party in the successful execution of the event.

The thesis writing process started with a literature study and research for the theoretical background on volunteer management and building a volunteer handbook in the end of May 2017. The theoretical part forms the essential base of the thesis and supports the creation process of the final product, addressing the key points that are applied in the volunteer handbook. Also benchmarking how other events and organizations manage their volunteer process and handbook design was used as a method to create the handbook outline. In addition, the author applied some of her personal experience in volunteering in the event industry to anticipate the festival volunteers' expectations and needs.

To continue, the author created the actual volunteer handbook based on the research made beforehand in August 2017. The intention was to keep it clear and brief but instructive and easy to understand. The product was given to the volunteers that joined the orientation session one week before the festival. The ones that were absent during the orientation received the handbook via e-mail.

1.4 Key Definitions

The focus of the thesis is volunteer management in the event and festival industry and designing and creating a volunteer handbook. In this subchapter the author introduces some of the key concepts and elements to the reader for better understanding and clearer structure.

1.4.1 Event Management

The event management process consists of the administrative part (finances, human resources and stakeholder management among others), the design process (e.g. content, entertainment, theme development), marketing, operations (logistics, infrastructure etc.) and risk management, that is, emergency protocol, health and safety issues (Silvers 2012, 6). According to Van Der Wagen and White (2015, 5), the event management process differs from the management of an ongoing business in a way that events are intangible and the product (the event) cannot usually be tested beforehand, and the scale is vast varying from small-sized private family events to public mega events like the Olympics (Van Der Wagen & White 2015, 5).

There are many ways and theories to classify events. The term special events can be used to describe events that are planned and executed to celebrate special occasions and that have particular cultural, social or corporate objectives. Special events can for instance be categorized by size or scale. That includes mega-events that have a significant economic and cultural impact (e.g. FIFA World Cup), hallmark events that are identified with a specific city, religious meaning or other tradition (e.g. Carnival de Rio de Janeiro), major events that attract a significant number of visitors and media attention (e.g. big music festivals) and local or community events. Another way to classify events is by their form or content, and they could be categorized into festivals, sports events and business events. (Allen, Harris, McDonnell & O'Toole 2011, 12-15.) Based on that, Karmakiller Yoga Festival can be categorized as a local festival that also has potential to attract international visitors for its diverse offering both in Finnish and English.

The successful human resource management is a crucial part for the final outcome of the event. For example, permanent staff, seasonal staff, stakeholders, volunteers and contractors all have a significant role in the process. Event management is a relatively new and emerging profession including numerous different sectors such as conference facilitators, special events and venue management for instance (Van Der Wagen & White 2015, 15-16).

1.4.2 Yoga Festival

Today, the constantly growing festival industry offers a variety of events worldwide that bring people together for a common interest, whether it is sports, literature, food and beverage or something else. According to the Oxford dictionaries a festival is “an organized series of concerts, plays, or films, typically one held annually in the same place” or “a day or period of celebration, typically for religious reasons” (Oxford University Press 2017).

Festivals can be categorized as special events. They contribute to our cultural and social life, and can be divided into various different kinds. For instance, arts festivals, of which especially those related to music, are the most common types of festivals. (Allen & al. 2011, 15.)

Yoga festival is a quite new phenomenon that is a combination of yoga related workshops and celebration. Yoga festivals offer an alternative for yoga practitioners to gather together as a community and try different classes and styles of yoga, since otherwise yoga tends to be more of a personal and introspective physical, mental, spiritual and meditative practice. (Pollack, 2010.) Many times the events are completed with healthy food options, some shopping opportunities for yoga wear and wellness products.

In Finland, there are a few yoga festivals arranged annually, of which the biggest one is Joogafestival Helsinki in Kaapelitehdas, Helsinki. It consists of a significant offering of yoga classes, workshops and lectures provided by professionals and different yoga studios as well as exhibitors and vendors of yoga equipment, clothing and accessories, food and wellness products (Joogafestival Helsinki, 2017). Karmakiller differs from the other Finnish yoga festivals in a way that in addition to yoga it also offers other activities for the visitors in the field of street dance, martial arts and acrobatics, to mention a few. The commercial bustle has been cut down to minimum (no vendors) to keep the focus on the quality festival content and experience.

1.4.3 Event Volunteering

Volunteers' contribution in the event and festival industry is highly significant. Volunteer workers offer their knowledge, skills, experience and workforce at no wage cost to the event organization. (Monga 2006, 47.) In general, volunteers are motivated, devoted and willing to be part of the experience by learning and working during the event for free or with often some other kind of benefit such as free entrance to the event. Additionally, volunteers contribute their enthusiasm and competence in the event, which can also have a positive impact on the guest experience.

Involving volunteers in events is a cost-effective way to expand the workforce. Without volunteers many both small and large scale event and festival productions would not be even possible (e.g. Olympic Games) without a significantly larger budget. Nevertheless, volunteers need to be recruited, trained and supervised, which has its own costs in form of the cost of paid supervising staff for instance. What makes volunteering different in the event industry than in others is that the volunteer commitment is mostly temporal and very short-term. Most of the event organizations involve volunteers on a temporary basis to execute the event. (Baum, Holmes, Lockstone-Binney & Smith 2014, 1.)

1.4.4 Volunteer handbook

The purpose of a volunteer handbook is to share information, emphasize the importance of volunteers and establish clear expectations so that the volunteers fully recognize their responsibilities. A well-made handbook is concise and easy to understand. (Service-leader.org 2017, 2.) The extent of a written manual could vary from a single instruction sheet to an entity of different policies and procedures depending on the size and complexity of the event organization and the employee status (Silvers 2012, 386).

2 Overview of Volunteer Management in Events

In this chapter the author introduces elements of event and volunteer management that are considered relevant for designing the volunteer positions and creating the volunteer handbook for Karmakiller Yoga Festival 2017. The theory is divided into a general introduction of human resource management in the event industry, volunteer management, volunteer motivation and engagement, role design, orientation and training and handbook product design. The author considers that these components form a useful framework for efficient volunteer management and it was put in practice during the project of Karmakiller Yoga Festival. Also Humphrey-Pratt's Volunteer Management Cycle (2006) is applied as a

tool that event managers can utilize in their volunteer recruitment and management planning process.

2.1 Human Resource Management in Events

According to Armstrong (2014, 1) "Human resource management (HRM) is a comprehensive and coherent approach to the employment and development of people", so basically, how people are employed and managed in an organizational environment. HRM includes applied organizational policies, practices, values and employee resourcing, staff wellbeing, development and performance among other features. The goal of HRM is to support the organization and its personnel so that it can achieve its objectives, contribute to a high performance culture and engage its staff. (Armstrong & Taylor 2014, 1.) There are numerous studies and theories on human behaviour and leadership based on human resource strategies and about how people should be managed effectively and ethically in different organizations.

Human resource management can therefore work as a competitive advantage of the company if it succeeds in the recruitment and development of the employees and in motivating and rewarding the workforce. Nevertheless, there are also external factors to be considered such as political, social and economic aspects that can influence heavily on how human resource management can be executed in practice especially in the hospitality business. (Nickson 2013, 8-10.)

In the event industry the human resource management can differ from a regular business environment. In comparison with an ongoing business, management of events is mostly intangible and there is no opportunity to test the product itself, i.e. the event beforehand, unlike a retail product for instance. There are various factors that make somewhere else working HRM strategies inapplicable in the extraordinary field of events and festivals. As an example, there is often no human resource management team or manager in the first place, but the tasks related to staff recruitment, orientation and management are delegated from the event manager to the senior staff and team leaders. The workforce may consist of permanent paid staff but also seasonal staff and volunteers who play an important role in the event execution. In addition, the work is mostly temporary and project based, which could take from a couple of months of building and then taking down the festival site to a day or a few of the event itself. Therefore, in order to carry out the management of people successfully, it is essential that people in supervisory roles that are in charge of seasonal staff comprehend the importance and value of event personnel. (Van Der Wagen & White 2015, 14-15.)

Companies running annually events and festivals are often pulsating organizations. Pulsating organizations have a small number of core personnel, and more staff is recruited and needed temporarily at the time of the event for a certain period of time of the year. Very often this kind of temporary workforce consists of volunteers. From the guests' perspective the fact whether the staff member delivering the service to them is getting paid or a volunteer is insignificant. It is the event organization's responsibility to manage its staff, both paid and volunteer, in an encouraging way to offer the same level of quality customer service and experience for the visitors. (Nickson 2013, 290-294.)

Van Der Wagen and White (2015, 15) propose that the event workforce can be divided into 6 subcategories that are event committee, stakeholders, event staff, venue (facility) team, contractors and volunteers.



Image 1. Event workforce by Van Der Wagen & White (Ahonen 2017)

In addition to the event staff itself, there are often many people from different backgrounds and organizations involved in the process of planning, building and executing the event. In the case of Karmakiller Yoga Festival 2017, the event committee and staff consists of the same team, that is, the staff of the producing company and thesis commissioning party Villa Mandala. The stakeholders are for instance local authorities such as the police that require a notice of public event and a safety plan as an attachment, and Teosto, a Finnish organization that regulates and demands a music licence to play copyrighted music in public events. The landlord Vuotekno Oy that rents out the premise in Telakkaranta operates as the primary stakeholder and venue team. Also other restaurants and shops

that run their businesses in the same venue can benefit from the possibly increased number of customers during the festival. The lightning and part of the stage props, equipment and venue decorations are rented from suppliers that play the role of contractors.

To summarize, the human resource management in the event industry can be complex because of its pulsating nature and involvement of many different parties. It is to be considered that the same objectives and expectations cannot be presented for both paid staff and volunteer workforce. The volunteers play an important role in the actual execution of Karmakiller Yoga Festival 2017, which is why the volunteer management has its own sub-chapter and theory as volunteer orientation and handbook design are the main topics of the thesis.

2.2 Volunteer management

Involving volunteer workforce in the event industry is a strategic decision and a compelling opportunity due to event organizations' often limited resources and financing. In fact, many times volunteers form an important part of event staff in the festival industry, and without their highly significant contribution, numerous mega events such as the Olympic Games would not be able to execute the event in their current form. Engaging volunteers also enhances diversity and creates a social impact offering the volunteers from different backgrounds a chance to gain experience, broaden their network and develop their skills. From the event organization's perspective, using volunteers can bring fresh new ideas and a larger range of skill set, and therefore assist organizational growth. However, it is necessary to point out that the event organizer should be honest about the reasons behind volunteer involvement and try to engage the volunteer workers from the beginning by highlighting their importance in the project. (Van Der Wagen & White 2015, 75-76.)

Volunteer management includes for instance the recruitment process and intake, role design, training, on-site supervision and support, logistics (e.g. meals, transportation, safety, sometimes accommodation) and a reward system (Van Der Wagen & White 2015, 80). Managing volunteer workforce in events and festivals can be challenging, because volunteers' commitment to the job is usually short-term. They may have varying motives and expectations regarding their role in the event, and in case the task is not motivating enough, they might not show up accordingly and do their job since there are no such consequences as for paid personnel. (Van Der Wagen & White, 2015, 11.) That is also why human resource management practices that would normally be applied in managing paid workforce are not necessarily suitable when considering volunteers due to the special setting and different kind of employment relationship.

When it comes to the recruitment, common ways of getting people involved and volunteer in the event industry often happens through word of mouth or personal contacts, attracting and engaging former visitors or by a recruitment advertisement that nowadays mostly takes place online (Smith & Lock stone 2009, 158-159). Communication in all stages is fundamental for the event's success and the event vision should be shared also with the volunteers so that all personnel understand the expectations and the purpose of the event (Silvers 2012, 370).

2.2.1 Volunteer Management Cycle

The volunteer management cycle by Humphrey-Pratt (2006, 1) is a tool for volunteer management that can be used as a framework to successfully carry out the volunteer program. The structure is partly utilized in the planning phase of Karmakiller Yoga Festival's volunteer management process by the author. The volunteer management cycle consists of seven steps that can be applied in the project-based event industry as well:

- Planning the volunteer program: Analysis of the past, the current situation and the future of the volunteer program. For example, what are the areas of improvement? Are the resources to support the volunteer involvement suitable?
- Designing volunteer roles: Consideration of the organizational goals and climate, staff needs and motivational factors. Also possible risk analysis regarding the position need should be taken into account, and a proper position description should be defined.
- Recruiting for volunteer roles: The process of matching organizational needs with volunteer's skills and motivation. Also the attractiveness and the ideal type of person can be thought through beforehand when planning the recruitment announcement.
- Screening and intake of volunteers: Designing application form, including qualifications, availability, preferred working conditions, volunteer history etc. and possible interview structure.
- Orientation and training of volunteers: The process of welcoming the volunteers, an overview of responsibilities, methods of training (e.g. workshops, manual, walk through).
- Supervising and evaluating volunteers: Providing support, managing the volunteer's performance and offering guidance throughout the project. Also finding time for work evaluation, feedback and recognition both from the organization's and volunteer's point of view.

- Recognizing volunteers: Designing a reward system, showing appreciation towards the volunteer.

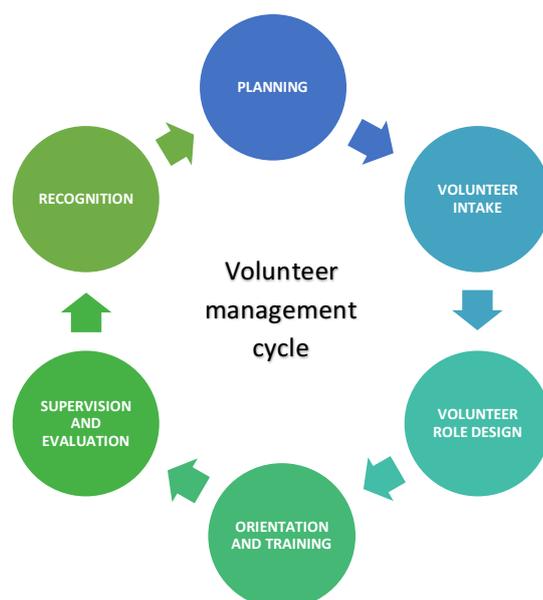


Image 2. The volunteer management cycle of Karmakiller Yoga Festival 2017, adapted from Humphrey-Pratt (Ahonen 2017)

In addition, Humphrey-Pratt suggests to add policies and procedures to support the program. This includes a framework on volunteer involvement and a proper risk analysis, which is an ongoing process detecting any possible negative effects to the volunteer, staff or organization. The procedures also provide guidance and consistency for decision making process. (Humphrey-Pratt, 2006.)

When designing the volunteer program of Karmakiller Yoga Festival 2017, the volunteer intake started immediately as the event and official website were launched in the end of April 2017. That is also why in the Image 2. the step of recruiting for volunteer roles has been combined with the volunteer intake in the beginning. The author simultaneously worked on the role design and took care of the recruitment of volunteers during Spring and Summer 2017. The orientation and training, supervision, evaluations and recognition all took place in September 2017 at the time of the festival in a two-week period.

2.2.2 Volunteer motivation and engagement

When analyzing the human resource management process, employee motivation is a key component. As stated by Allen & al. (2011, 243) on motivation, “It is what commits people to a course of action, enthuses and energizes them and enables them to achieve goals,

whether the goals are their own or their organization's goals." (Allen & al. 2011, 243). The motivational factors on event volunteering are essential to understand in order to engage the volunteers and therefore enhance their commitment to the job by offering a motivating task. Although there are most probably significant differences for the reasons why people volunteer and what their expectations of the event experience are (Nickson 2013, 297), published researches and theories on volunteer motivation have similar findings regarding the altruistic and egoistic motivational factors behind event volunteering. Most of the current event volunteerism research has been made on sports event volunteerism, and the author considers the findings relevant also in the case of Karmakiller Yoga Festival because the festival has many similarities with a sports event. However, it is good to keep in mind that some approaches might not be applicable if the material derives from international mega events (e.g. the Olympics) when talking about a local festival (Lee, Alexander & Kim 2013, 274).

According to the survey and analysis made by Strigas and Newton Jackson in 2003 on volunteer motivation in sports events, the egoistic factors had a high influence and meaning value on the decision making and volunteers' motivation to contribute to the event (Strigas & Newton Jackson 2003, 111-117). These factors include for example the desire to improve one's skills, to build more self-esteem and to have social interaction (Van Der Wagen & White 2015, 74). Also Monga (2006) made similar findings, that the altruistic motives that usually rank highly in volunteerism in general are not necessarily the same in the event industry and specifically in the case of special events such as festivals (Monga 2006, 52). Instead, people volunteering in the event industry tend to have more egoistic motivational characteristics. This can be linked to the pulsating and short term nature of the industry and the volunteers are not initially prepared to commit long term for the community concern.

Wang (2004, 420) categorized five principal motivations for volunteerism in his research *Assessing Motivations to Sports Volunteerism* that are presented in this chapter (Wang 2004, 420). The author considers the findings relevant and applicable generally when designing volunteer positions and taking into account the possibly motivational factors of the volunteers of Karmakiller Yoga Festival 2017. The event managers should understand the volunteer motivations to improve the volunteer experience, avoid dissatisfaction and diminish the likelihood of quitting (Nickson 2013, 299).

These five motivations introduced by Wang are altruistic value, personal development, community concern, ego-enhancement and social adjustment. These motivations are illustrated in more detail in the table 1.

Table 1. Five motivations for volunteerism by Wang (Ahonen 2017)

Altruistic Value	The intrinsic engagement in the given task and the willingness to contribute to the event selflessly without expecting to personally gain something in return.
Personal Development	The expectation to gain more knowledge and take part into activities that create more value in personal and professional life.
Community Concern	The involvement with the community.
Ego Enhancement	The expectation to gain more knowledge and take part into activities to feel good about oneself.
Social Adjustment	The willingness to improve one's social environment and to add social value, but also the need for recognition, and therefore personal satisfaction

Altruistic value represents the volunteer's intrinsic willingness to contribute and help in the execution of the event. A person that is genuinely driven by altruistic motives to volunteer does not expect to gain something in return but instead is driven by empathy towards other members in the community and content to show his values in action. Nevertheless, egoistic motives are most often present simultaneously with altruism and rank high in event volunteer motivation as mentioned earlier. Egoistic motivational factors also have a positive impact on the event when the volunteer is eager to gain more knowledge and to meet new people. Because of ego enhancement the volunteer can also benefit more raising his self-esteem while having the opportunity to volunteer. In fact, volunteers bring unique enthusiasm to the event, because they contribute voluntarily, unlike paid staff. (Wang 2004, 420-423.)

In order to engage the volunteers, it is essential to highlight their importance for the event's success. The event organization can for example develop a code of conduct for volunteer management which provides guidelines for the event staff about how to deal with volunteers. Van Der Wagen and White (2015, 75-76) suggest to consider among other things:

- Providing a healthy and safe workplace
- Providing orientation and training
- Avoid placing volunteers in positions more suitable for paid staff
- Treat volunteers as integral part of the team
- Providing meals, drinks and breaks as required
- Provide supervision and support
- Define job descriptions
- Offer opportunities for learning and development

- Constantly acknowledge the contribution of volunteers on both an individual and a group basis (Van Der Wagen & White 2015, 75-76).

2.2.3 Designing volunteer roles

Volunteers are often assigned roles in which they are in constant contact with customers (Van Der Wagen & White, 2015, 75.) The volunteer jobs in the event industry can include for instance ticketing, guiding, building, landscaping, catering and garbage collection. However, to cite Van Der Wagen & White, volunteers should not be assigned roles that are generally for paid employees or outsourced such as cleaning in some cases, or otherwise it can be considered as exploitation. (Van Der Wagen & White 2015, 79.)

In order to carry out successfully the role design, the volunteer intake and the actual event, it is functional to consider beforehand the factors that will benefit the staff, the organization and also the volunteer in the role design process (Humphrey-Pratt 2006, 3). In the role design the event organization should anticipate and take into account the motivations and expectations of the volunteer, notice the potential and limitations of volunteer involvement and consider current trends in the industry. For instance, potential and limitations could consider the volunteer's language skills. The event organization's duty is to pay attention to the volunteer's skills and interests and inform the volunteer about the responsibilities, working hours and benefits beforehand. (Volunteering ACT, 2014.)

The process of identifying volunteer positions can involve members from different teams in order to find out what are the specific tasks in which the volunteers could be helpful and therefore also add more value regarding the customer experience. A more detailed task description works for the benefit of both the volunteer and the organization, since it makes it more clear to understand the volunteer responsibilities, expectations and to define the skills that the event organization is looking for. (The Ayrshire Community Trust, 2017.)

According to Humphrey-Pratt (2006, 3), a good position description should include a role title, purpose of the role, duties and responsibilities, time requirements, skills and qualifications, orientation and training, supervision and other possible details (Humphrey-Pratt 2006, 3). Since the volunteer tasks for Karmakiller Yoga Festival 2017 are relatively simple, the author considers that such detailed task description is not necessary in the case of the festival, but a narrowed task description written by the author with the role title, responsibilities and working hours is included in each volunteers' handbook.

2.2.4 Volunteer orientation and training

A properly planned orientation is a great tool in building and retaining valuable human resources (Volunteer Centre of Camrose and District 2008, 4). The orientation process is fundamental to properly welcome the volunteers and introduce them to the event concept, venue and job-specific tasks (Nickson 2013, 304). Training the volunteers is essential in order to carry out the event successfully and effectively. Training offers the event workforce the knowledge and competence to perform the given task accordingly and to improve the performance. (Allen & al. 2011, 237.)

In case of Karmakiller Yoga Festival, the orientation and training session were combined and organized at the same time in a concise meeting by the author and her colleagues on the 1st of September, since in this occasion the more detailed job-specific training did not require a significant amount of time. The actual product of the thesis (volunteer handbook) works as a written summary of the training session including more specific job description for each volunteer individually.

The orientation meeting is meaningful in terms of volunteer motivation too since it gives the first impression of the company, the event and the work itself. In order to engage the volunteers since the beginning, the orientation session should be well planned beforehand so that it provides necessary information, offers concrete orientation material to the volunteer and leaves room for possible questions and answers. The Hot Docs Canadian International Documentary Festival (2017, 26) suggest in their Guidelines for Volunteer Management that the orientation and training session should include:

- Welcoming volunteers and session overview
- Company and staff introduction
- Volunteer roles and expectations
- Volunteer benefits
- Timetable
- Policies and dress code
- Demonstration of task and tour of facility
- Program evaluation, feedback and additional resources
- Thank you & next steps

It is considerate to start the orientation session with an overview by welcoming the new volunteers and to give the participants a clear picture of the duration and content of the meeting. A brief introduction of the staff and the event concept in the beginning helps the volunteers to know who they will be working with and what is the mission and vision of the event. The description of clear volunteer roles and expectations should be explained pre-

cisely, including, for instance, an average shift length, code of conduct and available resources. A more specific timetables will be discussed and agreed with each volunteer. Volunteer benefits are described too, being clear on how many hours of work needs to be completed to obtain the benefits.

The general organizational policies to follow should be clear for the volunteers as well. The policies should cover at least a possible cancellation policy and an emergency protocol. Offering the volunteers a chance to reach the staff throughout the project by providing necessary contact information and support may encourage them to give feedback afterwards. It is a good idea to offer concrete material such as a manual that includes the key points of the orientation session, so that the volunteers will have something to get back to in case of basic questions afterwards. Acknowledgements in the end of the session, highlighting the value of volunteer involvement, can motivate the participants and engage them for the future, too. (HotDocs 2017, 25-28.)

The author considers that these pieces form a functional framework that can be applied in orientation session planning. The challenge is to engage the volunteers already on an early stage so that as many of them as possible would take part in the orientation, since the participation is not compulsory in order to volunteer in the yoga festival itself.

2.3 Designing a volunteer handbook

Written handbooks and manuals work as an efficient material and reference that guide the volunteer throughout the project providing information and practical instructions, relevant policies and requirements (Silvers 2012, 386). In this subchapter the author introduces and compares two different volunteer manual frameworks by Silvers (2012) and the Volunteer Centre of Camrose and District (2008) that will be utilized later on in the planning and creation of the volunteer handbook for Karmakiller Yoga Festival 2017, choosing the best components for the occasion.

Table 2. Volunteer handbook components adapted from Silvers and The Volunteer Centre of Camrose and District (Ahonen 2017)

Silvers' handbook components	The Volunteer Centre of Camrose and District's handbook components
<ul style="list-style-type: none"> • Welcome • Administrative Issues • Operational Issues • Volunteer Benefits • Schedule and Shift Instructions • Appearance Instructions • Health and Safety • Behavior Expectations • Unacceptable Behavior • Conflict Resolution Strategies • Volunteer Evaluation Survey • Volunteer Letter of Understanding 	<ul style="list-style-type: none"> • Welcome Letter • Details of Your Organization <ul style="list-style-type: none"> - e.g. mission statement, objectives, organization chart site map, emergency protocol, hours of operation, logistics, volunteer specific information, communications • Volunteer Specific Information <ul style="list-style-type: none"> - the importance of volunteers, personnel policies, code of conduct, benefits, insurance, position description

Silvers' listing in her book *Professional Event Coordination* (2012) is very specific and detailed, which in case of bigger scale events is necessary to ensure that all the volunteers have got the necessary information also in a written form. Then again, the author perceives the handbook guidebook and framework by the Volunteer Centre of Camrose and District approachable and practical with components regarding for instance the job description to be applied also in the case of Karmakiller Yoga Festival 2017. However, Silver's has compiled her handbook components from the event industry's perspective whereas the Volunteer Centre of Camrose and District represents non-profit associations and their approach is more organizational with the main objective to serve and attract new volunteers.

Finally, the author summarizes three main categories that work as a framework of the volunteer handbook: a welcoming letter, organizational and operational information and lastly volunteer specific information. The components are introduced more in detail in the following chapter.

2.4 Creating a volunteer handbook

In the table below the author provides a handbook outline, which is built by combining the handbook models of Silvers (2012) and the Volunteer Centre of Camrose and District (2008), choosing the components that best apply for the volunteer management of Karmakiller Yoga Festival 2017:

1. Welcome	<ul style="list-style-type: none">• A welcome letter, event purpose and vision, event overview and components, terminology etc.
2. Organizational Information	<ul style="list-style-type: none">• Organizational structure, mission statement, contact information updates, purchasing and reimbursement policies etc.
3. Operational Information	<ul style="list-style-type: none">• Site map, timetable, transportation, equipment, communication protocols, confidentiality, applicable legislation, safety procedures
4. Job Description	<ul style="list-style-type: none">• Detailed job description and volunteer expectations
5. Schedules and Shifts	<ul style="list-style-type: none">• Event timeline and schedule, check-in/check-out procedures, absence/late arrival notification procedures
4. Volunteer Benefits	<ul style="list-style-type: none">• Event tickets, rewards, meals, coupons etc.
6. Appearance Instructions	<ul style="list-style-type: none">• Apparel and weather-specific recommendations, uniform etc.

Image 3. Volunteer handbook components (Ahonen 2017)

The handbook outline with its components consists of three parts which each have their own signature color (the left bar); A welcome letter (blue), Organizational and event details (turquoise) and Volunteer specific information (green).

The first part of the handbook consists of the introduction, which is a welcome letter. A welcome letter makes the volunteer feel welcome and adds a personal touch to engage new volunteers.

Secondly, organizational details help the volunteer to understand better the context. This section consists of organizational information, operational information and safety procedures. The organizational details can include for instance the mission statement and organizational objectives as well as the organizational chart or a description of staff and

people in charge with accurate contact information. The volunteer should be told in the beginning who are the closest people to contact in case of questions or other issues regarding the volunteering period. The operational information should include a site map, information about parking and transportation and communications and confidentiality procedures in case of media presence for instance. The safety issues should be covered precisely to prevent accidents and to provide the volunteer with more confidence to perform successfully in the given task.

In the third part the volunteer specific information is covered in detail. The job description ensures that both the event organization and the volunteer have a clear image of the task that the volunteer is expected to fulfill. The handbook also contains the working shifts, volunteer benefits and work related instructions regarding for instance the appearance. Also the fact whether the volunteer is responsible to cover his/her own insurance is to be mentioned beforehand. (Volunteer Centre of Camrose and District, 2008.)

As a conclusion, the volunteer handbook is planned and created based on the following elements and considering the size of the event. The information researched and knowledge gained in the theoretical part of the thesis about volunteer management, volunteer motivation, role design and volunteer orientation were put into practice by the author during the Karmakiller project, and the volunteer management cycle worked as a supporting tool in the planning and human resource management process.

3 The Planning and Implementation of the Project

This part of the thesis documents the process in practice. First, the author describes the background of the process, then the project plan and execution are introduced. In the end the limitations and risks are discussed, and lastly the project is evaluated by the author.

3.1 Background of the Project

As mentioned in the introduction, the thesis subject was discovered and discussed together with the commissioning party and the author's former employer Villa Mandala and the content manager Mia Jokiniva in Spring 2017 in order to create an up-to-date product that would benefit the company in the event and wellness industry. The thesis writing process started in the end of May 2017 by defining the topic with the help of the commissioning party (Villa Mandala) and Haaga-Helia's thesis coordinator and thesis supervisor. The topic (volunteer management) was chosen to help the company with the human resource and volunteer recruitment and management process for Karmakiller Yoga Festival 2017,

which had already been published and released by the time that the thesis process started. The volunteer management of the festival was entirely delegated to the author who documented the process for the written part of the thesis while working for the company.

The author's objective was to support the festival volunteer's performance by creating a useful and informative volunteer handbook that would provide the necessary information for their work during Karmakiller Yoga Festival 2017. In addition, the author's responsibility was to organize a volunteer orientation session together with the commissioning party before the festival, schedule volunteers work shifts and act as their closest contact person before and during the event.

3.2 Project Plan

After the topic was defined, the thesis writing process started in May 2017 with the objective to complete the first part of the work (the theoretical part and the product) by August 2017 before the festival. Since the author worked full time during the summer, the most convenient way was to set realistic deadlines for the process in order to have the best outcome. The evaluated end of the project was in the end of September 2017 after the Karmakiller festival was executed on September 9-10, 2017. Below there is an image of a simple timeline of the thesis process that was included in the thesis outline in May 2017.

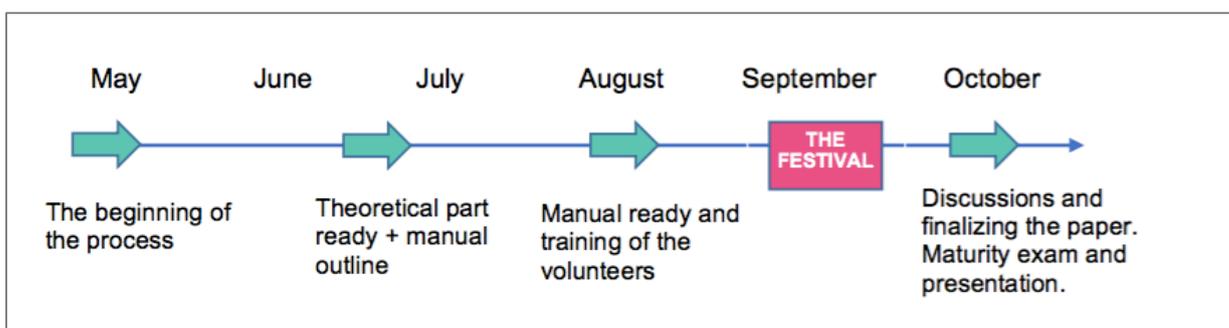


Image 4. Thesis process timeline (Ahonen 2017)

September 2017 was the peak month of the project as the volunteer orientation and the festival itself took place in the beginning of the month. According to the plan, the evaluation, final discussions and finishing touches were completed after the event in the end of September and in the beginning of October. The thesis presentation was on the 25th of October 2017 at Haaga campus of Haaga-Helia University of Applied Sciences in Helsinki.

3.3 Project execution

The theoretical part of the thesis was written during Summer 2017 when the author studied human resource and volunteer management in the event industry and searched for relevant information and theories from various sources. Libraries and event industry study materials, internet and numerous professional databases were used to find the most suitable material and accurate publications on the topic. The volunteer handbook outline was defined in July. The handbook outline was created based on the author's experience in festival volunteering, benchmarking online how other festivals or associations have built their manuals and brainstorming what is the most relevant information that the volunteer of Karmakiller Yoga Festival needs and wants to know, and the applicable theoretical information was written based on that.

The volunteer recruitment process happened through Karmakiller's website via online form that the interested volunteer applicants could fill out. The application form was designed by Villa Mandala's content manager, and the author received the applications by email and took responsibility for the follow-up (e.g. giving thanks for the application, informing about the next steps etc.). There was no need for special arrangements or effort considering the recruitment process, since there were more than enough interested candidates. The total intake of volunteers was 17, of which most worked the both days, and a few only on Saturday or Sunday.

Name *

First Name Last Name

Email Address *

Phone number *

What is your skillset or your area of interests? (visual arts, construction, ticketing, administration, information/customer service) *

We are looking for volunteers to work both on Sat-Sun. Are there times when you absolutely cannot work?

Which 2 teachers / slots are you most excited to see? (We will do our best to let you participate in things you definitely want to see)

Image 5. The volunteer application online form (Karmakiller Yoga Festival 2017)

The author started a private Facebook group for the Karmakiller volunteers on the 2nd of August 2017 to create a more interactive way of communication, to share information and to engage the volunteers well in advance. The final version of the volunteer handbook was ready by the end of August 2017. The author produced one version in Finnish and another one in English since there were a couple of international volunteers as well. Since Karmakiller Yoga Festival had already been released in April 2017, the website with the visual image of the festival, the event and venue descriptions and the line up had already been created and published by the Content manager and the CEO of the commissioning party before the thesis process started. Therefore, as the production assistant of the festival the author considered that it was not necessary to produce the same material twice, and some parts of the handbook were imported from the website (www.karmakiller.fi) to make the handbook match the Karmakiller brand's image. All volunteer specific issues, job descriptions, shift lists and safety protocol were written by the author that was in charge of the volunteer management of the festival, and the entity put together was clear and simple enough but informative.

The volunteer orientation session was held on Friday the 1st of September at 5.45 pm, a week before the festival at Urban Mandala yoga studio, Helsinki. The orientation consisted of welcoming the volunteers, sharing general information on the event by the CEO, the Content manager and the author (i.e. Production assistant and Volunteer coordinator), having a question and answer session and getting familiar with the festival site. Approximately half of the volunteers were able to join the orientation, and the ones that were absent got the volunteer handbook and customized shift list via e-mail. About a week before the festival there were some sudden volunteer cancellations due to sick leaves or other issues, and the author needed to recruit 5 new volunteers just before the festival and update the shift schedule. As all the volunteers got to participate in one free-of-charge workshop during their shift. The author faced some challenges when scheduling the volunteer shifts while doing her best in considering each volunteer's workshop wishes. However, in the end all worked out well.

The festival itself was a success and the volunteer management process was smooth during the event because of careful planning in advance. The volunteers were satisfied and enjoyed the festival content. As a compensation they also received a meal coupon and a staff T-shirt. Based on the author's observations, the general atmosphere among staff members was positive and in the end everyone gave thanks to each other for good work.

3.4 Limitations and risks

The main limitation of the project was the limited amount of time available for careful planning and implementation of the process. As the author worked simultaneously full-time as the event coordinator and was in charge of many other administrative tasks at the company and working also as a production assistant for the festival, a major part of the work regarding Karmakiller festival's volunteer management and the handbook was done on the author's free time as part of her bachelor's thesis project. In fact, the commissioning party admitted that the volunteer recruitment and management process would have been done more small-scale and modest if it was not part of the author's product based thesis because of limited resources.

The main risk of the project considered the volunteer engagement. The festival personnel had no chance to meet the volunteer applicants beforehand or to make an official agreement so that the volunteers could not back away from their casually agreed duties before the event. Luckily most of the cancellations happened days before the festival so that the author had a chance to recruit more people when needed, and everyone then showed up on time to their shifts and carried out their duties successfully.

3.5 Evaluation

The evaluation of the project consists of three parts: the author's evaluation and observations, the commissioning party's evaluation and the oral feedback received from the volunteers. The author was happy with the project outcome and the execution of the event. The objectives of the thesis were met, and the author is now confident to manage volunteer workforce and human resources in the event industry professionally in the future too.

The evaluation by the commissioning party (Villa Mandala) is mainly positive. According to the commissioning party the thesis was an essential part of organizing and coordinating the volunteers that worked for Karmakiller Yoga Festival 2017. The commissioning party ponders that the handbook can be applied in future projects by modifying it according to the occasion. The commissioning party classifies the thesis for them as very useful. However, according to the written feedback the actual product did not generate that much new innovation or information because some parts of the manual like the event description and the pictures used in the handbook were put together from already existing sources such as the website that the author utilized in the handbook. All in all, the amount of work that the author did outside the handbook design was appreciated and in those situations the author showed innovation, problem solving skills, persistence and good public relations skills.

The author observed and interviewed the volunteers during the festival, and everyone seemed content with the outcome. On the other hand, there is a chance that the volunteers did not give an honest opinion of their experience when asked directly. One volunteer expressed her opinion already during the orientation session before the festival saying that it all seemed very organized and structured unlike in some other mass events she had been volunteering in the past. However, the festival was smaller scaled than mass events as the total number of visitors during one day at Karmakiller Yoga Festival was approximately 100 people. Still, the volunteers were essential for the successful execution of the event, since the number of paid staff was only 4 people and the festival took place in 3 different venues in the area.

To summarize, the project and its results were rewarding from the author's point of view. The end product and the author's input were meaningful for the commissioning party, and the author was content by having served well both her employer and the volunteers by helping them to gain experience, to network and to enjoy the event.

4 Discussions

4.1 The Thesis Process

From the author's point of view the thesis topic was interesting and related to her studies in the experience and hospitality industry. The thesis process was steady and proceeded step by step which gave room for new ideas and enough time for further content development.

The communication with the commissioning party was easy and fluent, since the author also worked for the company during the project. Although the thesis was commissioned, the commissioning party did not have many requisites regarding the product and gave full responsibility to the author who was in charge of the design and execution of the project.

The author faced some challenges with the schedule regarding the written part of the thesis because she had not set herself clear deadlines. After all, in the end the estimated time of finishing and handing out the thesis were the same that the author had planned beforehand in the beginning of the process, so there were no major delays.

4.2 Learning Outcomes

The author had previous experience in working and volunteering in various events and festivals, but during this particular project she gained especially valuable managerial experience.

In the process of writing the theoretical part the author deepened her knowledge of the vivid and often exceptional human resource management in the event industry due to its seasonality and the key factors in welcoming and training new employees. While gathering background information studying the reference material and working for the company the author also expanded her skills in understanding human behaviour. The author feels that she is now able to anticipate what are the common factors that influence the new employee's engagement, commitment and first impressions on the company, and therefore she feels more confident in managing and training new staff and presenting appropriate training material and resources.

Another fact that the author discovered while building the volunteer handbook and hosting an orientation session was that providing written and clear orientation material for the staff is highly useful particularly in the event industry. When considering events that are short-term such as Karmakiller that was a two-day festival, it might be challenging to gather all the staff in one place before the actual happening. That is why digital forms of communication like e-mail and also social media channels are efficient ways when agreeing on work related issues and sharing information and orientation material.

During the project the author also figured out new ways for better time and stress management which is required in the festival industry that is often project-based and even hectic. The author is satisfied with the end result and grateful for the support of her thesis coordinator, colleagues and the commissioning party.

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Appendices

**Appendix 1. The volunteer manual for Karmakiller Yoga Festival 2017,
English version**



www.karmakiller.fi

VOLUNTEER HANDBOOK

**Karmakiller Yoga Festival
9.–10.9.2017
Telakkaranta, Helsinki**



www.karmakiller.fi

Welcome to the team of Karmakiller – a yoga festival never seen before in Finland!

We are very excited to have you as part of the team. In this volunteer handbook of Karmakiller Yoga Festival you will find important information about the festival and more details regarding practical issues and your duties as a volunteer.

Karmakiller is an urban yoga festival where today's dynamic urban culture meets and shares its beat with the oldest yoga traditions. Karmakiller brings hundreds of yoga practitioners of different styles under one roof so that we get to share the miracle of yoga together as a community for a moment. Yoga philosophy, pranayama, asana, martial arts, dance, parkour and acrobatics all inspire side by side our festival guests. The forms and ways of expression change but the core remains the same.

Welcome to join us to build bridges between ancient yogic wisdom and today's urban culture. Yoga in 2017 is all of this. Karmakiller Yoga Festival is produced by Villa Mandala. Villa Mandala is the first retreat and wellness centre in Finland to focus on stress management, located in Loviisa. Villa Mandala's other venue, Urban Mandala yoga studio is situated in the old shipyard area of Telakkaranta, Helsinki, where Karmakiller also takes place.

Thank you for volunteering with us and for your time and effort to make this happen and to become a karmakiller!

With warm regards,

Team Karmakiller

Marianna Ahonen
Volunteer Coordinator and Production Assistant
karmakilleryogafestival@gmail.com
tel. +358 XXX XXXX

Mia Jokiniva
Content Manager, Producer
mia@xxxxx.fi
+358 XXX XXXX

Mikko Harma
CEO, Producer
mikko@xxxxx.fi
tel. +358 XXX XXXX



www.karmakiller.fi

Site map

The festival program is divided into three different locations in Telakkaranta, Helsinki (Telakkakatu 6–8, 00150 Helsinki).

Konepajahalli (1)

The biggest workshops, the opening and closing ceremonies are organized in the Engine hall/Konepajahalli. Konepajahalli is the the old shipyard area's well protected pearl and the heart of Karmakiller festival, where the main stage is located. The venue can fit up to 300 yogis and yoginis simultaneously.

In Konepajahalli you will find also the information desk and ticket point (4) as well as the cloakroom (5). When arriving to the festival the guests are directed to the information desk to check in where they will get the festival pass and a wrist band of the day. All ticket/workshop related issues, questions regarding possible changes etc. are directed to be handled at the information desk. The engine hall's enchants the guests also in form of restaurants, cozy little cafés and small shops.

Urban Mandala yoga studio (2)

Urban Mandala is an old shipyard construction site turned into a yoga studio with a nice oceanic vibe and ample space. Karmakiller's lectures and some of the workshops are arranged in here. The premises fit about 100 people. If you look out of the window you can see both old crane and a carefree sea – with just enough yang and yin to find the balance.

Taitoliikuntakeskus (3)

Taitoliikuntakeskus venue with its flex floor systems and equipment operates as a unique environment for Karmakiller's acrobatic and parkour workshops (one workshop per day).

Food and Beverage options

All Karmakiller's partner restaurants offer a special 10 euro Karmakiller plate for the festival guests and staff through the day. Coconut Street restaurant (6) and Vietnamese coffee shop Pho are located in Konepajahalli. Other possibilities for eating offer: Karmakiller Café (8) by Taitoliikuntakeskus venue for those who are longing for fresh super foods, Beerger's terrace (9) next to Urban Mandala yoga studio by the sea pool side for veggie burger lovers and a Nepalese restaurant Fulbari (10) where you can find one of the friendliest services in town.



- Karmakiller**
YOGA FESTIVAL
1. Konepajahalli
 2. Urban Mandala
 3. Taitoliikuntakeskus
 4. Tickets & Info
 5. Clothes storage
lost&found
- PLACES TO EAT
6. Coconut Street
Thai buffet
 7. Pho
Vietnamese food
 8. Karmakiller Café
smoothies&salads
 9. Beerger
veggie burgers
 10. Fulbari
Nepalese food



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How to find us?

The most convenient way to reach Telakkaranta is to take the tram number 6 and get off at Hietalahden tori, tram number 1 and get off at Telakkakatu or take the bus number 14 and get off at Munkkisaarenkatu. If coming from the direction of Hietalahden tori / Bulevardi, walk by the Neste gas station and turn to the right, pass the event venue Nosturi and walk by the pool side until you see Urban Mandala's sign under the second crane.

When arriving by car, come from the other direction (from Telakkakatu and Tehtaankatu). From the crossroads of Munkkisaarenkatu and Telakkakatu turn to the area where you will find the parking area and Urban Mandala's sign. Please notice that the parking lot costs 2 euros per hour (open 24h). There's a parking ticket machine by Taitoliikuntakeskus where you can pay by cash, credit/debit card or mobile application.

Safety procedures

To ensure the most enjoyable experience for our festival guests and staff we take the safety issues seriously. Before your shift, find or ask your colleague where to find the closest first aid station (in Urban Mandala by the entrance, in Konepajahalli by the info desk), the closest exit routes, fire extinguishers and make sure that you have the security staff's contact information.



In case of accident:

- In case of small accidents such as ankle sprain or other minor injuries, guide the person to the side and to the first-aid station.
- If the situation looks severe, call 112, stay calm, tell where you are and what happened and follow the instructions.

In case of fire:

- Stay calm and evacuate the area by instruction people to use the nearest stairs and exit as long as it is free from smoke and fire. Otherwise use another evacuation route. Do NOT use the elevator.
- If the fire is small, use fire extinguisher or fire blanket.
- Close the windows and doors. If the situation looks severe and the fire gets out of hand, exit and call 112.

In case of suspicious behavior:

- Stay calm
- Do not physically confront the person
- If the person does not calm down or show willingness to leave, call the security personnel (contact information below).

In case of emergency:

- If the situation looks severe in any of the cases mentioned above and gets out of control, contact directly 112, stay calm, tell where you are and what happened and follow the instructions.



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Lineup & Schedule

The workshop's / lecture's name defines whether it will be held in Finnish or English language. On both days, there are activities happening simultaneously both in Konepajahalli and Urban Mandala. There's also one workshop per day at Taitoliikuntakeskus.

Lineup

Saturday 9.9.2017

KONEPAJAHALLI

09.45–10.15 / OPENING CEREMONY: All karmakillers (feat. DJ Dharma Brothers)
10.15–11.30 / URBAN KALISTHENICS: Mia Jokiniva
11.45–12.45 / SHAKTIN PYÖRTEISSÄ: Kylli Kukk (EST)
13.00–14.15 / KUMOA PAINOVOIMA: Magnus Appelberg
14.30–16.00 / THE REAL PURPOSE OF YOGA: Simon Borg-Olivier (AUS) *engl.*
16.15–17.15 / KARMAKILLER: Hanna Manninen
17.30–18.45 / ACROYOGA – FLYING THERAPEUTICS: Timo Kurvi (USA) *engl.*
19.00–19.45 / YOGA DOPE DISCO: DJ Dharma Brothers
19.45–20.00 / CLOSING CEREMONY: All Karmakillers

URBAN MANDALA

10.30–11.30 / GRAVITY FREE SRI LANKA: Sathis Hettithanthri (SRI LANKA) *engl.*
11.45–12.45 / MITÄ ON AITO JA ALKUPERÄINEN JOOGA? Matti Rautaniemi
13.00–14.15 / MANTRAA HENKESI EDESTÄ: Mia Jokiniva
14.30–15.15 / SOUND HEALING – ÄÄNIKYLPLY: Sat Darshan
15.30–16.30 / AYURVEDA – THE EFFECTS OF PRANAYAMA: Pardaman Sharma (IND) *engl.*
16.45–19.15 / YOGIC SECRETS OF YOUR SPINE: Simon Borg-Olivier (AUS) + Additional fee

TAITOLIIKUNTAKESKUS

16.15–17.15 / SIRKUSAKROBATIAN ALKEET, ryhmä 1: Antti Leinonen





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Lineup

Sunday 10.9.2017

KONEPAJAHALLI

09.45–10.10 / OPENING CEREMONY - MEDITATION & MANTRAS: All karmakillers

10.15–11.30 / MYTHS ABOUT CORRECT ALIGNMENT - Busted! Jenni Morrison-Jack (AUS) *engl.*

11.45–13.00 / KARMAKILLER: Anniina Ala-Mattinen

13.15–14.45 / TRADITIONAL YOGA FOR THE MODERN BODY: Simon Borg-Olivier (AUS) *engl.*

15.00–16.15 / YOGA GOES SAMURAI: Katja Keränen

16.30–17.30 / YOGAFUNC: Terje & Jocke Salokorpi (EST) *engl.*

17.45–18.45 / BREAK OUT - riko rajat breikkaamalla: Johannes "Hatsolo" Hattunen

19.00–19.30 / CLOSING CEREMONY: All Karmakillers

URBAN MANDALA

07.30–08.30 AAMUKILLER: Elisa Kuuttila (paikkana Eiranrannan laituri)

09.00–11.30 / KRIYA (PURIFICATION) IN ASANA AND VINYASA: Simon Borg-Olivier (AUS) + Additional fee

11.45–13.00 / JOOGA RASKAANA JA SYNNYTYKSEN JÄLKEEN (erit. opettajille): Hanna Manninen

13.15–14.45 / NÄIN VÄLTÄT TYYPILLISET JOOGALOUKKAANTUMISET: Mia Jokiniva

15.00–16.15 / THE POWER THAT LIES WITHIN – TECHNIQUES OF KUNDALINI YOGA AND MARTIAL ARTS: Kuldip Singh (USA) *engl.*

16.30–17.30 / KUINKA KARMA TAPETAAN? Miska Käppi

17.45–18.45 / KARMA JA DHARMA BHAGAVAD-GITASSA: Miro Sarola

TAITOLIIKUNTAKESKUS

14.15–15.15 / PARKOURIN ALKEET, ryhmä 1: Tung Bui

Time	KONEPAJAHALLI	URBAN MANDALA	TAITOLIIKUNTAKESKUS
07:30			
07:45			
08:00		AAMUKILLER: Elisa Kuuttila (paikkana Eiranrannan laituri)	
08:15			
08:30			
09:00			
09:15			
09:30			
09:45	OPENING CEREMONY - MEDITATION & MANTRAS		
10:00		KRIYA (PURIFICATION) IN ASANA AND VINYASA: Simon Borg-Olivier (AUS) <i>engl.</i> + Additional fee	
10:15	MYTHS ABOUT CORRECT ALIGNMENT - Busted! Jenni Morrison-Jack (AUS) <i>engl.</i>		
10:30			
10:45			
11:00			
11:15			
11:30			
11:45			
12:00	KARMAKILLER: Anniina Ala-Mattinen	JOOGA RASKAANA JA SYNNYTYKSEN JÄLKEEN (erit. opettajille): Hanna Manninen	
12:15			
12:30			
12:45			
13:00			
13:15			
13:30	TRADITIONAL YOGA FOR THE MODERN BODY: Simon Borg-Olivier (AUS) <i>engl.</i>	NÄIN VÄLTÄT TYYPILLISET JOOGALOUKKAANTUMISET: Mia Jokiniva	
13:45			
14:00			PARKOURIN ALKEET, ryhmä 1: Tung Bui
14:15			
14:30			
14:45			
15:00		THE POWER THAT LIES WITHIN - TECHNIQUES OF KUNDALINI YOGA AND MARTIAL ARTS: Kuldip Singh (USA) <i>engl.</i>	PARKOURIN PERUSTASO, ryhmä 2: Tung Bui
15:15	YOGA GOES SAMURAI: Katja Keränen		
15:30			
15:45			
16:00			
16:15			
16:30	YOGAFUNC: Terje & Jocke Salokorpi (EST) <i>engl.</i>	KUINKA KARMA TAPETAAN? Miska Käppi	
16:45			
17:00			
17:15			
17:30			
17:45	BREAK OUT - riko rajat breikkaamalla: Johannes "Hatsolo" Hattunen	KARMA JA DHARMA BHAGAVAD-GITASSA: Miro Sarola	
18:00			
18:15			
18:30			
18:45			
19:00	CLOSING CEREMONY		
19:15			
19:30			
19:45			
20:00			



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Karmakiller Volunteers

As a Karmakiller volunteer one of your biggest duties in addition to your work task is to HAVE FUN and TRANSMIT it to the festival guests as well! Whether you're checking the tickets before workshops, working at the cloakroom or supervising the security, you're free to hop into the dynamic classes, cheer and jump around to boost the atmosphere!

We will create our own Karmakiller WhatsApp group for the event for all the staff, so if you don't have yet WhatsApp application on your phone, please download it on your phone for the festival for smooth communication (it's free of charge, available on Google Play and App Store).

Karmakiller Volunteer Benefits and Recognition

As a Karmakiller volunteer we want to offer you a chance to participate in the festival programme and ensure that also your Karmakiller experience will be unforgettable and positive, both within your working hours and outside of them. For an 8-hour shift per day we provide you with:

- Free-of-charge day pass and participation to one (1) workshop per shift included in the day ticket options (Simon Borg-Olivier's extra workshops for an additional fee). The spots are primarily reserved for the guests that have purchased the complete day ticket, so we cannot ensure yet 100% a free spot for you in the workshop of choice, but we will do our best to make it happen.
- You will get a cool Karmakiller T-shirt as a uniform to wear during your shift.
- You get a meal coupon that can be used for a free Karmakiller meal at our collaboration partner Coconut Street's restaurant at Konepajahalli during the day.
- You will also have the unique chance to get to know lots of new people, network and create new contacts.

Karmakiller Volunteer Code of Conduct

- Remember the friendly customer service mind set and great attitude. During Karmakiller you will be representing the whole festival and its staff, and we want to offer the best possible experience to our guests and exceed their expectations. So, please don't check your smart phone during the shift or hesitate to get involved and interfere with a situation where you see someone in need of help or guidance. If you cannot answer to the customer's question, direct him/her to the host/person in charge in Urban Mandala or directly to the info desk at Konepajahalli.
- Approach your role with enthusiasm and honesty. If you're not sure about something, don't hesitate to ask face to face and in the WhatsApp group.
- Carry out your duties efficiently and ask for help when you need it.
- Treat other volunteers, staff, performers and guests with respect. Karmakiller is a team player!



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Karmakiller Volunteer Responsibilities and Liabilities

- Please send us your phone number by texting your name to the Volunteer Coordinator Marianna (tel. +358 xx xxx xxx) so that we can create the WhatsApp group early enough.
- Check in 15 minutes before your shift at the info desk in Konepajahalli and be always on time. It is extremely important that you take care of being on time and on the right spot agreed beforehand, so that the shift changes and breaks flow smoothly according to the schedule. At the info desk you will get your festival wrist band, T-shirt and meal coupon for the day.
- If for some unexpected reason you will be arriving late (car broke down or so) or you have a serious concern, immediately call Marianna (tel. +358 xx xxx xxx)
- Complete your working shifts designated by the coordinator during the weekend. You have the right to be properly informed about the festival and your duties, so please don't hesitate to ask the Karmakiller staff if you need more information on something. Please be aware, if you don't show up on time or do not complete the responsibilities and tasks given to you, you will not have the right for the volunteer benefits during the weekend.
- As a volunteer you are responsible to have a valid health insurance. Karmakiller festival does not insure the volunteers during the festivals or on their way to work. Karmakiller has full release of liabilities considering any damage caused by / to the volunteer.

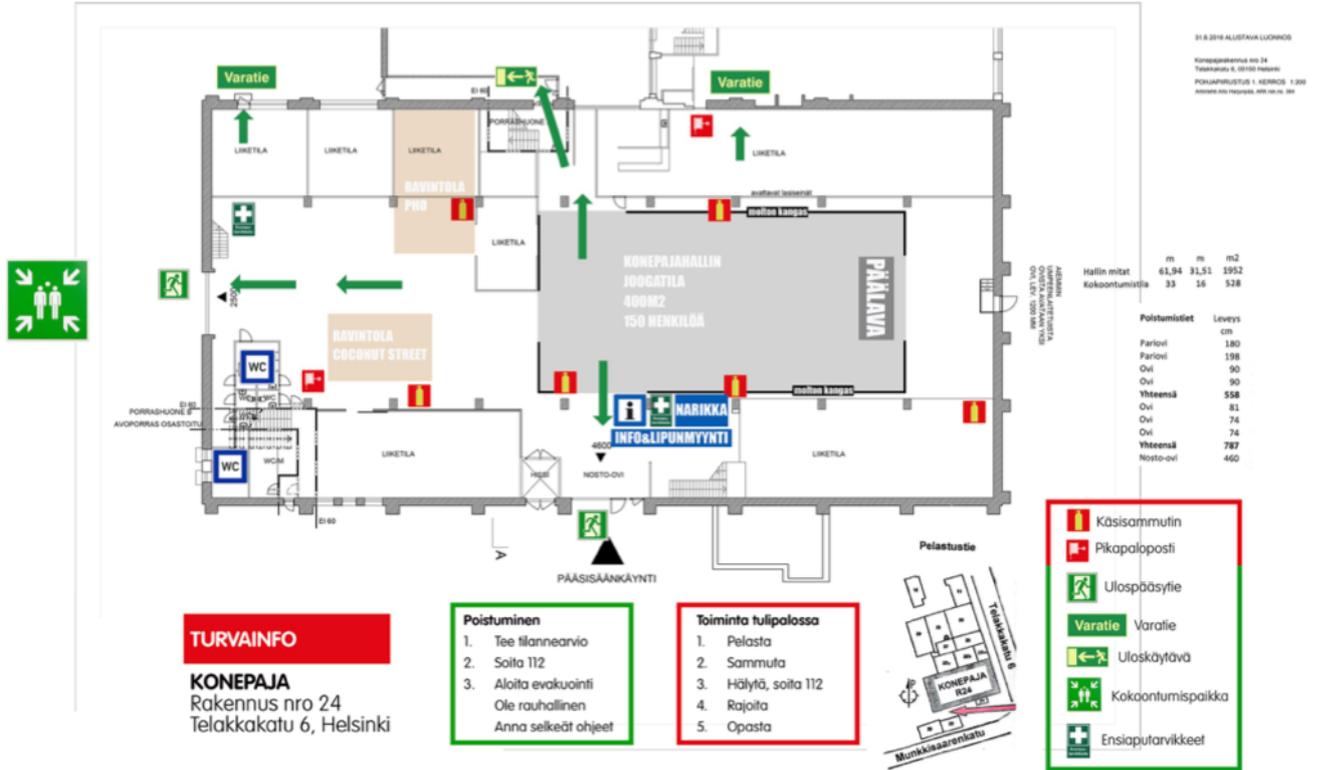
About the equipment

- You will only need a comfortable outfit for the day and possibly a long-sleeved shirt on which you can wear the Karmakiller staff shirt if it gets chilly during the day.
- Please make sure also that your phone is charged in case you need to call the shift supervisor (Marianna) or security during the day.

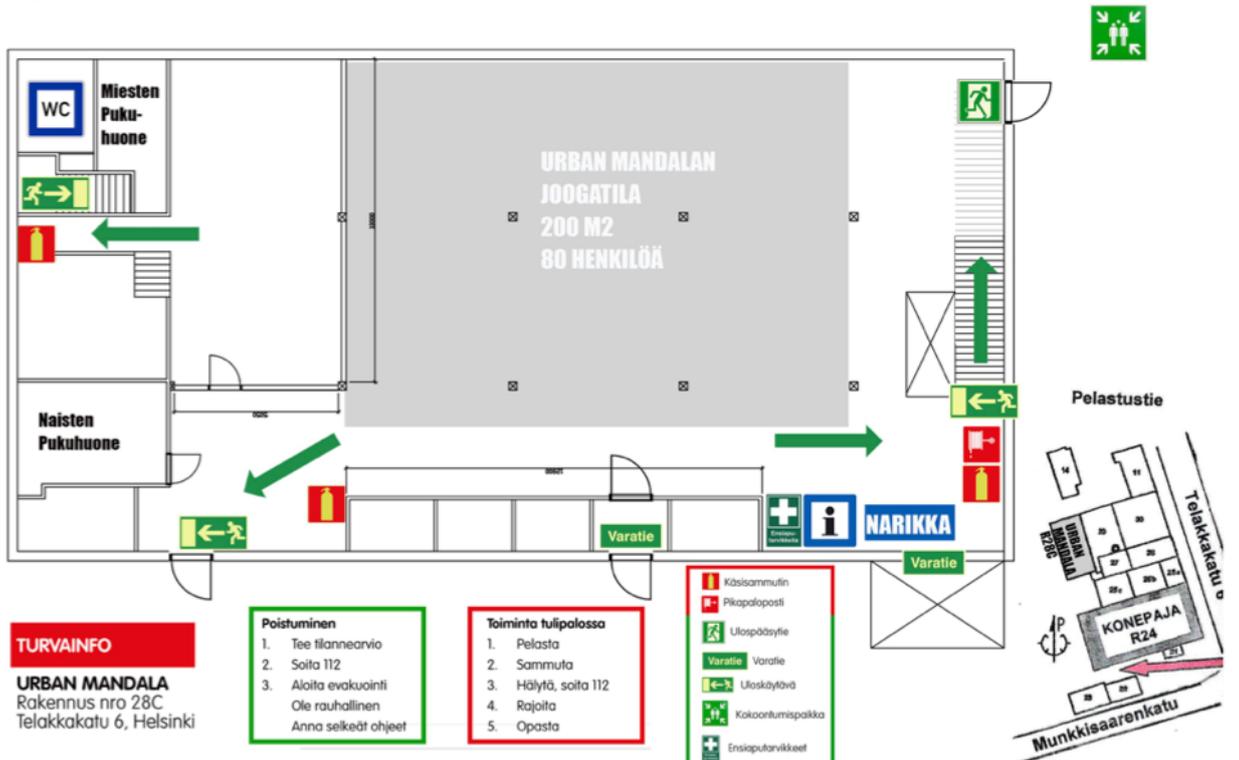


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1. Konepajahalli (Engine hall)



2. Urban Mandala





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Description of duties

Cloakroom

- At the cloakroom your responsibility is to store safely people's outwear and watch over festival guests' belongings during the event. The cloakroom is free of charge for the festival guests (check the wristband). Remind the customers to keep their cloakroom ticket safe. Do NOT leave the cloakroom unattended at any time. If you need to go to the bathroom or get a coffee, please ask your colleague to watch over in the meanwhile. The cloakroom opening hours are on Saturday from 9 am to 8.30 pm and on Sunday from 8.30 am to 8 pm.

Info Point

- At the Info Point your most important duty is to check everyone's tickets when they first arrive to the festival site and hand out the festival wristband (on Saturday golden and on Sunday red). The pre-booked ticket lists are in an alphabetical order in the folders at the info desk. Also, you will be sharing practical information and guiding guests to right venues.
- The wristband allows the customers to participate in the Opening and Closing Ceremonies for free, as well as the Yoga Dope Disco for the ones that have purchased a Saturday day ticket. Otherwise, since the customers have chosen and booked their four daily workshops according to their preference, and they need to check in by their last name before each workshop outside the venue where the ticket revision is located.
- To be noticed: it is not possible to switch the pre-booked classes at the Info Point. Some of the workshops might be sold out, and that is why we can't unfortunately make last minute changes. In special occasions you can sell an extra workshop or Simon Borg-Olivier's additional workshop to someone, but these are exceptions of which you need inform the event staff immediately.
- There will be Karmakiller t-shirts on sale also by the Info Point for 25 euros. The volunteer coordinator will show you how to use iZettle for the payments.

Ticket revision / Urban Mandala & Konepajahalli

- At the ticket revision your responsibility is to check the customers in by last name outside the event venue (Urban Mandala or Engine hall). The correct participant lists per workshop/lecture can be found at the spot. All the ones that have pre-registered to the workshop are **on the list**, and you need to check that a) their name can be found on it and b) they have the festival wristband. Please note that we do not take the person in if his/her name is not on the list, or any last minute drop-ins if the person hasn't registered and purchased the ticket beforehand. In that kind of cases be polite and guide them to the Info Point at Konepajahalli, where all the ticket related issues are solved. In case of any problem, contact Marianna (tel. +358 xx xxx xxx) or Mia (tel. +358 xx xxx xxx).
- There's only 15 minutes in between each workshop, so it's extremely important that the switch between classes is fast, efficient and smooth. At the Check In a) greet the customer, ask the his/her name and look for it on the list b) check that she/he has the right colour wristband. You only get to spend about 20 seconds with each customer, so please let's try to be efficient. 😊
- There's only one entrance to let people in, and one exit. Customers are not allowed to exit through the entrance door / Check In point or enter through the exit door. Please do not leave your position at any moment during the workshop. During the workshops when there's no customers arriving in anymore and your co-worker can take care of your position for a while, check that the venue and bathrooms are clean, and if not, change the rubbish bags or tidy up when necessary.

Smooth Operator

- As a Smooth Operator you rotate in different positions during your shift and make sure that everything is going smoothly. Your responsibility is to check the cleanliness of the venues, make sure that other volunteers have all the needed equipment and resources and help in possibly problem solving. When needed, you will also help out at the Info point in Konepajahalli. Smooth operator also welcomes the instructor and checks the tickets from the participants in our third venue, Konepajahalli on Saturday and Sunday afternoon.

Security

- Risk prevention
- Interference to possible disturbing situations and direct misbehaving people outside the festival area
- Please also check the safety protocol on page 4 and the area map as an attachment (last page of the handbook)

**Appendix 2. The volunteer handbook for Karmakiller Yoga Festival 2017,
Finnish version**



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VAPAAEHTOISMANUAALI

**Karmakiller Yoga Festival
9.–10.9.2017
Telakkaranta, Helsinki**



www.karmakiller.fi

Tervetuloa mukaan tekemään ennennäkemätöntä joogafestivaalia Suomeen!

Mahtavaa, että olet mukana Karmakiller-joogafestivaalin tiimissä. Tästä Karmakiller-vapaaehtoisen manuaalista löydät tietoa tulevasta tapahtumasta sekä tarkemmat yksityiskohdat työtehtäviisi ja käytännön asioihin liittyen.

Karmakiller on urbaani joogafestivaali, jossa dynaaminen kaupunkikulttuuri saa sykkiä rinnakkain joogan perinteiden kanssa. Karmakiller tuo yhteen eri joogatyöliien harjoittajat ja muutkin liikkujat yhden katon alle, jotta voimme hetken jakaa yhtenä yhteisönä joogan ihmettä. Joogafilosofia, pranayama, asana, taistelulajit, tanssi, parkour ja akrobatia inspiroivat kävijöitä rinta rinnan. Tervetuloa rakentamaan siltoja vanhan joogisen viisauden, urbaanin kulttuurin ja tämän päivän länsimaisen tutkimustiedon välille. Jooga vuonna 2017 on kaikkea tätä.

Karmakillerin tuottajana toimii Villa Mandala. Villa Mandala on Suomen ensimmäinen stressinhallintaan keskittynyt retriitti- ja hyvinvointikeskus joka sijaitsee Loviisassa. Villa Mandalan toinen toimipiste joogastudio Urban Mandala sijaitsee Helsingin Telakkarannassa, missä myös Karmakiller järjestetään.

Kiitos, että olet mukana. Kiitos myös ajastasi ja panoksestasi tapahtumaan, ja siitä että olet todellinen karmakiller!

Lämpimin terveisin,

Team Karmakiller

Marianna Ahonen
vapaaehtoiskoordinaattori ja tuotantoassistentti
karmakilleryogafestival@gmail.com
puh +358 XXX XXXX

Mia Jokiniva
sisältöjohtaja, tuottaja
mia@xxxxx.fi
puh. +358 XXX XXXX

Mikko Harma
toimitusjohtaja, tuottaja
mikko@xxxxx.fi
puh. +358 XXX XXXX



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Aluekartta

Festivaaliohjelma jakautuu kolmeen eri lokaatioon Telakkarannassa (Telakkakatu 6–8, 00150 Helsinki).

Konepajahalli (1)

Isommat workshopit sekä avajais- ja loppuseremonia järjestetään Konepajahallissa. Konepajahalli on Telakkarannan suojeltu helmi ja Karmakiller-tapahtuman sydän, jossa Karmakillerin päälava sijaitsee. Tilaan mahtuu jopa 300 joogia samanaikaisesti.

Konepajahallista löydät myös info- ja lippupisteen (4) ja narikan (5). Tämän yhteyteen tulee myös ensiapupiste. Saapuessaan festivaalille asiakkaiden tulee ilmoittautua infopisteelle, josta he saavat nimeä vastaan festarirannekkeen, netissä ostamansa päiväliput sekä mahdolliset extraworkshopin liput (Simon Borg-Olivier). Kaikki lippuihin, mahd. tuntivaihdostiedusteluihin jne. liittyvät asiat käsitellään infopisteessä. Tilana Konepajahalli ihasuttaa festarivieraita myös ravintoloiden ja lämminhenkisten pikkukahviloiden muodossa.

Urban Mandala joogastudio (2)

Urban Mandala on avara, merellinen vanhan telakan tyyliä henkivä joogastudio. Karmakillerin luennot ja osa tunteista pidetään tässä tilassa. Valoisaan studioon mahtuu n. 100 joogia, ikkunasta näkyy sekä nosturi että meri; sopivasti yangia ja tarpeeksi yiniä.

Taitoliikuntakeskus (3)

Taitoliikuntakeskus toimii ainutlaatuisena lokaationa Karmakillerin akrobatia- ja parkour-tunneille (yksi tunti per päivä).

Ravintolat

Karmakillerin yhteistyöravintoloista vieraat ja henkilökunta voivat syödä 10 eurolla aterian koko festaripäivän ajan. Coconut Street (6) ja vietnamilainen kahvila Pho (7) sijaitsevat Konepajahallissa. Muita ruokailumahdollisuuksia ja 10 euron Karmakiller-aterioita tarjoavat Karmakiller Café (8) Taitoliikuntakeskuksen kupeessa superfood-herkkuja kaipaaville, Beergerin terassi (9) Urban Mandalaa vastapäätä Telakkarannan sisäpihalla (avoinna säävarauksella) burgereita ja bataattiranskalaisia kaipaaville, sekä superystävällisen palvelun nepalilainen ravintola Fulbari (10) Munkisaarenkadulla.





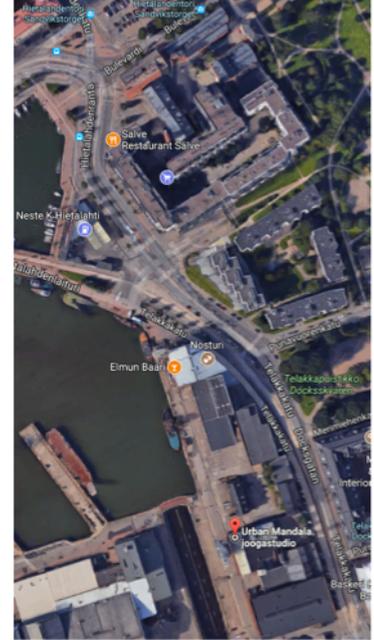
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Saapumisohteet

Päset Telakkarantaan paikalle parhaiten päärautatieasemalta ratikalla 6, jäämällä Hietalahden torin pysäkillä pois, ratikalla 1 jäämällä Telakkakadun pysäkillä, tai bussilla 14 ja jäämällä Munkkisaarenkadulla. Jos tulet Hietalahden torin / Bulevardin suunnalta, kulje Nesteen huoltoaseman ohi rantaa/veden vierustaa pitkin satamaltaan puolelle Nosturin ohi, kunnes näet toisen nosturin juuressa Urban Mandalan kyltit.

Autolla saapuessasi saavu toisesta suunnasta (Telakkakadun / Tehtaankadun puolelta). Käänny Munkkisaarenkadun ja Telakkakadun risteyksestä Telakkarannan sisäpihalle, josta löydät parkkipaikan ja opastein merkityn oviemme 28 c toisen nosturin juurelta.

Huomioithan, että Telakkarannan asiakaspaikat ovat maksullisia 2€/tunti (24h parkki). Taitoliikuntakeskuksen edestä alueelta löydät lähimmän parkkimaksupisteen, johon käy sekä käteinen, luottokortti että puhelinmaksusovellus.



Turvallisuus

Taataksemme vieraillemme ja henkilökunnallemme parhaan mahdollisen festivaalikokemuksen otamme turvallisuusasiat tosissamme. Mikäli et ollut läsnä perehdytystilaisuudessa, ennen työvuoroasi paikanna tai kysy työkaveriltasi, missä on lähin ensiapupiste (Urban Mandalassa vastaanoton yhteydessä, Konepajahallissa infopisteen vieressä), lähimmät hätäuloskäynnit, vaahtosammuttimet ja sammutuspeitot. Varmista vielä, että sinulla on turvamiestemme yhteystiedot ja puhelinnumerot tallessa.

Onnettomuuden sattuessa:

- Pienten tapaturmien kohdalla (nyrjähtänyt nilkka, kaatuminen jne.) ohjaa haavoittunut sivuun ja ensiapupisteelle ja pyydä apua.
- Jos tilanne näyttää vakavammalta, soita 112, pysy rauhallisena, kerro missä olet ja mitä tapahtui ja seuraa ohjeita.

Tulipalon sattuessa:

- Pysy rauhallisena ja evakuo i alue ohjaamalla festivaalivieraat lähimmälle uloskäynnille, mikäli tiellä ei ole tulta tai savua. Muussa tapauksessa ohjaa ihmiset toista hätäuloskäyntiä kohti. Älä käytä hissiä!
- Jos kyseessä on pieni tulipalo mikä on itse sammutettavissa, käytä palosammutinta tai sammutuspeitettä. Pyydä apua.
- Jos tilanne on vakava ja tuli nopeasti leviävä, sulje ovet ja ikkuna ja poistu paikalta, ja soita 112.

Häiriköinnin kohdalla:

- Pysy rauhallisena ja pyydä apua.
- Älä ota fyysistä kontaktia häiriköivään henkilöön.
- Jos rauhallisesta mutta jämäkästä puheesta huolimatta henkilö ei rauhoitu tai suostu poistumaan, soita järjestyksenvalvojalle (yhteystiedot alla).

Hätätilassa:

- Jos mikä tahansa edellä mainittu tilanne vaikuttaa vakavalta, uhkaavalta ja riistäytyy käsistä, ota suoraan yhteyttä hätänumeroon 112, pysy rauhallisena ja kerro missä olet, mitä on tapahtunut ja seuraa ohjeita.



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Lineup ja ohjelma

Workshopit ja luennot on nimetty joko suomeksi tai englanniksi sen mukaan, millä kyseinen aktiviteetti ohjataan. Molempina päivinä tunteja on samanaikaisesti sekä Konepajahallissa että Urban Mandalassa. Myös yksi workshop (akrobatia, parkour) järjestetään Taitoliikuntakeskuksen tiloissa.

Lauantai 9.9.2017

KONEPAJAHALLI

09.45–10.15 / OPENING CEREMONY: All karmakillers (feat. DJ Dharma Brothers)
10.15–11.30 / URBAN KALISTHENICS: Mia Jokiniva
11.45–12.45 / SHAKTIN PYÖRTEISSÄ: Kylli Kukk (EST)
13.00–14.15 / KUMOA PAINOVOIMA: Magnus Appelberg
14.30–16.00 / THE REAL PURPOSE OF YOGA: Simon Borg-Olivier (AUS) *engl.*
16.15–17.15 / KARMAKILLER: Hanna Manninen
17.30–18.45 / ACROYOGA – FLYING THERAPEUTICS: Timo Kurvi (USA) *engl.*
19.00–19.45 / YOGA DOPE DISCO: DJ Dharma Brothers
19.45–20.00 / CLOSING CEREMONY: All Karmakillers

URBAN MANDALA

10.30–11.30 / GRAVITY FREE SRI LANKA: Sathis Hettithanthri (SRI LANKA) *engl.*
11.45–12.45 / MITÄ ON AITO JA ALKUPERÄINEN JOOGA? Matti Rautaniemi
13.00–14.15 / MANTRAA HENKESI EDESTÄ: Mia Jokiniva
14.30–15.15 / SOUND HEALING – ÄÄNIKYLPPY: Sat Darshan
15.30–16.30 / AYURVEDA – THE EFFECTS OF PRANAYAMA: Pardaman Sharma (IND) *engl.*
16.45–19.15 / YOGIC SECRETS OF YOUR SPINE: Simon Borg-Olivier (AUS) + Additional fee

TAITOLIIKUNTAKESKUS

16.15–17.15 / SIRKUSAKROBATIAN ALKEET, ryhmä 1: Antti Leinonen

	KONEPAJAHALLI	URBAN MANDALA	TAITOLIIKUNTAKESKUS
09:00			
09:15			
09:30			
09:45	OPENING CEREMONY: All karmakillers		
10:00			
10:15			
10:30	URBAN KALISTHENICS: Mia Jokiniva	GRAVITY FREE SRI LANKA: Sathis Hettithanthri (SRI LANKA) <i>engl.</i>	
10:45			
11:00			
11:15			
11:30			
11:45	SHAKTIN PYÖRTEISSÄ: Kylli Kukk	MITÄ ON AITO JA ALKUPERÄINEN JOOGA? Matti Rautaniemi	
12:15			
12:30			
12:45			
13:00			
13:15			
13:30	KUMOA PAINOVOIMA: Magnus Appelberg	MANTRAA HENKESI EDESTÄ: Mia Jokiniva	
13:45			
14:00			
14:15			
14:30			
14:45		SOUND HEALING – ÄÄNIKYLPPY: Sat Darshan	
15:00	THE REAL PURPOSE OF YOGA: Simon Borg-Olivier (AUS) <i>engl.</i>		
15:15			
15:30		AYURVEDA – THE EFFECTS OF PRANAYAMA: Pardaman Sharma (IND) <i>engl.</i>	
15:45			
16:00			
16:15			
16:30	KARMAKILLER: Hanna Manninen		SIRKUSAKROBATIAN ALKEET, ryhmä 1: Antti Leinonen
16:45			
17:00		YOGIC SECRETS OF YOUR SPINE: Simon Borg-Olivier (AUS) <i>engl.</i> + Additional fee	
17:15			
17:30			
17:45	FLYING THERAPEUTICS: Timo Kurvi (USA) <i>engl.</i>		PARIAKROBATIAN ALKEET, ryhmä 2: Antti Leinonen
18:00			
18:15			
18:30			
18:45			
19:00			
19:15	YOGA DOPE DISCO: DJ Dharma Brothers		
19:30			
19:45	CLOSING CEREMONY		
20:00			



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Sunnuntai 10.9.2017

KONEPAJAHALLI

09.45–10.10 / OPENING CEREMONY - MEDITATION & MANTRAS: All karmakillers

10.15–11.30 / MYTHS ABOUT CORRECT ALIGNMENT - Busted! Jenni Morrison-Jack (AUS) *engl.*

11.45–13.00 / KARMAKILLER: Anniina Ala-Mattinen

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17.45–18.45 / BREAK OUT - riko rajat breikkaamalla: Johannes "Hatsolo" Hattunen

19.00–19.30 / CLOSING CEREMONY: All Karmakillers

URBAN MANDALA

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11.45–13.00 / JOOGA RASKAANA JA SYNNYTYKSEN JÄLKEEN (erit. opettajille): Hanna Manninen

13.15–14.45 / NÄIN VÄLTÄT TYYPILLISET JOOGALOUKKAANTUMISET: Mia Jokiniva

15.00–16.15 / THE POWER THAT LIES WITHIN – TECHNIQUES OF KUNDALINI YOGA AND MARTIAL ARTS: Kuldip Singh (USA) *engl.*

16.30–17.30 / KUINKA KARMA TAPETAAN? Miska Käppi

17.45–18.45 / KARMA JA DHARMA BHAGAVAD-GITASSA: Miro Sarola

TAITOLIIKUNTAKESKUS

14.15–15.15 / PARKOURIN ALKEET, ryhmä 1: Tung Bui

	KONEPAJAHALLI	URBAN MANDALA	TAITOLIIKUNTAKESKUS
07:30			
07:45			
08:00		AAMUKILLER: Elisa Kuuttila (paikkana Eiranrannan laituri)	
08:15			
08:30			
09:00			
09:15			
09:30			
09:45			
10:00	OPENING CEREMONY - MEDITATION & MANTRAS	KRIYA (PURIFICATION) IN ASANA AND VINYASA: Simon Borg-Olivier (AUS) <i>engl.</i> + Additional fee	
10:15			
10:30	MYTHS ABOUT CORRECT ALIGNMENT - Busted! Jenni Morrison-Jack (AUS) <i>engl.</i>		
10:45			
11:00			
11:15			
11:30			
11:45			
12:00	KARMAKILLER: Anniina Ala-Mattinen	JOOGA RASKAANA JA SYNNYTYKSEN JÄLKEEN (erit. opettajille): Hanna Manninen	
12:15			
12:30			
12:45			
13:00			
13:15			
13:30			
13:45	TRADITIONAL YOGA FOR THE MODERN BODY: Simon Borg-Olivier (AUS) <i>engl.</i>	NÄIN VÄLTÄT TYYPILLISET JOOGALOUKKAANTUMISET: Mia Jokiniva	
14:15			PARKOURIN ALKEET, ryhmä 1: Tung Bui
14:30			
14:45			
15:00			
15:15			
15:30	YOGA GOES SAMURAI: Katja Keränen	THE POWER THAT LIES WITHIN - TECHNIQUES OF KUNDALINI YOGA AND MARTIAL ARTS: Kuldip Singh (USA) <i>engl.</i>	PARKOURIN PERUSTASO, ryhmä 2: Tung Bui
15:45			
16:00			
16:15			
16:30			
16:45	YOGAFUNC: Terje & Jocke Salokorpi (EST) <i>engl.</i>	KUINKA KARMA TAPETAAN? Miska Käppi	
17:00			
17:15			
17:30			
17:45			
18:00	BREAK OUT - riko rajat breikkaamalla: Johannes "Hatsolo" Hattunen	KARMA JA DHARMA BHAGAVAD-GITASSA: Miro Sarola	
18:15			
18:30			
18:45			
19:00			
19:15	CLOSING CEREMONY		
19:30			
19:45			
20:00			



www.karmakiller.fi

Karmakillerin vapaaehtoistyöntekijät

Karmakillerin vapaaehtoisena yksi tärkeimmistä tehtävistäsi annetun työtehtäväsi lisäksi on PITÄÄ HAUSKAA ja TARTUTTAA TÄMÄ FIILIS myös muihin festivaalivieraisiin! Olit sitten työpisteelläsi tarkistamassa lippuja, narikassa tai järjestyksenvalvojan tehtävissä, olet tervetullut hyppäämään mukaan meneville workshoppeille säännöllisin väliajoin, fiilistellä musiikkia ja energistä tuntia ja pitämään ääntä! Varmista toki ensin, että joku toinen jää työpisteelle valvomaan sitä sillä aikaa, kun nostatat tunnelman kattoon.

Teemme Karmakiller-henkilökunnalle myös oman WhatsApp-ryhmän tapahtuman ajaksi, joten mikäli sinulla ei ole sovellusta käytössä, lataathan sen puhelimeesi tapahtuman ajaksi, jotta kommunikointi olisi mahdollisimman mutkatonta viikonlopun ajan (sovellus on ladattavissa ilmaiseksi Google Playn tai App Storen kautta).

Karmakiller-vapaaehtoistyöntekijän edut

Haluamme tarjota sinulle Karmakillerin vapaaehtoisena mahdollisuuden osallistua festivaalin sisältöön ja varmistaa, että myös sinun Karmakiller-kokemuksesi on ikimuistoinen ja onnistunut sekä työaikojesi puitteissa, että sen ulkopuolella. Tarjoamme sinulle 8h työpanosta vastaan per päivä:

- Osallistumisen yhteen (1 kpl) päivälippuun kuuluvaan workshopiin (Simon Borg-Olivierin extraworkshopit lisämaksusta). Tuntipaikat ovat ensisijaisesti varattuna päivälipun ostaneille asiakkaille, joten emme voi vielä tässä vaiheessa taata 100% varmasti vapaata paikkaa sinulle toivomaasi workshopiin, mutta teemme parhaamme.
- Saat siistin Karmakiller T-paidan työasuksesi päivän ajaksi.
- Tarjoamme työpäivälle ruokalipukkeen, joka oikeuttaa Karmakiller-ateriaan Coconut Street -ravintolassa Konepajahallissa esimerkiksi lounastaukosi aikana.
- Karmakillerin aikana sinulla on myös upea mahdollisuus verkostoitua, tutustua alan ammattilaisiin ja tilaisuus uusien kontaktien luomiseen.

Karmakiller-vapaaehtoistyöntekijän rooli ja ohjesäännöt

- Muista aina asiakaspalveluhenkisyys ja raipas asenne. Karmakillerin ajan edustat koko festivaalia ja sen muuta henkilökuntaa, ja haluamme tarjota festarikävijöille parhaan mahdollisen kokemuksen ja ylittää odotukset. Älä siis tuijottele puhelinta työvuorosi aikana tai epäröi puuttua rohkeasti tilanteisiin ja auttaa, mikäli näät avun tarpeessa olevia asiakkaita tai työkavereita. Jos et osaa vastata asiakkaan kysymykseen, ohjaa hänet Urban Mandalassa saliemännän luo/lähimmälle vastuuhenkilölle ja Konepajahallissa suoraan infopisteelle.
- Ota roolisi vastaan innolla ja avoimin mielin, ja ole rehellinen. Jos et ole varma jostakin, älä epäröi kysyä lisätietoa muilta kasvoistusten tai WhatsApp-ryhmässä.
- Suorita työtehtäväsi sovitusti ja tehokkaasti. Kysy aina tarvittaessa apua muilta.
- Kohtele muita vapaaehtoisia, henkilökuntaa, ohjaajia ja vieraita kunnioituksella. Karmakiller on tiimipelaaja!



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Karmakiller-vapaaehtoistyöntekijän vastuu ja velvollisuudet

- Ilmoittaudu 15 minuuttia ennen työvuorosi alkua infopisteelle ja ole aina ajoissa paikalla. On erittäin tärkeää, että pidät itse huolen siitä, että olet ajoissa sovitussa työpisteessä, jotta työvuorovaihdokset ja tauotukset sujuisivat mahdollisimman mutkattomasti.
- Jos jostain odottamattomasta syystä olet myöhässä tai sinulla on vakava ongelma, ota heti yhteyttä vapaaehtoiskoordinaattori Mariannaan (+358 xx xxx xxx).
- Hoida sinulle annetut työtehtävät viikonlopun aikana sovitun mukaan. On sinun oikeutesi saada tarvittaessa lisätietoja ja perehdytystä työhön ja festivaaliin liittyen, joten älä epäröi ottaa yhteyttä Karmakillerin henkilökuntaan, mikäli tarvitset lisätietoa jostakin asiasta. Huomaathan, että jos et ole ajoissa paikalla tai suorita sinulle annettuja vastuutehtäviä, sinulla ei ole myöskään oikeutta vaatia vapaaehtoistyöntekijöille luvattuja etuja viikonlopun aikana.
- Vapaaehtoistyöntekijänä olet itse vastuussa siitä, että sinulla on voimassa oleva tapahtumavakuutus. Karmakiller-festivaali ei vakuuta vapaaehtoistyöntekijöitä työvuorojen tai -matkojen ajaksi. Karmakillerin tuotantotiimillä on täysi vastuuvapaus vapaaehtoisen aiheuttamasta vahingosta tai vapaaehtoiselle aiheutuvasta vahingosta tapahtuman aikana.

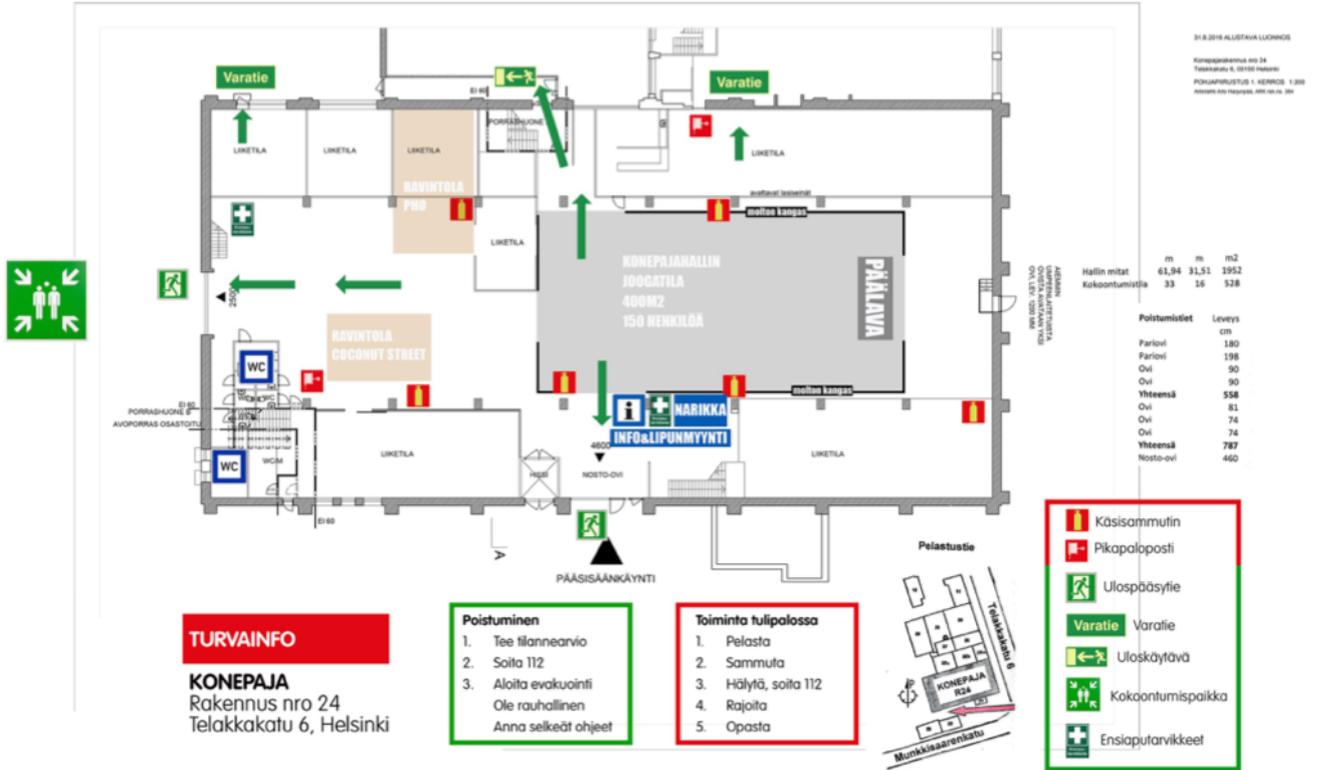
Mitä tarvitsen mukaan festivaaleille?

- Pue päällesi mukavat työvaatteet, ota mukaan mahdollisesti pitkähihainen paita jonka päälle voit laittaa Karmakiller-työpaidan, jos päivästä tulee viileä.
- Pidä huoli siitä, että puhelimesiasi on täysi akku, mikäli joudut soittamaan koordinaattori Mariannalle tai järjestyksenvalvojille päivän aikana.

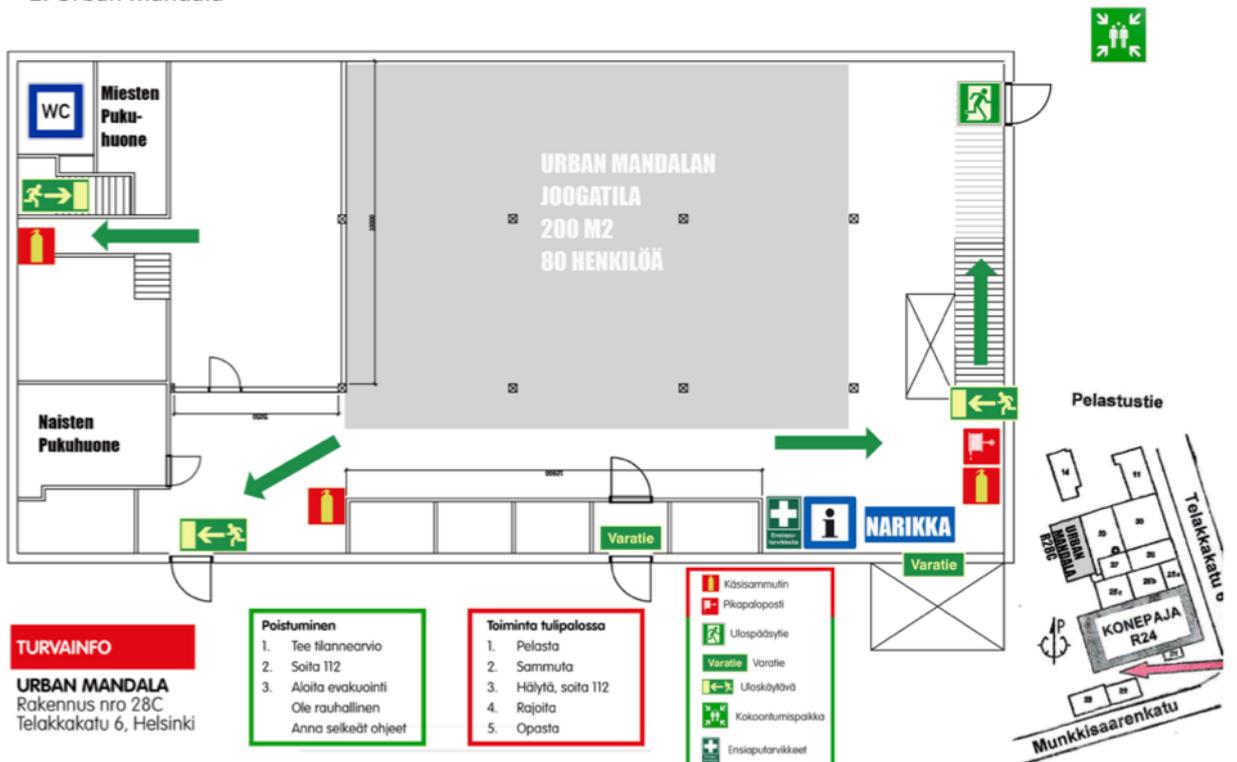


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1. Konepajahalli (Engine hall)



2. Urban Mandala





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Vapaaehtoisten työtehtävät

Narikka

- Narikassa olet vastuussa asiakkaiden omaisuuden säilyttämisestä päivän ajan. Narikkaa ei saa jättää yksin vartioimatta missään vaiheessa, joten jos tarvitset lounaan lisäksi tauon, varmista, että toinen henkilökunnan jäsen pitää huolen säilytyksestä sillä aikaa. Narikan aukioloajat ovat lauantaina klo 9.00-20.30 ja sunnuntaina klo 8.30-20.00.

Järjestyksenvalvojan tehtävät

- Ennaltaehkäistä järjestyshäiriöt ja vaaratilanteet
- Puuttua rauhallisesti mutta reippaasti mahdollisiin häiriöitä aiheuttaviin tilanteisiin ja ohjata tällaiset asiakkaat ulos tilasta ja festivaaleilta
- Kts. myös turvallisuusohjeet manuaalin sivulta 4.

Infopiste

- Infopisteellä tärkein tehtäväsi on lippujen tarkastaminen ja rannekkeiden jako saapuville festarivieraille sekä käytännön asioissa neuvominen. Jokainen osallistuja saa henkilötietoaan ja/tai verkkokaupan tositetta vastaan rannekkeen käteensä (lauantaina kullavärinen ja sunnuntaina punainen), joka oikeuttaa pääsyn ilmaisioihin (avajais- ja lopetusseremoniat, lauantain Yoga dope disco). ja lisäksi hänen osallistumisensa tunnille tarkistetaan treenisalin ulkopuolelle olevasta nimilistasta.
- HUOM! Tunteja ei voi vaihtaa Infopisteellä, vaikka asiakkaat kyselisivätkin mahdollisuutta vaihtoihin. Voitte erikoistilanteessa myydä viidennen osallistumistunnin päivään tai Simon Borg-Olivierin workshopin henkilölle, mutta nämä ovat poikkeustilanteita, joissa tulee toimittaa itse henkilökohtaisesti henkilökunnalle. Muutoin, kaikki Karmakillerin liput on ostettu etukäteen, ja ne kunkin vieraan liputiedot löytyvät aakkosjärjestyksessä sukunimen mukaan infopisteeltä. Kunkin vieraan lipussa lukee 4 workshopia/luentoa per päivä, jotka he ovat itse valinneet verkkokaupassa lipunoston yhteydessä, sekä mahd. lisähinnallinen Simon Borg-Olivierin workshop, mikäli he ovat sellaisen ostaneet.
- Avajaisseremonia, lopetusseremonia sekä Yoga dope disco ovat maksuttomia aktiviteetteja, joihin kaikki päivälipun ostaneet ovat tervetulleita.
- Infopisteen kyljessä toimii myös Karmakiller Shop, mistä vieraat saavat ostaa itsellensä Karmakiller-paitoja hintaan 25 eur. iZettlen ja myyntipisteen käyttöön sinut perehdyttää Marianna.

Smooth Operator

- Smooth Operatorina kierrät vuorosi aikana eri työpisteitä ja tarkistat, että kaikki sujuu. Tarkistat yleisten tilojen ja WC-tilojen siisteyden Konepajahallissa, huolehdi siitä, että eri työpisteillä on tarvittavat työvälineet ja tarvikkeet, ja selvität mahdollisia ratkaistavia pulmia yhdessä muiden pisteiden vapaaehtoisten kanssa, sekä autat tarvittaessa Infopisteellä. Smooth Operator myös tarkistaa Taitoliikuntakeskuksen osallistujat ja tunnin sujuvan alkamisen lauantaina klo 16.00-16.30.

Lipuntarkastus / Urban Mandala Konepajahalli

- Lipuntarkastuksessa tuntipaikan ulkopuolella/ovella tarkistat kunkin osallistujan nimilistasta yhdessä toisen työntekijän kanssa. Koska vieraat ovat itse rääätölöineet omat päivälippunsa mieleistensä workshopien mukaan, tarkistamme a) rannekkeet ja b) henkilön sukunimen mukaan järjestetyiltä tuntiostoilta aina ennen kutakin maksullista workshopia.
- Ketään ei voi päästää sisään ilman nimeä listalla. Ongelmatilanteissa soita Mariannalle (+ 358 xx xxx xxx) tai Mialle (+ 358 xx xxx xxx).
- Workshopien ja luentojen välissä on vain 15 minuutin tauko, joten on erityisen tärkeää, että vaihto on sujuva ja mutkaton asiakkaille. Ennen tunnin alkua tarkastuksen yhteydessä kysy siis asiakkaan nimi, katso että hänellä on ranneke, ruksi hänen nimensä listasta ja päästä hänet sisään. Per asiakas aikaa saa kulua maksimissaan 20 sekuntia. Tämä on erittäin tärkeää, sillä muuten emme ehdi ottaa kaikkia asiakkaita sisään. Lipuntarkastuksen yhteydessä toivotamme vieraat tervetulleiksi hymysuin ja ohjaamme heidät peremmälle saliemännälle/isännälle, joka neuvoa osallistujille pukuhuoneiden sijainnin, joogamattojen paikat yms. käytännön asiat.
- Ethän päästä ihmisiä ulos samasta ovesta, josta otat heidät sisään. Uloskäynti on toisesta (taka)ovesta, jonne sinun tehtäväsi on ohjata väärään suuntaan pyrkivät henkilöt. Pysytte sinulle osoitetulla työpisteellä myös koko tunnin ajan. Vaikka joku tulisi puoli tuntia tai tunnin myöhässä maksamaansa ohjelmanumeroon, sinun tehtäväsi on tarkistaa osallistumisoikeus ja päästää hänet sisään. Älä jätä omaa työpistettäsi, vaikka ohjelma sisällä olisikin jo käynnistynyt. Vessatauotukset ja lyhyet kahvinhaut jne. voit hoitaa lipuntarkastajaparisasi kanssa tuntien aikana niin, että ainakin toinen teistä on aina tuntien aikaan ovella.