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Creating a Calendar for Volunteer Office Preparations. Case: The European Youth Olympic Festival 2021



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Abstract

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This thesis was a functional thesis. Its purpose was to provide a tool to help organising a volunteer program for a large sports event, The European Youth Olympic Festival 2021 (EYOF 2021). The commissioning party for the thesis was Kainuun Liikunta (Regional sports association of Kainuu). It was also one of the event's main organisers. To guarantee the success of volunteer management at the festival, the volunteer office needed to be well prepared. Thus, the thesis was commissioned.

The goals of the event were to promote physical activity, introduce Olympic principles to young elite athletes and bring the international youth together. To support these goals, the objectives of the thesis were to research volunteer management and analyse different calendars used in organisations. Based on that research the thesis then produced the necessary tool for the volunteer office.

As a functional thesis, it approached event- and volunteer management in a holistic sense: analysing the dependencies between multiple functions as a whole. Theory was researched from multiple literature sources on the thesis' topics. As a result, the thesis managed to create a calendar to support the EYOF 2021 volunteer office preparations. To further assist the functional thesis process, qualitative method was utilised in a form of interviews. The data acquired from the interviews helped in reliably conducting the final work. The thesis was written approximately eight months before the event due to its postponement.

The delay raised a problem on how to assess the work. Therefore, the evaluation was done through a discussion with the commissioning party and the supervising teacher of the thesis process. However, a volunteer satisfaction questionnaire was made for a survey to be implemented after the event. Its purpose was to provide the volunteer office and event organisation data on the success of volunteer management. Thus, the survey does not provide an assessment of the success of the thesis, but it is still a vital part of the work ordered by the commissioning party.

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1 Introduction

The purpose of this thesis is to create a calendar, the aim of which is to support organising volunteers in European Youth Olympic Festival 2021 (EYOF 2021), a large-scale sports event held under the Olympic label. The commissioning party for the thesis was Kainuun Liikunta (Regional sports association of Kainuu) that is also the biggest sports benefactor of Kainuu region. The aim for the commissioning party was to have an efficiently organised volunteer office for their event. The event (EYOF 2021) was organised by Kainuun Liikunta and the municipality of Sotkamo at Vuokatti. To support the local sports culture, Kainuun liikunta cooperates with approximately 100 associations in the area (Kainuun liikunta n.d.). On behalf of the commissioning party, it was esteemed that a volunteer program plan was necessary to optimise organising EYOF 2021.

The thesis was implemented as a functional thesis. A functional thesis is an academic work that combines both theoretical knowledge and practice. Often used as a tool to create a product or an event for the client, functional thesis is a method to support organising a sports event, and this combination is a suitable solution for the implementation. A functional thesis also mimics working life closely. As a university of applied sciences aims to educate its students to work in independent professions where basic knowledge of research is necessary, the approach of a functional thesis strongly supports this theme. (Vilkka & Airaksinen 2003, 9-10.)

EYOF is the only significant multi-sport event for young elite European athletes, introducing elite sports to youth but also working as a steppingstone for many future Olympian athletes (EYOF.org n.d.). Like most large sports events nowadays, EYOF 2021 depends on the work effort of hundreds of volunteers from both Finland and abroad. Therefore, the importance of this thesis work is in laying the frames for the event's implementation through recruiting, orientating, and managing the volunteers, as the volunteers' efficient utilisation is the key to making EYOF 2021 a successful event. An interview with the secretary-general of EYOF 2021 was utilised multiple times as a source for the thesis and can be found in Appendix B of the thesis. (Kaipainen 31.03.2021.) The idea of conducting this topic as a thesis started in Autumn 2019 when the author was recruited as part of the EYOF 2021 organisation to work as the vice-chief of volunteer services and the chief of international volunteers. Thus, being a part of the organisation for a long time has provided this thesis with internal knowledge of the phases of event organisation that proved to be important for the thesis work. Since the volunteer office is related to every other office of the organisation through managing their required volunteers, this thesis was identified as important

and meaningful to produce. In addition, the author benefits from the thesis by learning about the event- and volunteer management that should support his career aims in the sports industry.

To support the event organisation through managing volunteers, the theory approach of the thesis research literature sources on both event- and volunteer management. Through understanding topics surrounding the management issues and discussing with colleagues of the volunteer office and the supervisor from Kainuun liikunta, this thesis creates a description of what should be considered to provide an event with a satisfied and committed volunteer work force. With the acquired data through research, the thesis aims to produce an estimated schedule for the volunteer office. The purpose of the schedule is to analyse what are the tasks and deadline of the volunteer office in their role in managing a large number of volunteers. To assess the success of the volunteer office's plan, a volunteer satisfaction questionnaire was also created. A survey, utilising this questionnaire, takes place immediately after the event and it will provide data on the success of the volunteer office on their task in managing the volunteers. To support the volunteer office in succeeding with its goals, this thesis researches the themes of the event- and volunteer management to provide the volunteers with their necessities and consequently supplying the event with motivated and committed volunteers important for smooth implementation of the event.

2 Commissioning party and the start of the process

The following chapters first introduce the European Youth Olympic Festival (EYOF), the event this thesis was made for, and briefly enlightens the reader on the event's history and values. Furthermore, the chapters present the commissioning party, Kainuun liikunta (Regional sports association of Kainuu). Kainuun liikunta, in cooperation with the municipality of Sotkamo, is the organiser of the event itself. The following chapters also compactly explain the starting situation for writing this thesis and changes to the organisation and event management process due to the COVID-19 pandemic.

2.1 EYOF 2021

The European Youth Olympics Festival is the only significant multi-sport event aimed at young European athletes and functions as a vital event to participate in before becoming an Olympian athlete. The concept is part of the European Olympic Committee (EOC) and is held under the sponsorship of the International Olympic Committee (IOC). The EYOF events generally consist of 50 different nations competing in both Summer and Winter Olympic sports. Both are organised the same year, in every two years. It is described as a vital step for young athletes to learn about the international sports stage. (EYOF.org, n.d.) The steering committee to organise the event was assigned in Autumn 2018, although preparations for the event were started by Kainuun Liikunta before that in 2017. (Kaipainen 31.03.2021.)

European Youth Olympic Festival has been organised in various countries since 1991 and Vuokatti, Finland, was chosen to organise the winter edition in 2021. The same event has also been held successfully in Vuokatti in 2001, therefore, making Vuokatti a tested location for an event entity such as EYOF. This legacy was also reminded to the EOC commission with the application to host EYOF 2021 in the Vuokatti region. Through the event, Kainuun Liikunta also aims to promote sports, internalisation, and involvement of young people and this strongly supported by the Erasmus+ project (Takalo 2020). The EYOF events mainly attract a large quantity of young top athletes, with approximately 3600 athletes and officials in the Summer Games and 1600 in Winter games. It is estimated for EYOF 2021 to reach the latter number in the 2021 year despite the global Covid-19 Pandemic as Vuokatti has proven its competence on organising sports events in Spring 2021 with successfully controlling COVID-19 cases. (EYOF2021, n.d.)

EYOF 2021 is the Winter edition of the biannual European youth Olympic festival. As such, all the sports are Winter themed sports. Originally consisting of nine different disciplines, the athletes competed in boys' and girls' categories in alpine skiing, biathlon, cross country skiing, figure skating, ice hockey, short track, snowboarding, Nordic combined and ski jumping. EYOF 2021 at Vuokatti was also the first EYOF-event that would also have girls' category in ice hockey and Nordic combined. (EYOF 2021 n.d.) All the sports were designed their own preparations and official training periods before the actual competitions, during which the athletes have a chance to experience the on-site premises (EYOF 2021 n.d.). It is important to establish this training period for transparent and equal competitions and to give a possibility for the teams to make their final strategies for the actual competition days. However, these training periods are not the responsibility of the volunteer office and thus, their organising is narrowed out of this research.

2.1.1 Values of EYOF concept

As EYOF is the only significant multi-sport event for young European athletes, its aims are directly tied to this concept. The EYOF's vision is to foster young athletes with the help of Olympic principles: friendship, fair play, and tolerance. EYOF encourages sport and physical activity and works as an inspiration for youth from 50 different European countries, therefore acting as a chance for young people to meet and network with other European colleagues. (EYOF.org n.d.) Besides, EYOF works as an amazing opportunity for hundreds of volunteers, further increasing local and international sports event management know-how in people interested in sports events. EYOF 2021 at Vuokatti has utilized this by inviting students from local schools and the university of applied sciences, not forgetting the help promised from local sports clubs in organising the event (Kaipainen 31.03.2021).

2.1.2 Commissioning party – Kainuun Liikunta

The commissioning party, Kainuun Liikunta, is one of the two main organisers of the event with cooperation of the municipality of Sotkamo. Kainuun liikunta is also one of the 15 regional sports associations in Finland and it operates in the Kainuu region with approximately 100 member associations, of which 95% are sports clubs. Kainuun Liikunta aims to promote sports culture in the Kainuu region through educating, influencing, instructing, and organizing sports events. To sup-

port these actions, it follows guiding principles of cooperation, transparency, activity, and innovation. (Kainuun Liikunta n.d.) The contact for this thesis on behalf of the commissioning party is the secretary-general of EYOF 2021, Marita Kaipainen. Her role at Kainuun liikunta is to work as an expert on sports events and international contacts. Personal communication with Kaipainen and the volunteer office's team has been one of the main sources for achieving the goal of this thesis: the plan to organise a volunteer office prior, and during the event.

2.2 COVID-19 and the delay of the event

A major problem with organising the event has been the COVID-19 pandemic. Sharing the circumstances with numerous other sports- and cultural events during 2020-2021, EYOF 2021 had to be postponed from its original date 6.-13.-02.2021 to 11.-18.12.2021 to prevent further outbreak of the disease. The delay of the event was decreed on the organisation committee directly from the European Olympic Committee (EOC) in Autumn 2020. This naturally led to some changes in the organisation and this thesis process. Moreover, as this thesis was written eight months in advance of the implementation of the event, it was impossible to guarantee that the event would take place during the newly installed competition dates in December 2021. Since the event might be postponed even further depending on the global pandemic situation in Autumn 2021 (Kaipainen 31.03.2021). Furthermore, the event was partly delayed again in April 2021 on behalf of sports like alpine skiing and snowboarding. (Kaipainen 20.04.2021)

The staff of the organising committee was finalised by the start of 2019 and remained mostly the same even though the COVID-19 pandemic gave the organisation a certain set of challenges. Only a few positions had to be rearranged, but no drastic or uncontrollable changes happened for the organisation and therefore, it is irrelevant to describe them in this thesis (Kaipainen 31.03.2021). The postponing of the event did not only affect the people who were volunteering and working for the event. The postponement to December 2021, raised new problems related to weather for organising the event. Due to being organised at the beginning of Winter, the event organisation was afraid that Vuokatti would have problems because of lack of snow and daylight.

Preparing for the lack of snow, the organisation applied for funding to cover the costs of artificial snow which was not granted. Thus, this led to the decision to withdraw alpine skiing from the competitions, dropping out approximately 100 participants and volunteers from that sector. (Event organisation Teams-meeting, 04.03.2021.) However, after hearing of the cancellation of

the sport, EOC pleaded with the EYOF 2021 organisation to include Alpine skiing in its program as an obligatory sport. This dilemma had resolution in April 2021, when the organisation committee decided to split snow-dependent sports like alpine skiing and snowboarding to a separate competition in March 2022. This meant that two separate Olympic-label events would be organised in Sotkamo within four months which is seen as great opportunity for Sotkamo's image. (Kaipainen 20.04.2021)

As EYOF 2021 was postponed by 10 months and the author's goal was to graduate before the newly appointed event schedule, this thesis had to be left without actual practical implementation. Therefore, it was necessary to submit the thesis as a plan for event preparations and execution in Autumn and Winter 2021 for event preparations and execution. This affected the thesis process in a problematic way: many of the decisions and data related to organising the volunteer office [and the event] were not done by the deadline of this thesis' writing process. Thus, the thesis was left to speculate few important matters such as timetables and the real number of volunteers. (Kaipainen 31.03.2021.) Finally, the delay of the event led also to an altered schedule on writing the thesis, where the original work was supposed to be finished by February 2021, the final thesis was finalised by April 2021. This led to issues on how to assess this thesis' success as it could not be tested before its deadline.

3 Purpose, goals, and the guiding questions of the thesis

The purpose of the thesis was to create a calendar that supports the EYOF 2021's volunteer office in managing its main tasks: preparing the volunteer program, recruiting a sufficient number of volunteers into the right positions, and managing them throughout the event, i.e., assisting EYOF 2021 to be a successful event. The plan was completed in cooperation with the volunteer office's team and the event's secretary-general, and it was implemented from the volunteer office's point of view: who is responsible for separate steps and what is the schedule of the office. The method utilised for the volunteer office's plan was qualitative as the process heavily relied on personal communication and official planning meetings with the volunteer office, in addition to the verifying literature sources.

Conducting the work was important for the commissioning party, as it directly affects approximately 700-800 volunteers working for the event. The number of volunteers at each area of the organisation is not described directly here in this thesis, although the complete estimated number of volunteers was acquired through assessing the actual volunteer need of each section, such as different sports, attaches and offices. To optimize the output of the volunteers, the goal for the commissioning party was to obtain a functional plan that would positively influence the outcome of the event. With such a great possible impact, this thesis had significance and was meaningful for the author to write. Provided this thesis was successful, it would prove crucial for the actual event's implementation. Also, this plan might be used by the commissioning party for implementing future events that rely strongly on a large volunteer workforce.

This thesis also aimed at further improving the author's competencies regarding his degree's learning competencies, ethical competencies, working community competencies and innovation competencies. Through this thesis process, the area the author aimed to develop was the learning competence and more precisely the abilities to evaluate and develop one's learning methods and to retrieve, analyse, and evaluate information critically. (KAMK study guide, n.d.) The objectives related to achieving the aim of this thesis are to research event and volunteer management, assess the most important tasks the volunteer office has, identify the deadlines related to the volunteer office, and finally, conclude it into an easily readable plan. Also, a volunteer satisfaction questionnaire was created to acquire data on how successful the volunteer office was in executing its tasks and therefore assessing the functionality of the plan.

The guiding questions for the thesis were the following:

- a) What motivates a volunteer to commit their effort to a sports event?
- b) What are the different responsibilities of volunteer officers?
- c) Which deadlines are relevant in preparing the volunteer office for the event?

4 Event and volunteer management theory

Theories chosen to support this thesis were both books and online sources researching sports event- and volunteer management. In addition, several online articles were researched to be suitable references in the aforementioned field. The literature on organising volunteer-based events is rather scarce, which led to a slight struggle in collecting literature sources. However, books such as 'Tapahtuma on tilaisuus' (Vallo & Häyrinen 2016) and 'Successful Event Management: A Practical Handbook' (Shone & Parry 2016) proved to be beneficial for this work.

4.1 Functional thesis theory

As presented in the introduction, this thesis was implemented as a functional thesis the aim of which is to provide the commissioning party with a calendar that helps to organise the volunteer program. Functional thesis is an academic work which speciality is in its methods of combining work-life practices and utilisation of theoretical knowledge (Vilkka & Airaksinen, 9). The functional thesis process is often used as a tool to create a product or an event for the client as is the case with this thesis. The functional thesis also mimics working life closely. As universities of applied sciences aim to educate their students to work in independent professions where basic knowledge of research is necessary, a functional thesis is a logical choice for a thesis based on creating a supporting tool for an event organisation. (Vilkka & Airaksinen 2003, 9-10.)

The functional thesis process is beneficial for long-running projects such as organising events. Multiple sources of data can be combined to support production process of the thesis such as personal notes, literature sources of the topic, blogs, and interviews. Documenting of used sources and implemented interviews is an important step for the overall process. (Vilkka & Airaksinen 2003, 20-22.) A functional thesis should be beneficial for both author and the commissioning party. The author should develop their work-life skills and implementation of independent entities, while the commissioning party benefits from a well-executed assignment through various results such as new products, increased revenue, and improved practices. Therefore, a functional thesis is especially beneficial to implement in an organisation the author deems as a possible employer. (Vilkka & Airaksinen 2003, 23-24.)

A functional thesis benefits from the following steps familiar with project management. This means starting the functional thesis process with topic analysis and production plan. Like the

classic thesis process, the functional approach also benefits from a thorough planning process. This includes conducting a thesis plan that describes purpose and objectives of the thesis and possible literature sources. Once the thesis plan is accepted by the supervisor, the author can proceed into the writing process. Following the writing process, the author should then conduct reporting on the learning that occurred during the thesis process. It is vital for the author's learning to commit to assessing the conducted work and their own learning experience through the functional thesis process. This assessment should also be supported further by the assigned teacher supervisor(s). The greatest benefit of a functional thesis process is the author's acquired readiness for the practical working life in the chosen industry. (Saastamoinen, Vähä, Ypyä, Alahuhta & Päätalo 2018.)

4.2 Event management

For human societies all around the globe, events have played a significant role in creating change from mundane activities and a feeling of cohesion and inclusivity (Shone & Parry 2016, p. 6). There are multiple event types, such as cultural, organisational, personal and leisure events. In the case of EYOF 2021, the event definition would then be a *leisure event* according to Shone & Parry's (2016) division of different types of events. (Shone & Parry 2016, p. 7-8.) As events have been organised for at least the last three millennia, there must have always been specialists in event management. However, event management has only been an identified subject since the 19th century, largely thanks to international expos and the rebirth of the Olympic Games in 1896 (Shone & Parry 2016, p. 9-20). To narrow the subject, this chapter addresses only the sports events side from various types of leisure events. Further, it covers EYOF 2021 as a special sports event e.g., its features as a unique, labour intensive event with a fixed timescale (Figure 1) (Shone & Parry 2016, p. 20.25).

The managers of a special event should address the characteristics that make an event special, to a successful implementation of the event. For example, the uniqueness of a special event should be the key element in organising it. It should be emphasised and made clear that this event is its own, singular event. This can be made clear through the other characteristics of a special event such as ritual or ceremony, tangible products, and intangibility through the ambience. (Shone & Parry 2016, p.20-21.)



Figure 1. Characteristics of special events as a service. (Shone & Parry 2016, 20).

To make an event successful, it is vital to consider theory on the matter and assess how an organisations' actions mirror that source. One example of event management is the successful event model star (Figure 2) by Vallo & Häyriinen (2016). The model consists of strategic and operational questions, that event organisers should answer when starting the event planning process. (Vallo & Häyriinen 2016, p. 121.) The strategic questions an event organisation should therefore aim to answer during the organisation process are why, to whom and what. By answering these questions, an event organisation can tell what the idea and the theme of an event is. Theme and idea should then work as the premises, according to which, the event will be designed. (Vallo & Häyriinen 2016, p. 123.)

To create content around the previous strategic questions, management should answer the operational questions. The operational questions are how what kind of and who. They help the organisation greatly by creating mean value for the event, organising the actual plan for how to implement the event through assessing whether to organise the event through the organisation

or by an external event producer. In addition, the operational questions answer what will be the program of the event and who is responsible for each area. (Vallo & Häyriinen 2016, p. 125-127.) Also, the answers to these questions need to be balanced. If it is clear e.g., to whom and what the event is, but unclear who is doing what, the organisation and therefore, the event will suffer from the imbalance. This kind of unpreparedness is also often noticed by the participants and visitors, and the defunctions might become their strongest memories related to the event. Thus, leading to a bad reputation and unlikely continuity for the event and its organisers. (Vallo & Häyriinen 2016, p. 127-128.)

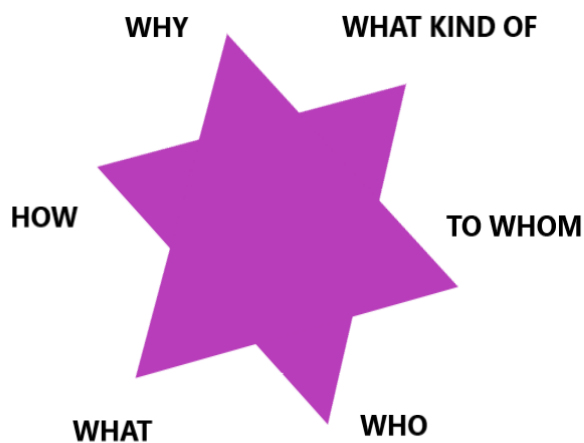


Figure 2. Successful event model star. (Vallo & Häyriinen 2016, 128).

4.3 Volunteer management

A global characteristic with large and mega sports events is their enormous human resource requirement. One contributing factor to the emerge of volunteering so pivotal in managing events is the sheer cost of thousands of employees' salaries. (Giannoulakis, Wang & Gray2008.) This is a crucial part of most large [sports] events. Volunteers are people who decide to commit their time, abilities, competence, and know-how to benefit an event or a greater cause such as developmental aid. Motives of Volunteer differ widely, while some might do volunteering purely for philanthropic reasons, others seek to improve their community, and some look for new experiences

and connections. (Shone & Parry, 2016, p. 280.) How the volunteers' input will affect the event, depends largely on the event organisers and their ability to organise volunteer management.

At sports events, there can be tens, hundreds, or thousands of volunteers. This completely depends on the sheer size of the event, e.g., Olympic events and regional competitions organised by local sports clubs have tremendous difference in the number of competitors, visitors, and revenue. Volunteering derives from people's free will to participate and help organizing events, and their effort should not be taken for granted. Rather, Volunteers need training, attention, and appreciation to optimize their performance and enjoyment in organizing events. (Hanson n.d.) By ensuring volunteer satisfaction, an event and its organisation can maintain/create its reputation as a good experience for volunteers. Thus, an organisation can use its attained fame in future events as a tool to attract previous, now more experienced, and dependable volunteers. (Gianoulakis et al. 2008.)

The material from Shone & Parry also provided this thesis with a figure of factors that affect an optimal organisational performance (Figure 3). By managing this list, the event manager has a good chance of organising a successful event, especially when working with the volunteer workforce. Also, these factors provided criteria, through which the success of the event could be assessed. (Shone & Parry, 2016, p. 281) Therefore, one major tool used for the thesis was analysing the organisational performance factors from the EYOF 2021 Volunteer program's point of view.

First, an event organisation needs to create the framework for the membership of the organisation. Shortly, defining the size of an event and therefore, the needed number of staff. It is also vital for the employee's well-being that the managers invent ways to increase the sociability and cohesion of the organisation. Ways to increase the latter are e.g., emphasis on team building and leadership skills of the section leaders. Second, creating a functional work environment supports workers' efficiency at the workplace, thus benefitting an event organisation greatly. Contributing factors in implementing a practical work environment are such as physical premises, communication systems, technology, and the atmosphere of the working community. The former being rather dependent on the event's funding, and the latter depending on the organisational structure. (Shone & Parry 2016, p. 281-282.)

An event's organisational culture also provides a huge impact on the organisation's overall performance. By implementing e.g., efficient leadership and coordination, an event can distinguish itself from other similar occasions. And finally, the organisational performance might either

greatly benefit or suffer, from the individual volunteer’s talents, skills, creativity, personality, values, and the suitability of their assigned task. This can be influenced by the planned recruitment process, which could filter out unsuitable candidates and favour the more fitting candidates. (Shone & Parry 2016, p. 281-283.) After all, the volunteer costs an event in e.g., accommodation and supplies, and thus it is economically significant to choose candidates, whose output for the event is the most promising. However, it should be remembered throughout the event timeline that these people [volunteers] are dedicating their time, expertise etc. for the cause without an actual salary and therefore, should be greatly appreciated as they save immense costs for events.



Figure 3. Framework for an event organisation’s performance. (Shone & Parry 2016, 281).

4.3.1 Volunteer motivations

When organising an event with a large number of volunteers, it is most important to make the event enjoyable from a volunteer point of view. There are numerous motives for volunteering and in the matter of making effective volunteer labour, these motives should be considered.

Therefore, the volunteer officers should try to discuss the volunteers' reasons with the volunteers prior, and during the event, if one wishes to maintain an effective and happy volunteer workforce. (Shone & Parry 2016, p. 280-281.)

One model that supports understanding volunteer motivations is Pauline & Pauline's (2009) summary on volunteer's psychological motivations (Figure 3). If the event fulfilled these motivations, the research claimed the volunteers were much more effective and satisfied with the volunteering experience. Pauline & Pauline's (2009) research also supported Giannoulakis' (2008) idea that satisfied volunteers tend to return to work to the same events where they were content with and felt they were met with professional human resource management. (Pauline & Pauline 2009, p. 173-175.)

By understanding Pauline & Pauline's (2009) analysis of various psychological volunteer motivations based on previous research, this thesis could utilise them to exactly what its purpose is: to provide the volunteers with a satisfying experience and doing so, implementing a successful event and promote EYOF 2021 organisation members as reputable event organisers. As the authors state, the emphasis on volunteer wellbeing should start before the event (Pauline & Pauline 2009, p.182). Therefore, this thesis was justified to use the motivations below when implementing the volunteer office's plan for the actual event. In the best-case scenario, creating the plan with the focus on psychological motivations, the volunteer office can establish a healthy and functional relationship between the office and the volunteers. (Pauline & Pauline 2009, p. 181-183.)

Motivations	By Pauline & Pauline (2009)
(1) Values	Providing frames that support the volunteer's values through work.
(2) Understanding	Volunteer's desire to learn through the volunteering experience.
(3) Social	Volunteer's need to participate and engage with the community to feel part of something.
(4) Career	Providing volunteer opportunities to improve their work-life skills through meaningful volunteer work.
(5) Protective	Volunteer's need to have the means to control negative feelings during voluntary work and the need to be heard.

(6) Enhancement	Volunteer's need to achieve personal growth and improvement of their self-confidence.
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Figure 3. A functional approach to volunteer motivations. (Pauline & Pauline 2009).

4.3.2 Volunteer service plan

One great tool to provide the volunteer with a pleasant experience and premises is a volunteer service plan. Hanson (n.d.) discusses this plan and claims that it should be made ready before an actual publication of an event, to be ready to respond to inquiries of most enthusiastic volunteers. By implementing the psychological volunteer motivations of Pauline & Pauline (2009) into the plan would make it even more effective. To aid in this planning phase, Hanson (n.d.) also provided a list of key items that a volunteer service plan should include. Following these steps supports the main work in the thesis, the calendar of volunteer office. The volunteer service plan steps suggested by Hanson (n.d.) are the following:

1. Which areas need volunteers and what is the minimum number of volunteers needed at the event?
2. What are the volunteers' tasks, and could there be written job descriptions?
3. Where do the volunteers work and how do they arrive there?
4. How long are the volunteering periods, and do they vary based on the task?
5. What are the volunteer benefits?
6. Design the recruiting process completely, including:
 - a. Volunteer registration form.
 - b. An established database.
 - c. Target market of volunteer recruitment.
 - d. Assessment of the volunteers.
 - e. Contacting and confirmation of the selected volunteers.

Before the theoretical approach to volunteer management, EYOF 2021 volunteer office succeeded in generally following the suggested steps by Hanson (n.d.). Before a large-scale social media campaign of the event took place or before the volunteering was advertised, the organisation had created a database, emails, job descriptions and a plan for how the recruitment process

would work in practice. In addition, volunteer benefits and periods were openly visible on the event website. Furthermore, related to assessment and contacting volunteers, the volunteer office staff had a clear idea (5.2) how to assess volunteers and therefore, who to accept as part of the organisation. (Järvelä-Kiiskinen 30.03.2021. Appendix B.)

4.4 Calendar formats

Event management benefits from efficient planning. To optimise worker wellbeing, productivity, and overall success of an event, event managers should approach the event as a project with a clear timeline. The suggested schedule by Younts (2021) includes phases of research, design, branding, coordination and evaluating. By combining the previous phases an event can better guarantee its success and also, make event management easier. To plan the preparations of an event, an approximated schedule is beneficial to be generated, e.g., in form of a calendar. (Younts 2021.) The chosen format is the most beneficial when the planning party is first assessing the needs of the target organisation before the implementation of the plan. As every solution does not fit every organisation's needs, it is vital to do enough research on various time control systems and evaluate whether the goal is to create a very detailed and complex calendar or would a shallower, yet broader approach suffice? (Skinner 2020.)

There are multiple different implementations of organisational time control tools such as Gantt and Pert graphs. Both graphs are widely used in project management and their cons are e.g., clear scheduling and completion of tasks. Gantt graph, however, does not provide sufficient information on the importance of each task on the graph. Therefore, more advanced yet complex, the Pert graph provides easy follow-up of cause and consequence. i.e the dependency of certain tasks with other missions. (Pelin 2009, 127-131.) The utilisation of either or both methods depend on the need of the target group. If a project is highly complex and requires multiple tasks to be done on short intervals, it is even recommendable to implement sub-calendars that help in isolating certain tasks, making their completion easier to follow (Pelin 2009, 128-130).

Öling (2020) on the contrary, produces a simplistic excel calendar for a sports club as her thesis. This calendar follows the Gantt graph style with few modifications. The purpose of her work was to create a tool that helps the organisation to keep track of yearly tasks (an annual plan) and therefore, support the club's efficient management. Through theory research, group planning

and testing, the final form of the calendar is a clear format that could be utilised by similar organisations. (Öling 2020.) Implementing a plan for an organisation's actions is highly necessary to identify the most important stages of the nearby and distant future. When creating a calendar, it is recommended to research multiple models as there is hardly a universal plan that works with every situation. The initial situation of the target group is also important to assess critically when implementing such a plan. Thus, the planning group can set the priorities of the plan easier which helps to guarantee the success of the chosen calendar solution. (Portocarrero 2020.)

5 Framework for creating volunteer office calendar

EYOF 2021 volunteer office is the department, which purpose was to enable successful competitions through managing a sufficient number of volunteers into the right positions. In addition to locating a volunteer work force, the volunteer office was also responsible for providing the volunteers with the support they needed during the competitions. Such as task-specific orientation, event uniform, accommodation, and catering were among the most important details needed to produce a happy and efficient volunteer for the event. All this needed to be organised by Autumn 2021 for the approximate 700-800 volunteers that would arrive to enable the event.

The tasks that the volunteer office was tasked with, had to be delegated to a few key personnel long before the actual event. Originally formed during Autumn 2019, the volunteer office had two chiefs: Maarit Järvelä-Kiiskinen as the chief of volunteer services and the author as vice-chief of volunteer services and chief of international volunteers. The two chiefs had several common tasks that could be done in strong cooperation with one another. E.g., tasks such as volunteer mails were to be done together and the additional work done by Kinnunen was e.g., to translate the same information and deliver it to the international volunteers (Järvelä-Kiiskinen 30.03.2021). The Other departments of the organisation can be found in Appendix A of this thesis, including each of the departments' chiefs. This source helps the reader in understanding how the event organisation of EYOF 2021 was formed.

5.1 Functional thesis process

The next two chapters explain how the functional thesis process was executed in this academic work. In short, the thesis process followed the steps introduced by Saastamoinen et al. (2018) through developing a thorough topic analysis and a detailed thesis plan followed by research and writing. As the thesis lacked implementation due to the target event's postponement, the process figure lacks the implementation phase that would occur between writing and reporting (Figure 4). Also, a qualitative research method was used to support the functional thesis with data through two large interviews with key staff of the EYOF 2021 organisation, the secretary-general and the chief of volunteer services. Also, a volunteer satisfaction questionnaire format is intro-

duced. This questionnaire would provide the organisation data on how the volunteers were managed by the volunteer office. However, the data would be attained approximately eight months after the thesis writing process, so the feedback would not contribute to this thesis.



Figure 4. Thesis process timeline. (Kinnunen 2021).

5.1.1 Implementing the volunteer office calendar

Prior to conducting the volunteer office's plan, it was important to define through which method this thesis would be created. The method chosen was to implement a functional thesis process. This was due to the suitability of the theme (event- and volunteer management). Supported by theory from Vilkkä & Airaksinen (2003) and Saastamoinen et al. (2018) the functional seemed the most suitable option as it best supports the author's working-life skills through conducting e.g., practical products (such as the volunteer office's calendar) or events.

To support the functional thesis, a qualitative research method was utilised in form of interviews. As qualitative research focuses on surveying the subject through holistic lenses and its purpose is to rather find and reveal facts through e.g., questionnaires and interviews, than exploring factual and/or numeric research information. Therefore, qualitative research focuses to interpret an individual's perception of the researched subject. (Khan 2014.)

To benefit from the qualitative method as a support method, this thesis created a set of interview questions on multiple layers of volunteer management, such as recruitment and accommodation. This helped to understand the overall entity of the volunteer office's tasks and thus, reduced the chance that the volunteer office staff would neglect key factors affecting their area. As such, the plan could be referred to as a volunteer service plan presented by Hanson (n.d.) as it defines the suggested areas required in such a plan (Hanson n.d.). The questions were divided into two categories which help in organising the volunteer office through answering separately to volunteer

office's material and personnel needs (How & who?), and the more immaterial questions related to volunteers' work effort and satisfaction (To whom & why?) (Vallo & Häyrynen 2016, p. 128). These questions should be answering either directly or indirectly to the research questions of the thesis below:

- a) What motivates a volunteer to commit their effort to a sports event?
- b) What are the different responsibilities of volunteer officers?
- c) Which deadlines are relevant in preparing the volunteer office?

Questions related to general issues (office infrastructure etc).	Questions related to volunteers' work effort success and satisfaction.
Where will the volunteer office be placed at the venue?	Who provides the volunteers with their general & task-related material/education etc.?
What materials does the volunteer office need?	How will the accommodation be provided?
What will be the volunteer officers' working hours? And is the office open 24/7?	Are there volunteer transportation services inside the venue?
Is there a separate break room for volunteer officers?	When will Autumn's volunteer information email be sent?
What is the division of roles during the event? E.g. is responsible for distributing event clothing/accreditation tickets etc.	Who is responsible for collecting feedback and doing general Q&A during the event?
By when does the volunteer office need to be operational at the venue?	When should the volunteer satisfaction questionnaire take place?

Figure 5. Interview questions for the volunteer office and the secretary-general.

The question pattern above was used to gather data to produce this thesis with a sufficient supply of information from Kaipainen and Järvelä-Kiiskinen, who also played important roles in organising the EYOF 2021. Therefore, the interview data was acquired from two key persons in detail.

The data acquired through these interviews helped to answer questions related to the next chapters and complete the calendar of the volunteer office. Conducting the interviews was crucial to gain relevant information on organising the volunteer program for the event. These interviews are added to the thesis' Appendix C.

5.1.2 Volunteer satisfaction questionnaire

To provide data on the success of the volunteer office, a volunteer satisfaction questionnaire was created. However, the survey utilising this questionnaire would take place after the competitions, meaning it does not provide data on success of the thesis during the thesis process. The purpose of survey was to receive feedback from volunteers on the volunteering experience at the event. The questionnaire utilised the theory of Galindo-Kuhn and Guzley (2002) that inspected a multi-faceted measure of job satisfaction, with a special scope on volunteering motivations and their contentment with their assigned positions. Using their work as a source, the volunteer satisfaction questionnaire explores the satisfaction EYOF volunteers on four different levels: organisational support, participation efficacy, empowerment, and group integration. The questionnaire included questions e.g., on how the volunteers felt the volunteer office had succeeded in its task, how it supported the volunteers themselves during the event service, how their situation had been heard and how they integrated within and outside of their volunteering teams.

However, as the thesis was written before the actual implementation of the event, this volunteer satisfaction questionnaire does not provide data on the success of the thesis during the writing and reporting phase. Therefore, the assessment of the thesis must be conducted with other measures such as discussion with supervisors and reflection on other similar works. The questionnaire encouraged open word feedback. In other words, the volunteer office strongly recommended the volunteers write their thoughts to provide the organisation with as deep an explanation on various topics as possible. The main data from the questionnaire came from niche multi-choice questions related to the field of volunteering. This data acquired through questionnaire is both quantitative (multiple choice-questions) and qualitative (open feedback). There is a better chance of retrieving important information from the volunteers' experience at the event, if assessment combines the different sources of feedback (Johnson 2018). The suggested format for volunteer questionnaire can be found in Appendix D of this thesis.

5.2 Volunteer recruitment

Volunteer recruitment occurred over a long period. Started as early as 2019 Autumn, the EOC first recruited the lead of the organisation, who then started to recruit the event organisation's managers on various areas, such as chiefs on volunteer office, safety, accommodation, logistics etc. Once the chiefs of every area were recruited and the website of the event was created, it was important to define various volunteer roles the organisation would need of. To make a potential volunteer applicant more interested, the volunteer office had to create volunteer role descriptions in cooperation with other departments (Hanson n.d.). An open volunteer application period started in November 2019. (Järvelä-Kiiskinen 30.03.2021.) Volunteer application was advertised through the event's social media and the organisation started having a steady supply of volunteers applying for the event. By the time of writing this thesis, all the positions were not yet fulfilled. However, the event organisation had a plan to directly advertise the remaining few positions to known professionals of the said areas during Summer and early Autumn 2021 (Kaipainen 31.03.2021).

The volunteer office sorted these applicants and either assigned them roles or placed them on hold, whether a suitable position was not available for them. The recruitment of volunteers followed Shone & Parry's (2016) reasoning behind choosing the fitting candidates for the right roles, to optimize organisational performance (Shone & Parry 2016, p. 281-283). Therefore, certain criteria were used to assess the volunteers' suitability for the organization and thus affected the decision whether they were accepted to the event team. The criteria were e.g., the following:

- Experience on volunteering
- Specific expertise
- Availability for the event
- Nationality (Aim to give many young Finnish volunteers the first experience of participating in large sports events)
- Motivation

The volunteer office had a clear division between responsibility related to recruitment of international and Finnish volunteers. Järvelä-Kiiskinen was responsible for receiving Finnish volunteer applications, assessing the applicants and whether to accept them for a role in the organisation.

On the contrary, Kinnunen was responsible for receiving international applications and in most cases, solely responsible for assessing and thus, accepting or rejecting applicants with the cooperation of secretary-general Kaipainen. Few applications were such that they needed more discussion between the volunteer office on whether to accept or refuse them. Borderline questions that led to a dilemma with few conflicting applications were such as lack of experience, unclear motivations and need for financial travelling support. (Järvelä-Kiiskinen 30.03.2021).

After recruitment, the volunteers were kept updated on the development of the event's future via frequent emails from the volunteer office. These emails consisted of as much data as possible during the time they were sent. These emails' purpose was to A) keep the volunteers updated on recent events and decisions and B) remind them that they are not forgotten, but actively thought of by the organisation, thus supporting the volunteers' experience of psychological motivations on understanding- and social levels (Pauline & Pauline 2009). For preparing for the event's culmination, it was decided to send three volunteer info packages during June-November 2021. The first email would be sent in June, consisting of present information of the event. The second mail would be sent in August and its main theme would be to remind the volunteers to arrange their arrival at the event site. The third, and final, volunteer mail would be sent one month before the event at the start of November. It would consist of as much information as possible about the event's timetable, each task's shifts, accommodation, and other necessary data. (Järvelä-Kiiskinen 30.03.2021.)

5.3 Volunteer orientation

As EYOF 2021 utilized hundreds of volunteers as their main workforce. Some of these volunteers had no experience in organising sports events before, such as actives from local sports clubs or young students from Sotkamo and Kajaani. Therefore, EYOF 201 gave the people an opportunity to increase their skills in their designated fields during the event and possibly inspiring them for attending similar events in the future. As a certain number of volunteers had little or no experience working in events as big as EYOF 2021, orientation becomes even more important to create an operational work force for the event.

EYOF 2021 also utilised great help from local sports clubs in their specific sports. For example, local biathlon and ice hockey athletes that are not competing at EYOF 2021 were recruited for

helping at their speciality, thus reducing the resources needed to put into the orientation of volunteers running the sports venues. The coaches and other representatives were an important contact in inviting the local athletes and other club operatives into the volunteer ranks. The orientation for different tasks was to be done by the sector's representatives. Therefore, utilizing the professionalism of team leaders on their specialities i.e., benefitting from the individuals' skills in order to optimise organisational performance (Shone & Parry 2016, p. 281). This also freed the volunteer office from the overwhelming work of organising volunteer for hundreds of volunteers on separate fields.

The volunteer office, therefore, gave responsibility for the orientation for department chiefs but was supposed to supervise that orientation packages were made before the event to guarantee the quality of the training of the volunteers. The deadline for volunteers' orientation material was requested to be done in early August by the event's secretary-general. This would allow the organisation to assess each orientation material before accepting it as part of the volunteer program. Having the training material assessed early would allow the organisation to start orientating local volunteers as early as late August 2021 and continuing the educations until the event. Having the volunteers prepared in advance would ease the organisation's pressure from the beginning of the event, as the work force would be ready to step right into action when arriving at the event (Kaipainen 31.03.2021).

5.4 Volunteer uniforms

The importance of volunteering uniforms should not be undervalued. Research has shown that a sense of communal spirit contributes to volunteer retention and satisfaction and one major tool for creating this communal identity are the volunteer uniforms (Pauline & Pauline 2009). Among other variables that are proven to increase cohesion (such as activities, values, and shared goal), event uniforms are an easily approachable and modifiable element that not only looks good on media but are also an investment for a functional work force, as it supports the volunteers' recognition of their membership to the organisation. Thus, optimally increasing their productiveness as they feel they are working for an organisation that takes them as part of their team (Shone & Parry 2016, p. 281-282).

Volunteers at the event were given volunteer uniform depending on their service time during the event, main clothing presented picture 1. If a volunteer had listed for a full week of service, they

were given a winter jacket, t-shirt, and a beanie. Being enlisted for three to five (3-5) days, a volunteer was awarded a fleece jacket, t-shirt, and a beanie. Finally, a volunteer that served for one to two (1-2) days, acquired an event t-shirt and a beanie. All the clothing had EYOF 2021 logo and the models can be seen from the pictures below. The event uniform had a small deductible price that had to be paid by the volunteers to receive them, due to Finnish taxation policies. The deductibles were the following: 30€ for the jacket and 10€ for the fleece jacket. (EYOF2021.fi. n.d.)

The supplier for volunteer uniforms was the Finnish outdoors clothing brand Halti. It was chosen to produce event clothing through Halti being the supplier of clothing for Kainuun Liikunta in the first place, and its influence on the region of Vuokatti in general. In addition, the representatives of Halti were eager to become the uniform supplier and the clothing image of the EYOF 2021 as soon as they received information on the event being organised in Vuokatti. (Kaipainen 31.03.2021.)

Volunteer uniforms were ordered in four batches with the prototypes arriving in Autumn 2019 and the final order in Autumn 2021. The first batch was distributed to the event organisation during Winter 2019-2020. The time and place of volunteer uniform distribution for the rest of the volunteers depended on their task and location. E.g., the main organisation was given the first chance to retrieve their uniforms and as most of the organisation was located in the Kainuu region, they were represented with few different opportunities to try the uniform sizes and retrieve their own. The mass of the volunteers from the Kainuu region had the same opportunities to try and retrieve the uniforms during few instances during 2020 and 2021 before the event. (Kaipainen 31.03.2021.)

The volunteers without a chance to visit the Kainuu region before the event had their uniform distributed to them at the venue during their arrival. The distribution during the event was organised at the volunteer office of the competition site. The staff of the volunteer office had listed the volunteers' sizes that were inquired in the volunteer application, and therefore the right number of various sizes was in storage. The volunteer uniforms would be distributed to the volunteers as they came to announce their presence at the event site. Also, the volunteers would be assigned their accreditation credentials and accommodation site at the same moment. (Järvelä-Kiiskinen 30.03.2021.)



059-2519 PUULA RECY JKT
P99



059-2355 LAVIO PNT
P99



059-2518 SILJA RECY JKT
P99



059-2354 LUULA PNT
P99



CAMBER M LAYER JKT
S38

Picture 1. Volunteer uniforms. (EYOF 2021 n.d.)

5.5 Volunteer accommodation

Volunteer accommodation was agreed to be organised with two different options available for every volunteer. First, the free option for volunteer accommodation was accommodation on local schools' premises, provided that the volunteer brought their sleeping bags and mattresses. Also, cooking possibilities would be organised into the accommodation of the volunteers to maintain their wellbeing during the service time. As the demand for free accommodation was smaller than the organisation anticipated, an accommodation agreement was only made with the school of Vuokatti, therefore excluding other planned schools from the accommodation plan.

The second option was to book a shared room cabin from the area, provided by the local travel agency Vuokatti Travel (VT). VT arranged cabins from the Vuokatti area from multiple accommodation operators from the area. As the demand for cabin accommodation surpassed expectations, VT also rented cabins from private cottage owners from the area. Terms for rentable cabins were that their price range would remain between 20-30€/night/person. For volunteer transportation between the accommodation and the work site, there would be the event busses driving through the area every half-an-hour, providing an option for people to arrive at the venue by transportation. However, the accommodation was organised reasonably close to the venue, making the transportation a positive, although not obligatory feature to organise.

5.6 Volunteer catering

The catering of volunteers would be organised at Vuokatti hall by the municipality of Sotkamo. The catering for both volunteers and the athletes would happen in the same building, with the volunteers would have their separate food lines at the location as the catering for the athletes would have special needs and surveillance. A volunteer is entitled to free meals during their shift and the entry would require the inspection of accreditation credentials. If a volunteer only works a short shift, they would not be entitled to meals outside their shift and thus, be responsible for their catering. In a case where a volunteer would work the morning shift, they would therefore be entitled to breakfast and lunch but would have to provide dinner for themselves. Thus, it is necessary to provide the volunteers with sufficient cooking premises at their accommodation.

5.7 Volunteer satisfaction

As presented in theory (4.2), volunteer satisfaction is one of the most important factors related to the organisation/event's reputation as an employer. This reputation can be further utilised as a tool to attract previous and new volunteers for future events. (Hanson n.d.) All the previous chapters present factors that affect volunteer satisfaction. Another question is how they were implemented? To answer this, a volunteer satisfaction questionnaire would be needed, and that is a tool that this thesis also produced. As suggested in literal sources, the feedback attained from an event can prove pivotal in understanding the volunteer motivation and therefore, provide an organiser with the knowledge required for further developing their event and/or know-how. (Giannoulakis et al. 2008.)

Johnson's (2018) review of volunteer satisfaction impact provided an idea on why the volunteer satisfaction questionnaire should take place and what questions should be aimed at the volunteers. Johnson's module for volunteer questionnaire seems credible as it directly contributes to the same volunteer's psychological motivation theory summarised by Pauline & Pauline (2009), which was utilised in the foundation of volunteer management in this thesis. (Johnson 2018.) Therefore, utilising both sources, the theory suggests that the better an organisation knows its volunteers' motives, the better they can gain benefits from a well-implemented satisfaction questionnaire. By following Johnson's (2018) idea, a question that should be the volunteer satisfaction questionnaire's lifeline would be the following: *The purpose of this survey is to learn what the event did right and wrong, from the point of view of EYOF 2021's volunteers.*

To achieve the desired impact, Johnson (2018) reviews three themes of questions: attribute, attitude, and demographic questions a survey is answering. Each of these themes is providing insight on their areas and combining all three themes of questions in a survey should provide the maximum benefit for the survey's conductor. (Johnson 2018.) Addressing the satisfaction-impact relation (figure 6) the volunteer satisfaction questionnaire should ask about elements such as volunteering experience, training, etc. issues related to volunteer needs. By addressing these variables through a questionnaire, an organisation can achieve impact, which in turn will affect the satisfaction of future volunteers/employees under the survey's creators. Provided that the survey is assessed professionally and accepted as constructive feedback.



Figure 6. Satisfaction-impact relation. (Johnson 2018).

Utilising multi-choice questions and open feedback, the questionnaire provides the event with qualitative data that needs to be analysed to develop the organisation's know-how (DeFranzo n.d.). The responsibility for assessing volunteers' feedback naturally fell for volunteer office: Järvelä-Kiiskinen & Kinnunen. Concluding the results and reporting them to the organisation's leadership was also a crucial part of the feedback process, to understand where there were mistakes and what were the successes of the event. The volunteer satisfaction would be sent through email for all the volunteers a few days after the event, for having the volunteers rest and reflect for a moment before answering the feedback, but before the experiences fade by time. The feedback form can be found in the thesis appendix B.

5.8 On-site preparation

The next two chapters briefly explain what the volunteer office at EYOF 2021 requires during the event to work optimally. Such requirements are divided into two categories: volunteer office's personnel, and material needs. Both variables should be met by the organisation to optimize the volunteer office's performance.

The purpose of the plan and its various sub-areas [presented in previous chapters] was to have an organised office that would provide the volunteers during the event. For easy accessibility, the volunteer office had to have a central position at the competition site and enough personnel to address the issues brought by the superiors from the organisation and the subordinate volunteers.

The volunteer office had requested staff of at least eight personnel, including the office chiefs. This was granted through the volunteer recruitment process. For backup, in case of volunteers' sudden inability or delay to work at the event, EYOF 201 had a large number of volunteers on hold. For most immediate substitute needs, the volunteer office would have local students plead for help at the event. However, the volunteers working at the volunteer office were hoped to be people experienced with organising events and a grip of human resource management issues. Having staff that was completely inexperienced in the said area, might cause hindrance to the volunteer office's performance. The volunteer office was agreed to be open each day from 7 am to 7 pm. Having a sufficient number of volunteers, the office would then have two different work shifts (morning/evening) of six and half hours. Half-an-hour overlapping shifts would encourage communication and information sharing between the shifts. It is possible that the beginning of the event might require everyone at the office to commit to a longer shift, but this is still speculation due to the early writing phase of this thesis.

The effort of the volunteer office's staff would remain important throughout the event, even though the beginning of the event would be the most demanding time for the office. From the arrival of the volunteers, there would be a huge quantity of inflowing questions and requests from the volunteers and the volunteer office would be hard-pressed on managing their duties. The previous combined with the ongoing adjustment of the staff for their tasks was the largest threat for the volunteer office. Therefore, it was important to orientate the volunteer office's staff for their tasks beforehand and ask them to arrive at the event site as one of the first volunteers was crucial. As the beginning of the event was the most consuming for the office's staff, the mid-event tasks would be easier as the staff would grow accustomed to their position and their surroundings, in addition to the larger number of subordinate volunteers focusing on their orientation and tasks at their worksites.

Even though the beginning of the event, i.e. the arrival of volunteers, would be the most demanding for the volunteer office's staff, it would not mean the end of their role. During the middle of the event new volunteers would still keep on arriving and multiple unthought questions would occasionally arise. Therefore, to address multiple issues, it would be important for the volunteer

office's personnel to remain operational throughout the event. Also, at the end of the event, the volunteer office would have its role of thanking the volunteers and providing them with a diploma as proof of participation during the event. In addition, the volunteer satisfaction questionnaire would be sent by the volunteer office a few days after the event. Also, an acknowledgement event would be organised for the local volunteers after the event.

The volunteer office would require a certain location for its office. It would be beneficial if the location is located between the volunteer accommodation and the volunteering sites at the venue, thus being easy to approach from the volunteer's pastime and during the working hours if needed. Therefore, it was agreed with the secretary-general, that the location of the volunteer office would be at the present premises of Vuokatti ski service, at a central location. Other factors supporting this to be volunteer office's location, were the following: enough storage room for the clothing and other material, a possibility for volunteer office's break room and its separate location from the main office area that would give the volunteer office peace to deal with its main customers, the volunteers. (Kaipainen 31.03.2021.)

The volunteer office would be needed to be set up before the event. As many volunteers would be travelling to Vuokatti from afar, they would arrive at the event site a few days before the event. Therefore, the volunteer office should be ready to receive them as they arrive. The event's timing on December (11-18.12.) led to a decision to organise the volunteer office straight after the Finnish Independence Day (06.12). Thus, the volunteer office would be set up by the 7th of December. This info would be sent to the volunteers to prevent them from arriving even earlier, but to suggest them to arrive between 07.-10.12 at the event site. Having the volunteers arrive at the venue during few days is also meant to prevent people from having to queue, thus reducing pressure from the beginning of the event.

The volunteer office would also require a certain amount of material to complete its task during the event. This would require e.g., computer hardware and a printer. The overall need for different materials was discussed during the volunteer office's meeting. The most important factor would be to have a sufficient number of computers to be able to receive volunteers on steady flow, especially during the rush hours of the event's beginning. During writing this thesis, the organisation planned to acquire a partnership that would provide the whole event with the necessary hardware. If unsuccessful, plan B would be to utilise the materials from Kainuun Liikunta, and as the final option to ask the volunteers to bring their materials necessary for their roles. (Järvelä-Kiiskinen 30.03.2021.) The complete material needs of the office are listed on the table below:

Material	Quantity
Computers	4 (+ 2 emergency)
Printer	1
Volunteer uniforms	Whole storage
Accreditation credentials	All remaining credentials (by the time of setting up the office)
Volunteer information pamphlet	20-30. The information is provided online but few physical pamphlets can be given if especially requested.

Figure 7. Volunteer office's material needs.

With COVID19-pandemic, the volunteer office would also need to take into account their role as the link with all the volunteers. Therefore, certain measures would be needed to reduce the amount of physical contact between the volunteer office and the volunteers. Also, safety equipment (masks, hand sanitiser etc.) should be provided by the organisation all around the venue. To further make the event pandemic safe, information on COVID19-safety rules should be provided in an easily understandable form and the representatives at each department should be obliged to survey safety regulations' implementation.

5.9 Volunteer office's schedule

When forming the calendar of EYOF 2021's volunteer office, the thesis by Mira Öling proved to be a good ground source (Öling 2020). Through her thesis, the author designed an annual clock and documentation form for the organisation of the Roller Derby club of Kuopio following the theory on Gantt graph on time control (Pelín 2009, 129-131). This modification was of great use in creating a calendar for EYOF 2021's volunteer office. This source and its findings on implementing an action plan and an annual calendar for an organisation were therefore utilized in creating the calendar (Appendix C) for preparing the volunteer office for the actual event. Therefore, acting as a roadmap for the volunteer office's management (Portocarrero 2020). If utilised successfully, the calendar will be an effective tool in organising the final preparations and thus, would also help in running the event itself in December 2021. The Calendar, following Öling's (2020) modified Gantt model, the calendar supported following long-run tasks of each main representative of the volunteer office and other departments with responsibilities towards the volunteer office (Pelín 2009, 129-131). By dividing responsibilities and deadlines by the representatives. It made the form easy to follow for its readers and provided information on who to contact related to each issue and area. The contact information has been left out from the appendix version for the sake of protecting personal data.

The event management handbook (Shone & Parry 2016) also supports the idea of implementing an organised calendar for event organisations. As the authors state, it is vital to define an event management's timetable as it is a tool that helps to process the necessary topics, by logical deadlines and order (Shone & Parry 2016, p. 98-99). The calendar implemented through this thesis might not be the most useful for running the actual event during the competitions, as it does not consider various tasks during a day and is not flexible to modify on short notice. However, it strongly supports the long-run goals of the volunteer office's management and is useful on volunteer office preparations. Therefore, closer to the event, the volunteer office should agree on a daily schedule and be flexible on issues that would rise during the event. This schedule would follow the staff hours introduced in chapter 5.8.1.

Further supported by the theory to implement such format to follow organisational tasks is Shone & Parry's (2016) theory on organisational performance, which consists of efficiency on membership of the organisation-, working environment-, organisational culture-, and individual levels. By successfully implementing the calendar, it would answer the needs of the previous levels, excluding the membership of the organisation level. Therefore, can be suggested that the calendar is

benefits the organisation's performance. (Shone & Parry 2016, p. 281-283.) However, it is important to keep the schedule updated in case of e.g., changes to the event's overall schedule or altering the staff members of the volunteer office, to maintain the schedule's functionality.

The volunteer office's calendar was implemented in a digital form, which made it easy to access for every organisation member with the need for reviewing it. In addition, provided in a digital form, the calendar would remain open for modifications that might be needed at some point due to various reasons, such as overwhelming duties, inability to complete the tasks etc. (Öling 2020, p. 34-35.) Some minor adjustments were made to Öling's vision of an organisation's task calendar, such as the addition of important phone numbers and descriptions of positions to enable a more multipurpose user interface. Closer to the event, this calendar would be useful in creating the work shifts as it shows the busiest times of the event timeline. Therefore, it would help the volunteer office's chiefs to assess how large staff would be needed at certain points of the events at the volunteer office.

At the point of this thesis being written, the event itself was in nearby future. However, the schedule of the volunteer office recorded by this thesis is set up to start in April 2021, i.e., starting from the finalisation of this thesis. To guarantee the logical advance of the volunteer office's tasks listed in the schedule, it needed to be analysed by both professionals from the commissioning party and the author's supervisor from his university of applied sciences. Thus, guaranteeing the quality of the work and therefore, is a useful product for the commissioning party and the volunteer office therein.

6 Discussion

The purpose of this thesis was to create a calendar that supports the EYOF 2021's volunteer office in managing its main tasks preparing the volunteer program, recruiting a sufficient number of volunteers into the right positions, and managing them throughout the event. Thus, assisting EYOF 2021 to be a successful event. The process went according to Vilkka & Airaksinen (2003) description of functional thesis and its aims were to improve author's competences on inducing academical research and conduct demanding writing process. One of the most important lessons for the author was to take initiative and responsibility on conducting a work for a real client (Kainuun Liikunta).

Originally the thesis aimed to create an annual clock for the volunteer office, but through analysis and development of this thesis process, it was deemed as an unnecessary form due to its ability to only provide general and shallow data for its readers. For a person outside the organisation, such form could be more comprehensible for a bigger picture, but as this thesis aimed to create a functional plan for the volunteer office of the event, a more accurate type of documentation was chosen. This documentation form was the calendar following Öling's (2020) thesis work of the organisation calendar model. Öling's model saw a few modifications for this thesis approach, e.g. the circular annual clock was dismissed and the interface was made more simple. The implemented calendar would also remain flexible for modifications, as the event would approach, and updated information might affect the plans made so far by this thesis process. Therefore, it is safe to say that the thesis remained faithful to the original thesis plan, although it was completed with an alternative format, which was deemed beneficial for the work during the research phase (Kinunen 2020). In addition, this calendar model could be used by the commissioning party or other operators in organising timetables of events that take considerable time to implement.

The thesis can be considered a credible source of information as it utilised widely cited sources that are considered factual information such as Vilkka & Airaksinen (2003) on functional thesis process and Shone & Parry (2016) and Vallo & Häyrynen (2016) regarding event management. Furthermore, ethics of conducting thesis work presented by Centria (n.d.) were followed through this thesis process. The guiding principles for responsible research should be cohesion, punctilious and preciseness. It is vital to follow these principles, as breaking the rules of academic ethics violates e.g., other authors' copyright, academic integrity, and is a direct threat against credible and unbiased research. (Centria n.d.) In addition, following the principles the author could improve his skills on conducting academic work. With all sincerity, this thesis followed the ethics guidelines

and thrives to be a credible source of information by avoiding all kinds of fabrication, falsification, plagiarism, and misappropriation.

The thesis process had multiple phases. It took a long time to narrow down the actual topic to prevent the thesis from expanding and therefore affecting the quality of the work. This struggle in narrowing the subject caused a slight delay in the writing process and there was even a complete break in all the work during February 2021, which should have been a very important month to work on the thesis to reach the deadlines in April and May. However, motivation for the work remained high with the realisation of how important work this thesis was to support an Olympic event. This responsibility was a significantly large personal achievement. Thus, the motivation for the thesis writing increased with every page being written until the eventual return date in April. Overall, as the author of this thesis, I am very satisfied with the chosen topic and the achieved results. Seeing one's name in an important work such as this creates general meaningfulness for the time spent on studying for the degree and all the work done to arrive at this moment.

Through this thesis process, personal aims were to further improve the learning competencies of the author introduced by KAMK (KAMK study guide, 2021). More precisely, developing abilities on evaluating one's learning methods and improve on retrieving, analysing, and evaluating data critically. Through the objectives presented in chapter 3, this thesis researched the core subject of the event- and volunteer management. This research then helped to write a meaningful thesis that was both challenging and extremely rewarding to finish as it reflected on real working life. The author's skills related to conducting academic work of this magnitude were lacking in the beginning, but through the process, learning occurred on e.g., where to find sources needed for this subject, how to assess the credibility of the references, and how to connect them to the research to produce this thesis. The read data on issues related to the event- and volunteer management was personally interesting, and I believe that the acquired learning and understanding will greatly help me in my future career(s) in the sports industry.

The thesis was a demanding entity, but by gaining enough support from colleagues of the volunteer office and the event's secretary-general, the work resulted in a production that the commissioning party was satisfied with. As the event will take place after finishing this thesis, the work started with the thesis would be continued later. As mentioned previously in the text, a large amount of data is still dependent on organisation meetings and funding of certain sports' arrangements. Therefore, the thesis could not consider some issues at the stage of its eventual return date in Spring 2021. Even though the actual implementation of the plan and working during the event was impossible due to the postponement of the event, one should not underestimate the

worth of the research process and acquired know-how. Ultimately, the learning and gaining knowledge of the topic has provided certain preparedness for the volunteer office that is needed to support and maintain the volunteer work force and thus, support the success of the European Youth Olympic Festival 2021.

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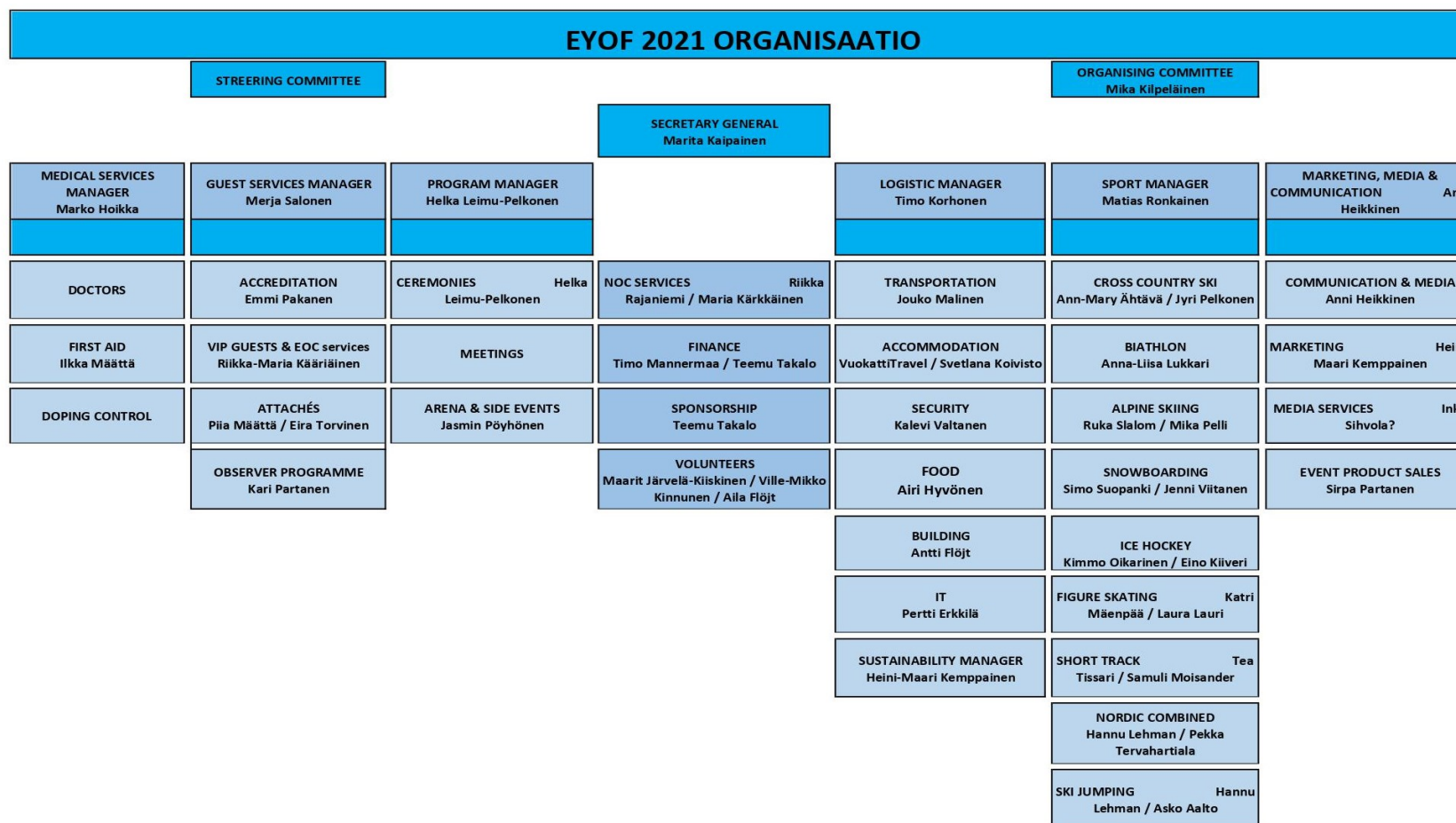
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Appendix A. EYOF 2021 organisation. (EYOF 2021 n.d.).



Appendix B. Interviews regarding organising EYOF 2021 Volunteer office.

Interview with Maarit Järvelä-Kiiskinen, the chief of EYOF 2021 volunteer office. (2021, March 30).

EYOF 2021 Talkootoimiston suunnittelukokous Ville-Mikko Kinnusen Opinnäytetyön datakoel- koelman näkökulmasta.	Läsnä: Ville-Mikko Kinnunen, Maarit Järvelä- Kiiskinen
Päiväys 30.03.2021	Kokous aloitettu klo 15:14

Esityslista: Materiaaliin ja tiloihin liittyvät kysymykset. Liittyen Kinnusen (2021) Opinnäytetyön datanke- ruuskysymyksiin (Liite 1)	Talkootoimiston sijainti kisa-alueella: Asiasta ei vielä ollut puhetta. Tässä kokouksessa todettu, että Vuokattihalli olisi keskeisellä sijainnilla ja asia viedään käsiteltäväksi pääsihteerille seuraavaan kokoukseen. Mitä fyysistä materiaalia toimisto tarvitsee (tietokoneet yms): Tämä riippuu laajalti siitä, kuinka monta talkoolaista toimistossa on vuorossa samanaikaisesti. Kisojen alkuvaiheessa korostuu toimiston työtehtävien määrä. Tarvittavia materiaaleja tulee olemaan tietokoneet, sekä talkoovaatteet, akkreditointikortit, (talkoolaisohjeistukset). Materiaaleista ja niiden saatavuudesta tietoa Pääsihteeriltä ensi kokouksessa. Mitkä ovat talkootoimiston aukioloajat, entä mitä ovat talkootoimistolaisten työajat: Talkootoimiston alustava aukioloaika on 8-20 joka päivä. Tämän lisäksi muina aikana joku on puhelimen päässä vastausvuorossa. Toisin sanoen 24/7 palvelu. Talkootoimistolaisten normaali työaika on 6,5 h, joka mahdollistaa kahden työvuoron kierron ja sulavan vaihdon seuraavaan vuoroon päivän puolivälissä. Lisäksi, tutkitaan miten tapahtuman alku tulee vaatimaan henkilöstä suhteessa kisojen rauhallisempaan aikaan. Onko talkootoimistolla oma taukokuuone: Ei nähdä tälle tarvetta. Tarvittaessa järjestetään, jos tilanne näyttää siltä, että talkootoimistosta ei ehdi virallisille tauko- paikoille kiireisinä aikoina. Mitkä ovat talkootoimiston vastualueet ja kuka vastaa mistäkin alueesta: Joka kierrossa tulee olla kielitaitoinen (Vähintään englanti), joka pystyy ottamaan koppia kansainvälisistä talkoolaisista.
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	<p>Talkootoimiston päälliköt, jotka vastaavat kierron tekemisestä ja vaadittujen työtehtävien toteutumisesta, sekä toimiston hyvinvoinnista.</p> <p>Työtehtäviä samassa kierrossa (etenkin kiirreellisenä aikana) olisivat esimerkiksi talkoolaisten vastaanotto, puhelinvastaa, Talkoovaatetuksen jakaja jatoimiston akkreditointivastaa</p> <p>Milloin talkootoimiston tulee olla valmis kisojen alla: Tästä tulee keskustella pääsihteerin kanssa, sillä ei ole vielä tietoa, milloin esimerkiksi alueen rakentaminen alkaa. Suuri osa talkoolaista saapuu paikalle muutama päivä ennen itse kisoja, jotta kisa-alue saadaan valmiiksi ennen urheilijoiden virallisten harjoittelujen alkamista.</p> <p>Tästä johtuen talkootoimiston tulee olla valmis ottamaan talkoolaisia vastaan jo reilusti ennen kisoja, ja tarkemmasta päivämäärästä puhutaan pääsihteerin kanssa seuraavassa kokouksessa.</p>
<p>Yleisesti talkoolaisiin liittyvät liittyvät kysymykset. Liittyy Kinnusen (2021) Opinnäytetyön datankeruukysymyksiin (Liite 1)</p>	<p>Kuka, missä ja miten toimittaa talkoolaisille yleiset ja tehtäväkohtaiset materiaalit, perehdytyksen yms.: Yleiset materiaalit (Kuten talkoovaatetuksen), talkoolainen saa talkootoimistosta, kun taas tehtäväkohtaiset materiaalit sekä perehdytys tulee talkoolaisille talkoo-osa-alueiden vastaavilta.</p> <p>Miten talkoolaisten majoitus järjestetään? Tilanteissa, joissa talkoolainen ei pysty taittamaan pitkiä matkoja, onko erityistä majoitusta läheltä kisa-alueetta? Ilmainen majoitus järjestetään paikallisilla kouluilla (Vuokatin koulu ja Tenetti), jotka ovat kävelymatkan päässä kisapaikasta, eli talkoolaisten toimispisteistä.</p> <p>Onko talkoolaisille kuljetuspalveluita tapahtuma-alueen ja majoituksen välillä: Viitteen edelliseen, ei ole tarvetta järjestää.</p> <p>Milloin lähetetään talkoolaiskirje ennen kisoja: Ajatuksena lähettää kaksi talkoolaiskirjettä syksyllä 2021. Ensimmäinen alkusyksystä, jonka teemana on muistuttaa matkajärjestelyistä, antaa ajankohtaista tietoa kisoista ja siellä toimimisesta, sekä nostaa tapahtumaintoa. Toisen kirjeen, joka lähtisi kuukausi ennen kisoja, tarkoituksena on viestiä vielä tarkemmin tieto majoituksesta, muonituksesta, työtehtävistä, saapumisesta ja muusta ajankohtaisesta (mm. EA, Extranet) aiheesta.</p> <p>Kuka vastaa palautteen keräämisestä, Q&A.sta yms. Tapahtuman aikana: Talkootoimistossa on joku vastuussa akuutin palautteen vastaanottamisesta. Lisäksi on tehty talkoolaiskysely, jolla koostaan palautetta kaikilta talkoolaisilta. Puhutaan palautteesta lisää Maritan kanssa.</p>

	Milloin talkoolaiskysely toteutuu: Päätetään yhdessä pääsihteerin kanssa. Alustava ajatus, että mahdollisimman pian kisojen jälkeen.
Muut asiat.	Ei ilmennyt muita asioita
Kokouksen päättäminen:	Kokous päätetty klo 16:22

Translation of planning meeting of EYOF 2021 volunteer office staff [Personal interview].	Present: Ville-Mikko Kinnunen, Maari Järvelä-Kiiskinen
Date 30.03.2021	Meeting started 15:14

Agenda:	
Questions related to material and personnel need of volunteer office. General issues. (Appendix 1).	<p>Location of volunteer office at the event site: No communication on the issue has taken place between volunteer office and the secretary general. The conclusion is that Vuokattihalli would be ideal for the volunteer office due to its central location and large premises for the office. This conclusion will be brought to attention of the secretary general in the next meeting.</p> <p>What materials does the volunteer office need? The required materials are highly dependent on how many people work at the volunteer office simultaneously. During the beginning of the event the volunteer officers' roles are more consuming and more people need to be working at the same time. The needed materials will be computers, printer, volunteer uniforms, accreditation credentials and volunteer information sheets. Materials and their availability will be asked from the secretary general in the next meeting.</p> <p>What will be the volunteer officers' working hours and the office open hours? The preliminary open hours of the office are 8am-8pm each day at the venue. In addition, one worker has to remain on contact duty if there occur acute dilemmas during the closing hours. The working hours of a volunteer office shift are 6,5 h a day, which makes the two shifts of the day overlapping, enabling sharing of data. It is also necessary to analyse how many people will be needed at the office in the beginning of the event simultaneously.</p> <p>Is there a separate break room for volunteer officers? Volunteer office has no need of separate break room. If it is deemed absolutely necessary, its arrangements will be done. This could happen in a case where workers are in a rush and will not have time to go into public break rooms.</p> <p>What is the division of roles during the event? Every shift has to have at least one person capable of speaking other languages than Finnish (at least English), who can then communicate with the foreign volunteers. Volunteer office chiefs are responsible for supervising that the necessary duties are done, in addition to taking care of their workers' wellbeing.</p>

	<p>Different responsibilities during one shift are such as volunteer receptionist, contact person (phone/email), uniform distributor and the accreditation distributor.</p> <p>By when does the volunteer office need to be operational at the venue?</p> <p>This topic needs consultation with the secretary general, as the volunteer office chiefs do not know yet, what is the approximate schedule of the first volunteers nor building of the event site. However, most of the volunteers arrive few days prior to the beginning of the competitions, so can be estimated that the volunteer office has to be operational several days prior to the beginning of the event.</p> <p>This topic will be decided with the secretary general in the next meeting.</p>
<p>Questions related volunteers' work effort success and satisfaction. (Appendix 1).</p>	<p>Who provides the volunteers their general & task related material, education etc.?</p> <p>General material such as volunteer uniforms, a volunteer will acquire from the volunteer office. Task related material will be provided to the volunteers by their working area's representatives.</p> <p>How will the accommodation be provided?</p> <p>A free accommodation is organised at the schools of Vuokatti and Tenetti that are at close proximity (walking distance) to the event site.</p> <p>Are there volunteer transportation services inside the venue?</p> <p>Referring to the previous question, there is no need to organise further volunteer transportation from the accommodation to the event site.</p> <p>When will Autumn's volunteer information emails depart?</p> <p>The preliminary idea is to send two volunteer mails during Autumn 2021. The first would be sent on early September and its theme is to remind the volunteers to book their travelling to Vuokatti. In addition, the email should provide as much relevant information on the event as possible at that moment. Email such as this should raise the hype of the volunteers.</p> <p>The other volunteer email would be sent one month prior to the event, and it should contain detailed information on the accommodation, catering etc. necessities of the volunteers.</p> <p>Who is responsible for collecting feedback and doing general Q&A during the event?</p> <p>There should be one who is collecting acute feedback from the volunteers. In addition, a volunteer questionnaire was done to assess volunteer office's success after the event, from the point of view of the volunteers. Feedback will be</p>

	<p>also consulted with event's secretary general in the next meeting.</p> <p>When should the volunteer satisfaction questionnaire take place?</p> <p>Secretary general will be consulted regarding the timing of volunteer satisfaction questionnaire. Preliminary idea is to send it to the volunteers within few days from the end of the event.</p>
Other subjects	No other subjects
Ending the meeting:	Meeting ended 16:22

Liite 1. Opinnäytetyössä esitetyt kysymykset aineiston keruuta varten. (Kinnunen 2021).
 Appendix 1. The volunteer office planning questions presented in thesis. (Kinnunen 2021).

Questions related to general issues (office infrastructure etc).	Questions related to volunteers' work effort success and satisfaction.
Where will the volunteer office be placed at the venue?	Who provides the volunteer their task related material/education etc.?
What materials does the volunteer office need?	How will the accommodation be provided?
What will be the volunteer officers' working hours? And is the office open 24/7?	Are there volunteer transportation services inside the venue?
Is there separate break room for volunteer officers?	When will the Autumn's volunteer information email depart?
What is the division of roles during the event? E.g. responsible for distributing event clothing/accreditation tickets etc.	Who is responsible for collecting feedback and doing general Q&A during the event?
By when does the volunteer office need to be operational at the venue?	When should the volunteer satisfaction questionnaire take place?

Interview with Marita Kaipainen, the secretary general of EYOF 2021. (2021, March 31).

EYOF 2021 Talkootoimiston suunnittelun tukikokous pääsihteerin kanssa. Ville-Mikko Kinnusen opinnäytetyön datakokoelman tueksi.	Läsnä: Ville-Mikko Kinnunen, Marita Kaipainen
Päiväys 31.03.2021	Kokous aloitettu klo 12:45

Esityslista:	
Tarkennukset talkootoimiston suunnittelussa (30.03.2021) nousseisiin kysymyksiin Kysymykset nousivat esille alkuperäisten haastattelukysymysten (Liite 1) pohjalta edeltävässä haastattelussa.	Talkootoimiston sijainti: Sijainti Vuokattihallilla keskeisen sijaintinsa tähden. Ajatuksena rakentaa toimistokäytävä, jonne toimistot voisi keskittää. Toinen vaihtoehto olisi järjestää talkootoimisto urheiluopiston vuokatti ski servicen nykyisiin tiloihin. Perusteina rauhallisemmat tilat. Materiaalien (tietokoneet) saatavuus: Pyritään saamaan yhteistyökumppani, jolta saataisiin tietokoneet jokaiseen toimistoon. Myös oma verkko toisi turvaa yllä olevan verkon sekä tietoturvan puolesta. Jos yhteistyökumppania ei järjesty, Kainuun liikunnalta saadaan materiaaleja ja viimeisenä oljenkortena hyödynnetään talkoolaisten omia välineitä. Milloin talkootoimiston tulee olla operointikunnossa kisojen alla? Kunnon toiminta tulee olla käynnissä 7.12.2021 alkaen. Talkoolaisia alkaa ilmestymään tuona ajankohtana, sekä paikallisia talkoolaisia pyydetään akkreditoitumaan ajoissa, jotta vältetään tapahtuman alun sählyästä ja palvelujen ruuhkaantumista. Yleisesti palautteen keräämisestä, mitä halutaan ja kuka analysoi datan? Kaikki talkootoimistossa keräävät samalla palautetta. Talkoolaiskyselyn ajankohta? Viikon sisään tapahtuman päättymisestä.
Opinnäytetyön toistaiseksi avoimet kysymykset (Liite 2):	2.1 Milloin johtoryhmä (steering committee) on valittu? Syksyllä 2018 on perustettu johtoryhmä kisoja varten, josta valmistelut ovat lähteneet varsinaisesti käyntiin. Jo ennen tätä Kainuun liikunnan toimesta on tehty valmisteluja alkaen 2017. 2.2.1 Mitä rooleja vaihtui 2020 syksyllä viivästymisen takia? Enemmän tai vähemmän pysyi samana.
	3. Optimi vapaaehtoisuusmäärä? Optimimäärä 700-800 talkoolaisen välillä. Perustuu tarkasti laskettuihin tarpeisiin per toimisto ja kisa-alue, jotta kierto on mahdollista ja talkoolaiset eivät uuvu työtehtävissään. Arviot on tehty aluekohtaisesti.
	5. Laitanko koko organisaation listan?

	Irrelevantti, lisätty jo opinnäytetyöhön liitteenä.
	5.1 Mitä jäi mainitsematta rekrytointitaustoista? Kriteerit ok. Lähempänä tapahtumaa on tarkennettua mainontaa tiettyihin, vielä täyttämättömiin pesteihin
	5.2 Milloin alkoikaan vapaaehtoishaku? Oli marraskuu 2019. Check
	5.3 Milloin talkoolaisten koulutusmateriaalien tulisi olla valmiit? Valmiit koulutusmateriaalit kierrätetään Maritan ja järjestelytoimikunnan kautta, jotta saadaan laajempi kattaus koulutuksiin. Koulutuspaketit tulisi toimittaa valmiina Elokuun aikana, jotta ensimmäiset koulutukset voitaisiin järjestää jo Elokuun lopulla. Koulutuksia järjestettäisiin jokaisella osa-alueella, jotta saadaan syksyn mittaan kaikki koulututettua ilman suurta ruuhkaa. Lisäksi kansainvälisille vapaaehtoisille oma virtuaalinen valmisteleukoulutus syys-lokuussa.
	5.4.1. Miten talkoovaatteiden kilpailutus toteutui ja miksi valittiin Halti? Halti valittiin sen ollessa yleinen toimija Kainuun Liikunnalla ja vuokatin alueella, sekä toimittajan vahva tahtotila olla tapahtuman univormutoimittajana.
	5.4.2 Miten hoidetaan talkoovaatteiden jako ennen ja tapahtuman aikana? Noin puolet vaatteista on jo toimitettu, syksyllä 2021 saapuu loput. Vaatteita jaetaan paikallisille talkoolaisille jo ennen tapahtumaa liukuvalla aikataululla, ja muille tapahtumaan tullessa talkootoimiston kautta paikalle ilmoittautuessa.
	5.5. Mitkä koulut ovat tarkalleen majoituksen järjestäjiä ja minkä yrityksen kautta maksullinen majoitus järjestyi? Maksullinen majoitus sovittiin suoraan Vuokatti Travelin kautta. Toimija on varannut talkoolaisille tietyiltä alueilta, tiettyyn hintaluokkaan mökkejä paikallisilta toimijoilta sekä yksityisiltä mökeiltä. Vuokatin koulun rehtorin kautta sovittiin Vuokatin koulun käyttö ilmaisen talkoomajoituksena.
	5.6. miten ruokailut toteutuvat? Ruokailu tapahtuu pääasiassa vuokattihallissa kaikille talkoolaisille ja urheilijoille. Tila eritelty talkoolaisille. Ruokapalvelut tuottaa Sotkamon kunta. Ajatuksena se, että talkoolainen syö vain vuoronsa aikana, mutta ollessaan töissä koko päivän, on talkoolainen oikeutettu koko päivän muonitukseen. Pyritään myös mahdollistamaan eri osa-alueille oma pienhuolto kahvituksen ja pienen evään muodossa.
	5.8.1 Miten talkoolaisten poistuminen hoidetaan? Tapahtuuko kiittäminen minkä osa-alueen toimesta? Talkootoimistonko?

	Järjestetään talkoolaisdiplomi, joka haetaan ennen lähtöä talkotoimistosta. Talkoolaisia toivotaan myös osallistuvaan päättäjäisiin, joissa heitä kiitetään. Talkookyselyn yhteydessä (heti kisojen jälkeen) kiitetään runsaasti talkoolaisia. Lisäksi paikallisille talkoolaisille erillinen kiitostapahtuma
Muut asiat:	Ei noussut muita asioita
Kokouksen päättäminen	Kokous päätetty klo 13:38

Translation of Interview regarding practical questions of EYOF 2021 volunteer office [Personal interview].	Present: Ville-Mikko Kinnunen, Marita Kaipainen
Date 31.03.2021	Meeting started 12:45

Agenda:	
<p>Questions that came up in the previous meeting between the volunteer office chiefs (30.03.2021)</p> <p>The questions are related to the original data questions (Appendix 1) that were discussed in a previous interview.</p>	<p>The location of the volunteer office? Vuokattihalli is a good option for the location. However, the present premises of Vuokatti ski service would provide better for the needs of volunteer office. As other offices are focused on single area at Vuokattihalli, volunteer office could benefit from more peaceful and isolated location (still centrally at the vent site) as many volunteers will be arriving at the volunteer office on daily basis.</p> <p>The availability of materials: For physical materials, EYOF 2021 aims to acquire a cooperator/sponsor that would provide e.g. required IT-materials. In addition, event's own network would release the event from being dependent on local connections in addition to it being more secure. If EYOF 2021 fails to acquire such partner, the materials from Kainuun Liikunta can be utilised for the event. If that is not enough, the final option is to utilise people's personal materials in order to run the event.</p> <p>When does the volunteer need to be operational prior to the event? The volunteer office should be operational by 07.12.2021 right after Finnish Independence Day. Volunteers start to appear to the event site as early as that. In addition, local volunteers are advised to accreditate themselves during the first open days, in order to prevent queues at the volunteer office.</p> <p>Generally about collecting feedback. Who receives and analyses it? Everyone at the volunteer office actively participate in receiving feedback from volunteers.</p> <p>Timing of the volunteer questionnaire? Definitely within a week from the event's ending.</p>
Open questions for the secretary general regarding the thesis research. (Appendix 2)	<p>2.1 When was the steering committee elected? The steering committee was assigned for the event in Autumn 2018 which has been the official start of the event organisation. However, Kainuun Liikunta has already made preliminary preparations in 2017.</p>

	<p>2.2.1 What roles were altered due to Autumn 2020 postponement announcement?</p> <p>More or less the same. No significant changes worth mentioning in thesis.</p>
	<p>3. Optimal number of volunteers?</p> <p>The optimal number volunteers is between 700-800 volunteers. This estimation is justified by analysing the need of every possible department so that it is possible to maintain sensible working hours and functioning of each sector.</p>
	<p>5. Is the organisation graph necessary for the work?</p> <p>Irrelevant in this interview. It is already an appendix to the thesis.</p>
	<p>5.1 Is there something missing in the volunteer recruitment criteria?</p> <p>The criteria for volunteer recruitment are alright. In addition, as EYOF 2021 draws closer lähempänä tapahtumaa on tarkennettua mainontaa tiettyihin, vielä täyttämättömiin pesteihin</p>
	<p>5.2 When did the volunteer application begin?</p> <p>Open volunteer application started in November 2019 once the web page and task descriptions were done.</p>
	<p>5.3 When should the volunteer orientation material be ready?</p> <p>The orientation materials should be ready by August 2021. They will be first sent to the secretary general and later to the organisation leads for inspection. Therefore, there is chance to make further adjustments to the materials before implementing the actual education sessions for local volunteers, which should start by late August 2021.</p> <p>The orientation should start on every possible department as early as possible to be more prepared before the event. In addition, international volunteers are prepared for their orientation with online materials regarding their task that should be provided by their task representatives by September-October 2021.</p>
	<p>5.4.1. How was Halti chosen to be the uniform provider of the event and was there bidding?</p> <p>Halti was chosen as the uniform supplier, as it is a strong benefactor at Vuokatti region in the first place. It is already the main supplier of Kainuun Liikunta. In addition, representatives of Halti were eager to become the suppliers for EYOF 2021 and had great initiative in the process.</p>
	<p>5.4.2 How will the volunteer uniforms be distributed prior and during the event?</p> <p>Approximately half of the uniforms were delivered to the organisation by Spring 2021. Another batch, the rest of them, will be arriving by Autumn 2021. The uniforms will be first distributed for local volunteers as they can easily come to try their fit at Vuokatti. The rest will acquire their uniforms from the volunteer office once they come to accreditate themselves in.</p>

	<p>5.5. What schools exactly are the ones reserved for free accommodation? And what is the corporation behind the optional, chargeable accommodation?</p> <p>The chargeable accommodation was organised by local travel agency Vuokatti Travel. The operator has reserved multiple cabins from certain areas around Vuokatti from both public and private cabin owners. The requirements for these cabins was that they are close enough to the event site and that their cost is manageable as presented at EYOF 2021 website.</p> <p>The free accommodation did not receive anticipated applications, and therefore there is no need for accommodation at the school of Tenetti. However, the use of the school of Vuokatti was agreed with the local principal for EYOF 2021's volunteers use during the event.</p>
	<p>5.6. How is the catering organised?</p> <p>The catering of the volunteers happens at Vuokattihalli in the same area as the athletes dine. The areas are separated with some solution. The food services are produced by the municipality of Sotkamo.</p> <p>The procedure of the catering is the following: a volunteer is entitled to eat meals during their work shift. E.g. a volunteer works during the morning shift, they are entitled to eat breakfast and lunch at the catering but has to provide their own dinner.</p> <p>In addition, every department should receive modest coffee/snacks catering at their premises.</p>
	<p>5.8.1 How do the volunteers exit from the event? And how will they be thanked for their effort? Which department is responsible for thanking, volunteer office?</p> <p>Volunteer office shall provide the volunteers with a participation diploma as they leave the event. The volunteers are also encouraged to stay for the ending ceremony where the organisation will thank them for the important work they have done.</p> <p>In addition, when sending the volunteer satisfaction questionnaire, it is important to thank them for their effort. Finally, the local volunteers are organised informal thank-you celebration sometime after the event.</p>
Other subjects:	No other subjects
Ending the meeting:	Meeting ended 13:38

Liite 1. Opinnäytetyössä esitetyt kysymykset aineiston keruuta varten. (Kinnunen 2021).
Appendix 1. The volunteer office planning questions presented in thesis. (Kinnunen 2021).


Questions related to general issues (office infrastructure etc).	Questions related to volunteers' work effort success and satisfaction.
Where will the volunteer office be placed at the venue?	Who provides the volunteer their task related material/education etc.?
What material does the volunteer office need?	How will the accommodation be provided?
What will be the volunteer officers' working hours? And is the office open 24/7?	Are there volunteer transportation services inside the venue?
Is there separate break room for volunteer officers?	When will the Autumn's volunteer information email depart?
What is the division of roles during the event? E.g. responsible for distributing event clothing/accreditation tickets etc.	Who is responsible for collecting feedback and doing general Q&A during the event?
By when does the volunteer office need to materialize at the venue?	When should the volunteer satisfaction questionnaire take place?

Liite 2. Avoimet kysymykset pääsihteerille opinnäytetyöhön liittyen. (Kinnunen 2021).
Appendix 2. Open questions for the secretary general regarding the thesis research. (Kinnunen 2021).

Kysymykset kappaleittain
2.1 Milloin johtoryhmä (steering committee) on valittu
2.2.1 Mitä rooleja vaihtui 2020 syksyllä viivästymisen johdosta?
3. Optimi vapaaehtoismäärä?
5. Laitanko koko organisaation listan liitteeksi?
5.1 Mitä jäi mainitsematta rekrytointitaustoista?
5.2 Milloin alkoikaan vapaaehtoishaku?
5.3 Milloin talkoolaisten koulutusmateriaalien tulisi olla valmiit?
5.4.1. Miten talkoovaatteiden kilpailutus toteutui ja miksi valittiin Halti?
5.4.2 Miten hoidetaan talkoovaatteiden jako ennen ja tapahtuman aikana?
5.5. Mitkä koulut ovat tarkalleen majoituksen järjestäjiä ja minkä yrityksen kautta maksullinen majoitus järjestyi?
5.6. miten ruokailut toteutuvat?
5.8.1 Miten talkoolaisten poistuminen hoidetaan? Tapahtuuko kiittäminen minkä osa-alueen toimesta? Talkootoimistonko?

Questions divided by chapters
2.1 When was the steering committee elected?
2.2.1 What roles were altered due to Autumn 2020 postponement announcement?
3. What is the optimal number of volunteers?
5. Is the organisation graph necessary for the work?
5.1 Is there something missing in the volunteer recruitment criteria?
5.2 When did the volunteer application begin?
5.3 When should the volunteer orientation material be ready?
5.4.1. How was Halti chosen to be the uniform provider of the event and was there bidding?
5.4.2 How will the volunteer uniforms be distributed prior and during the event?
5.5. What schools exactly are the ones reserved for free accommodation? And what is the corporation behind the optional, chargeable accommodation?
5.6. How is the catering organised?
5.8.1 How do the volunteers exit from the event? And how will they be thanked for their effort? Which department is responsible for thanking, volunteer office?

Appendix C. Volunteer office calendar.

Talkootoimiston kalenteri			European Youth Olympic Festival 2021		Kalenteria päivitetty viimeksi: 04.04.2021																											
Toiminto		Yhteyshenkilö		1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31																												
Huhtikuu	Talkoovastaava	Maarit Järvelä Kiiskinen																														
	2. Talkoovastaava	Ville-Mikko Kinnunen		Talkootoimistosuunnitelman valmistelua																												
	1. Apuvastaava	Vielä selvityksessä																														
	2. Apuvastaava	Vielä selvityksessä																														
	Pääsihteeri*	Marita Kaipainen																														
	Muut osastot*																															
	3. Osapuolet*																															
*Vastuut talkootoimistoa kohtaan																																
				1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31																												
Toukokuu	Talkoovastaava	Maarit Järvelä Kiiskinen															Talkoovasteiden sovituksia paikallisille talkoolaisille															
	2. Talkoovastaava	Ville-Mikko Kinnunen		Talkootoimistosuunnitelman valmistelua													Viimeistely															
	1. Apuvastaava	Vielä selvityksessä																														
	2. Apuvastaava	Vielä selvityksessä																														
	Pääsihteeri*	Marita Kaipainen																														
	Muut osastot*																															
	3. Osapuolet*																															
*Vastuut talkootoimistoa kohtaan																																
				1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31																												
Kesäkuu	Talkoovastaava	Maarit Järvelä Kiiskinen									Talkoolaisräkköposti suomalaisille talkoolaisille														Suunnitelman läpikäynti							
	2. Talkoovastaava	Ville-Mikko Kinnunen		Talkoolaisräkköposti KV-talkoolaisille							Talkootoimistosuunnitelman käännytyö							Viimeistely							Suunnitelman läpikäynti							
	1. Apuvastaava	Vielä selvityksessä																														
	2. Apuvastaava	Vielä selvityksessä																														
	Pääsihteeri*	Marita Kaipainen																								Suunnitelman läpikäynti						
	Muut osastot*																															
	3. Osapuolet*																															
*Vastuut talkootoimistoa kohtaan																																

			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Heinäkuu	Talkoovastaava	Maarit Järvelä Kliskinen	Kesäloma																														
	2. Talkoovastaava	Ville-Mikko Kinnunen	Kesäloma																														
	1. Apuvastaava	Vielä selvityksessä																															
	2. Apuvastaava	Vielä selvityksessä																															
	Päsihteeri*	Marita Kaipainen																												Lopullinen talkoolais määrä			
	Muut osastot*																																
	3. Osapuolet*																																
*Vastuut talkootoimistoa kohtaan																																	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Elokuu	Talkoovastaava	Maarit Järvelä Kliskinen								Paikallisten talkoolaisien koulutusten järjestäminen																							
	2. Talkoovastaava	Ville-Mikko Kinnunen																															
	1. Apuvastaava	Vielä selvityksessä	Rekrytointi + perehdytys																														
	2. Apuvastaava	Vielä selvityksessä	Rekrytointi + perehdytys																														
	Päsihteeri*	Marita Kaipainen																															
	Muut osastot*		Koulutuspaketit tarkastukseen, kaikki osastot															Koulutusten järjestäminen paikallisille talkoolaisille															
	3. Osapuolet*																																
*Vastuut talkootoimistoa kohtaan																																	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Syyskuu	Talkoovastaava	Maarit Järvelä Kliskinen	Talkootoimiston tapaaminen						2. talkoosähköposti						Erityisvalmius sähköposteihin vastaamisessa						Talkoovasteiden jako paikallisille												
	2. Talkoovastaava	Ville-Mikko Kinnunen	Talkootoimiston tapaaminen						2. talkoosähköposti (KV)						Erityisvalmius sähköposteihin vastaamisessa																		
	1. Apuvastaava	Vielä selvityksessä	Talkootoimiston tapaaminen												Sähköpostin vastausvuoro						Talkoovasteiden jako paikallisille												
	2. Apuvastaava	Vielä selvityksessä	Talkootoimiston tapaaminen												Erityisvalmius sähköposteihin vastaamisessa																		
	Päsihteeri*	Marita Kaipainen																															
	Muut osastot*		Koulutusten järjestäminen paikallisille talkoolaisille																														
	3. Osapuolet*																							Viimeisen talkooväerän saapuminen									
*Vastuut talkootoimistoa kohtaan																																	

EYOF 2021 Volunteer satisfaction questionnaire

This document is for you to assess how you felt volunteering at the EYOF 2021. We would be glad to hear open feedback and we are welcoming constructive feedback to be able to progress as event organizers.

***Required**

1. Overall, i'm satisfied as a volunteer for EYOF 2021. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

2. Volunteer office cared about us volunteers. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

3. I received the information needed to prosper at my assigned duty. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

4. My supervisor was showing appreciation for the work I did. *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

5. My volunteering task description matched with what I was actually working on at the event. *

1 2 3 4 5

Strongly disagree Strongly agree

6. I received the training that I needed to do my task successfully. *

1 2 3 4 5

Strongly disagree Strongly agree

7. I felt that I was part of the EYOF 2021 team during my time as a volunteer. *

1 2 3 4 5

Strongly disagree Strongly agree

8. It was easy approach my supervisor and volunteer office if I needed help. *

1 2 3 4 5

Strongly disagree Strongly agree

9. I believe my work at EYOF 2021 was meaningful. *

1 2 3 4 5

Strongly disagree Strongly agree

10. My task provided me with opportunities to develop my personal skills. *

1 2 3 4 5

Strongly disagree Strongly agree

11. I acquired new contacts from the event. *

1 2 3 4 5

Strongly disagree Strongly agree

12. What could have been done in a different way?

13. What were the successes of the event?

14. Other comments?
