

INFORM AND INSPIRE

Managing Volunteers at Jyväskylä Festival

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<p>Tiivistelmä</p> <p>Vapaaehtoisuus on merkittävä yhteiskunnallinen ilmiö. Kulttuurisektorilla se on elinehto suurimmalle osalle tapahtumista. Kuitenkin tutkimukset osoittavat, että vapaaehtoisten johtaminen ei ole riittävän ammattimaista taatakseen vapaaehtoisten pysyvyyden ja houkutellakseen uusia vapaaehtoisia. Lisäksi kulttuurisektorilla tapahtuvaa lyhytkestoista vapaaehtoisuutta ei ymmärretä yhtä hyvin kuin esim. sosiaalialan vapaaehtoisuutta.</p> <p>Tämän työn tavoitteena oli tuottaa opas vapaaehtoisten johtamisen prosessista Jyväskylän Kesä – festivaalille. Oppaaseen dokumentoitiin tapahtuman nykyinen johtamisprosessi ja sitä pyrittiin tukemaan aihetta käsittelevän kirjallisuuden avulla. Oppaan keskeisenä teemana on motivaatio, ja sen on tarkoitus helpottaa ja tukea johtamisprosessia sekä johdonmukaistaa sitä.</p> <p>Opinnäytetyössä tutustuttiin kulttuurisektorin lyhytkestoiseen vapaaehtoisuuteen liittyvään kirjallisuuteen. Teoria yhdistettiin Jyväskylän Kesän nykyiseen vapaaehtoisjohtamisen prosessiin, mistä kehittyi vapaaehtoisjohtamisen opas. Opas sisältää tietoa vapaaehtoisuudesta ja ilmiöön liittyvistä motiiveista sekä toimii Jyväskylän Kesän tuottajille käytännöllisenä välineenä vuosittaisen prosessin ylläpitämiseen.</p> <p>Tämä työ toi ilmi vapaaehtoisuuden moniulotteisia motiiveja sekä vapaaehtoistyövoiman johtamisen haasteita. Lisäksi, tarkemman ilmiökohtaisen tiedon saamiseksi työssä todetaan tarve syvällisemmälle tutkimukselle lyhytkestoisen vapaaehtoisuuden parissa.</p>		
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<p>Abstract</p> <p>Volunteering is a significant phenomenon in society. In cultural sector it is a vital condition for the majority of the events. However, studies indicate that volunteer management is not sufficiently professional to guarantee the retention of the old volunteers and the interest of new ones. Neither is the particular field of episodic cultural volunteering understood as well as, for example, volunteering in the social sector.</p> <p>The objective of this thesis was to produce a guidebook of the volunteer management process at Jyväskylä Festival. The purpose of the guidebook was to document the existing process and reinforce it with supporting theory from literature. Motivation functions as a central theme in the guidebook which is aimed to ease and support the management process and increase its consistency.</p> <p>This thesis explored the literature related to episodic volunteering in the cultural sector. The theory was then combined with the existing volunteer management process resulting in volunteer management guidebook. It gives an insight on the volunteers' motivations and provides for the Jyväskylä Festival management a practical tool for maintaining the annual process.</p> <p>This thesis revealed the multifaceted motivations of volunteering and the challenges in managing a volunteer workforce. Furthermore, it is concluded that episodic cultural volunteering should be examined extensively as phenomenon of its own in order to provide more accurate information.</p>		
Keywords Volunteer management, episodic volunteering, event management, motivation.		
Miscellaneous Appendix: Inform & inspire. Volunteer management guidebook for Jyväskylä Festival, 20 pages.		

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1 INTRODUCTION

“Effective planning and management of human resources is at the core of any successful event.” (Allen J., Harris R., McDonnell I. & O’Toole W. 2010, 232) For the majority of events volunteers are of crucial importance. In Finland, it is estimated that the number of volunteers working annually at festivals alone is between 10 000 – 20 000. For every permanent staff member there are over 30 volunteers. (Iso-Aho 2011, 17-18.) However, it is not only the cultural sector that benefits from volunteering.

According to a European Union report, nearly a quarter of the Europeans over 15 years of age volunteer in some sector of society (Volunteering in the European Union 2010, 57). Furthermore, it adds that in Europe volunteers generate 400 billion U.S. dollars to the global economy (Op. cit. 2010, 132). In Finland the economic value of voluntary work has been estimated to be 2 billion euros and the value of work per hour to 15 euros (National Report - Finland 2010, 21-22). In voluntary activity Finland rates above the EU average with 37 % of population being involved. Two thirds of these, that is ca. 1.3 million people, participate in organized volunteering for associations, organizations etc. (Op. cit. 2010, 3-4.)

In addition to its economic value, volunteering has a major social and cultural impact. Researcher Anne Birgitta Pessi (2002) and the secretary general of the Citizen’s Forum Aaro Harju (2004) argue that volunteering is “one of the fundamental pillars of the society” and that “the Finnish society would not function” without it (National Report - Finland 2010, 22). An example of its impact is given by Iso-Aho (2011) who refers to a study by Paula Kinnunen (2011). According to him, 71 % of the Finnish cultural events would not have the resources to be organized in their current volume without volunteers. (p. 43.) In his report, Iso-Aho (2011, 26) also found common problems in organizing and managing volunteer work at Finnish cultural events. Jyväskylä Festival was one of the events in his research.

The thesis resulted from my internship at Jyväskylä Festival with the aim to compile a guidebook for the volunteer management process. The objective of the guidebook

was to ease and support the volunteer management and increase the consistency of the management process. It was designed for the use of all volunteer managers and supervisors some of whom are interns or volunteers themselves. In order to reach the objectives I documented the existing process and reinforced it with good practices from literature about volunteering, human resource management and event management. Motivation was chosen as a central theme of the guidebook.

The literature and theories chosen to support the objectives are introduced in this project report. In the second chapter the above mentioned themes are discussed separately. The case and implementation of the theories are discussed in the third chapter. In the fourth chapter the progress and results of the project are reviewed critically. The project is summarized and future suggestions are presented in the fifth chapter.

2 THEORETICAL FOUNDATION

Volunteering, event management, motivation and human resource management were chosen as the theoretical framework of this thesis to describe the specific environment, functions and challenges of volunteer management in the context of a festival. The thesis was based on an existing process and a project targeted at volunteer supervisors and managers of varying background and experience. Thus an introductory, rather than comprehensive, study of the key terms was considered suitable for establishing the theoretical background.

2.1 Volunteering

In the National Report - Finland (2011, 3) volunteering is defined by three key terms: “unpaid activity, for the benefit of others and action taken from free will”. While this description is likely to unify all forms of volunteering, it is imperative to study the variety within the phenomenon in order to understand—and further manage it (Howlett S., Payne A. E. & Rochester C. 2010, 9-10). For the purposes of the thesis it is important to differentiate formal and informal volunteering. National Report - Finland (2011, 3) as well as Howlett et al. (2010, 19) mention ‘structure’ and ‘organized setting’ as a fourth key term when referring to volunteering for an organization.

Howlett et al. (2010) also categorize volunteering according to three perspectives: the dominant non-profit paradigm (unpaid work or service), the civil society paradigm (activism) and volunteering as serious leisure. Whereas the first two are primarily used to describe volunteering in the social and welfare sector, serious leisure provides a description for volunteering related to “arts and culture and sports and recreation”. However, Howlett et al. note that also the combinations of any two or all three perspectives must be considered in order to adequately reflect on and understand the phenomenon. (pp. 10-16.) To put the perspectives in the context of the thesis, serious leisure, according to Iso-Aho (2011, 59), provides a description for volunteering in cultural events.

For an even more accurate description of leisure volunteering Howlett et al. (2010) present a classification by Stebbins (2004). He has divided the perspective further to casual volunteering, *serious* leisure and project-based volunteering. Casual volunteering is depicted as “cooking hot dogs at a [...] picnic or taking tickets [...] by theatre” whereas *serious* leisure refers to a recurring hobby or activity comparable to work. Considering the level of activity and involvement project-based volunteering could be situated between these two. It is described as a “short-term, reasonable complicated, one-off or occasional, though infrequent, creative undertaking” and exemplified by volunteering at events. (pp. 13-14.)

Iso-Aho (2011) notes that short-term volunteering has become a usual form of volunteering in Finland. Numerous volunteers are less interested in committing to a specific activity. Instead they are to a considerable degree driven by self-interest. (pp. 14, 58.) For event organizers this could present itself as a higher turnover rate and as difficulties in attracting both, experienced and new volunteers. In order to address and engage volunteers, festival organizers need to have an understanding of the motives related to volunteering.

2.2 Motives and Motivation

Edward L. Deci and Richard M. Ryan (Deci & Ryan 2000, 54) define being motivated simply as being “moved to do something” and “energized or activated toward an end”. Three key terms can be found in this definition: *energized*, suggesting an internal factor; *activated*, suggesting an external factor and *end*, referring to goal-oriented action. According to Deci and Ryan, motivation is primarily divided in two types: intrinsic and extrinsic. Intrinsic motivation is defined as “the doing of an activity for its inherent satisfactions”. However, they argue that most of human actions are in fact extrinsically motivated i.e. “done in order to attain some separable outcome”. (Deci & Ryan 2000, 54-60.) Thus, in order to understand human behavior it is imperative to view the role of external motivators.

For this purpose Deci and Ryan (2000) introduce the taxonomy of human motivation from the Organismic Integration Theory. The theory classifies motivation from amotivation to intrinsic motivation according to the experienced level of autonomy

and the subject’s internalization of reasons to act as presented in Figure 1. Deci and Ryan stress the importance of understanding the nature of involvement and the variety within motivation. They state that with “increasing internalization (and its associated sense of personal commitment) come greater persistence, more positive self-perceptions, and better quality of engagement”. (pp. 60-63.) In the case of managing short-term volunteering the observation becomes crucial as appropriate motivation has a direct impact on the execution of an event (Allen J., Harris R., McDonnell I. & O’Toole W. 2010, 261).

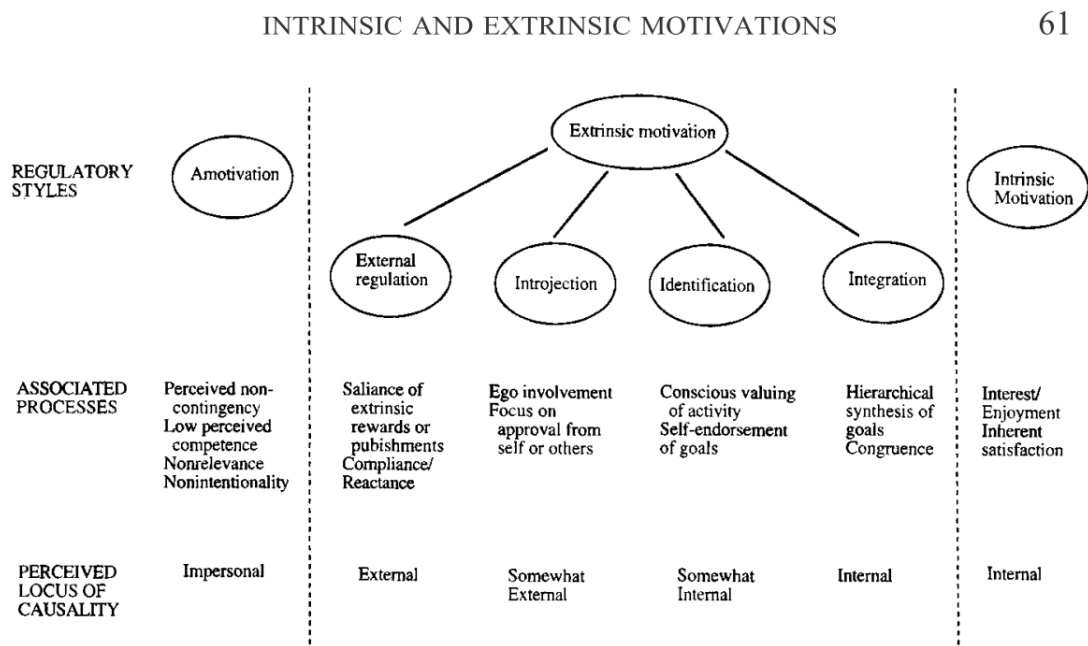


FIGURE 1. The taxonomy of human motivation (Deci & Ryan 2000, 61).

2.2.1 Motivational Theories for Human Resource Management

Allen et al. (2008) and Van der Wagen (2007) find motivation a key component of the human resource management process. According to them, two groups of motivation

theories—content theories and process theories—are the most relevant in the context of events. Content theories can be used to describe the components initiating motivation in all people whereas process theories stress the behavior of a particular person. From the number of motivational theories in these groups Allen et al. and Van der Wagen suggest using the equity theory by J. Stacy Adams (1965), the expectancy theory by Victor Vroom (1964) and the two-factor theory by Frederick Herzberg (1968). Furthermore, Allen et al. introduce the hierarchy of needs by Abraham Maslow (1954). (Allen et al. 2008, 261-266; Van der Wagen 2007, 228-230.) Other theories presented in this chapter are The Golden Circle by Simon Sinek (2009) and the diamond model of voluntary action by Tomi Oravasaari and Birgitta Pessi (2010).

Content Theories

In short, the theory by Maslow suggests that there is an order in which people are motivated to satisfy their needs. According to it, the feeling of hunger and safety, for example, has to be satisfied before a person is interested in his social needs. Allen et al. do not find the theory reliable as such but suggest that it may be of use in understanding the needs of applicants. (Allen et al. 2010, 264.)

Hertzberg on the one hand, thinks that motivation is affected by the dissatisfying hygiene factors and satisfying motivation factors presented in Figure 2. He argues that hygiene factors do not motivate per se but set standards that when not met can discourage. The motivators on the other hand lead to satisfaction and thus to motivation. (Miner 2005, 61-63.)

Van der Wagen (2007, 230) simplifies the two-factor theory by arguing that “motivators provide reasons to stay, while [--] hygiene factors can provide reasons to leave”. In the volunteer management process the content theories can be used in establishing the minimum requirements for working conditions and for building the motivation (Allen et al. 2010, 265).

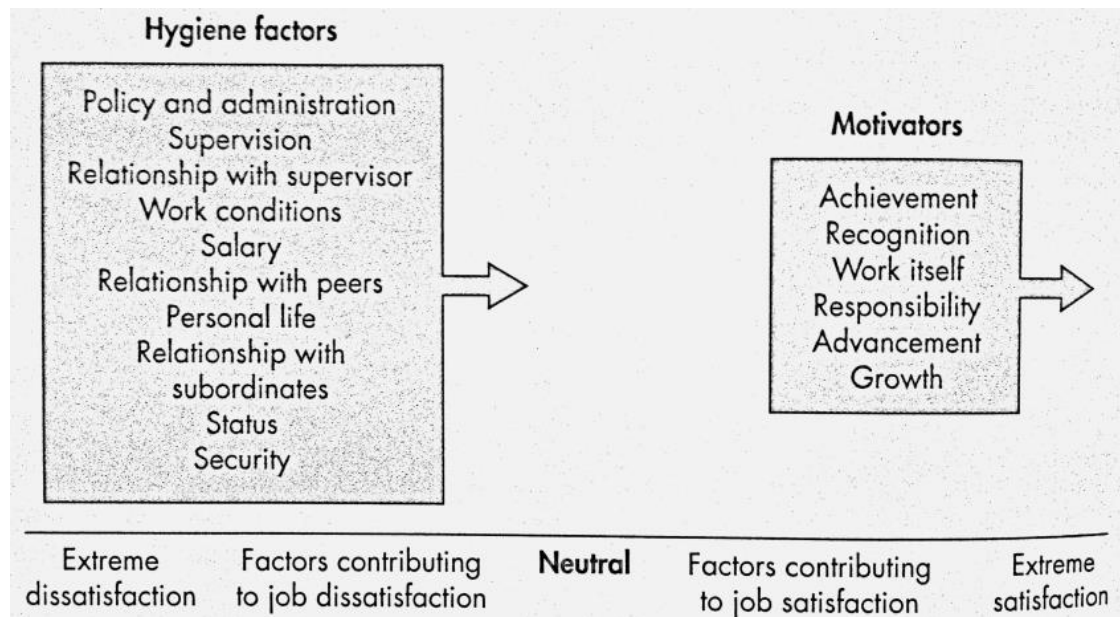


FIGURE 2. Herzberg's two-factor theory of motivation (Allen et al. 2008, 264).

Process Theories

According to Miner (2005), the equity theory defines “a striving for equity” as the main source of motivation. The feeling of equity—or fairness—is related to recognition and comparison in the context of an exchange. It is affected by three factors: the recognition of the input, the relevance of the resulting reward and the perceived equality of the exchange as opposed to other similar exchanges. (pp. 135-136.) A volunteer may, for instance, experience inequity if the festival management fails to express its appreciation. The same can happen, if the appreciation is considered inadequate in comparison to other volunteers or even to that in other events. The experience is always subjective and may result in effortlessness or discontinuation.

The expectancy theory is also based on the relation of effort and reward (Van der Wagen 2007, 230). Miner (2005, 97) explains the theory as a multiplication of *expectancy*, *instrumentality* and *valence*, the sum of which equals motivation. In this equation *expectancy* is defined as the anticipation of a particular outcome, *instrumentality* as the value of the effort because of the outcome and *valence* as the

satisfaction resulting from achieving the outcome. In other words it is suggested that the level of motivation is dependent on the assumed value generated by the performance. If zero value is reached by any of the elements in the equation the motivation to act diminishes as well. (Allen et al. 2010, 265-256; Miner 2005, 97; Van der Wagen 2007, 230.) In the context of volunteer management the theory can be used in planning positions, tasks and recruitment (Allen et al. 2010, 266).

Inspiring the action: The Golden Circle theory

Simon Sinek (2009) argues that inspiring leaders follow a certain pattern, The Golden Circle (TGC), in their communication, thinking and acting. According to Sinek it “helps us understand why we do what we do” by finding “order and predictability in human behavior”. TGC consists of three layers with questions *Why*, *How* and *What*. *What* is used to define the product, service or job function. *How* explains the means of differentiating or being better than competition. *Why* defines the purpose, cause or belief behind the actions. According to Sinek most organisations and people think, communicate and act in the wrong order by starting with *What*. Furthermore, many are not able to answer the question *Why* clearly. In his opinion, the people and companies having clear answers to all three questions and using TGC from inside out differ from others as inspiring. (pp. 37-39.)

The TGC theory is based on the argument that it reflects the behavioral evolution. According to Sinek, similar three layers can be found in the human brain: the outmost layer, neocortex, is used for rational and analytical operations of thought and language whereas the two inner layers comprising the limbic brain are responsible for feelings, all human behavior and decision-making. In his opinion, communicating from inside has a direct impact on behavior resulting, first, in decision-making and, secondly, in rationalizing the decisions. (Sinek 2009, 55-56.)

However, it has to be considered that Sinek provides only few scientific references to support his theory. According to him (2009, 38), TGC is an “alternative perspective to existing assumptions” about achieving influence. Taking this criticism and the choice of wording in consideration the experimental use of the theory can be justified. In

volunteer management it can be used as a tool for expressing the goal and direction of actions.

Sinek (2009, 16) also thinks that, in addition to inspiration, manipulation is the only way to influence human behavior. He (2009, 28-31) argues that manipulation is any action leading to a transaction, i.e. behavior required on a single or few occasions, whereas inspiration encourages loyalty. In the case of an event it is reasonable to ask whether encouraging loyalty is necessary or even possible. On the other hand, as Armstrong (2001) suggests, according to Van der Wagen (2007, 21), committed employees are a crucial factor in creating competitive advantage. Attracting, training and motivating new, possibly inexperienced volunteers is always a challenge. Furthermore, Iso-Aho (2011, 30) states that a satisfied volunteer may serve as a brand ambassador for the event around the year. Thus an inspiring volunteering experience can have a major positive effect reaching far in time and human networks.

2.2.2 Motivation in Volunteering

As presented in chapter 2.1, egoism and extrinsic motivations characterize contemporary cultural volunteering in Finland. Howlett et al. (2010) support the notion of episodic volunteering as a growing phenomenon but argue that within that there is yet a significant variety of people when measured according to their commitment and nature of motivation. In evaluating the phenomenon they cite the results of Handy, Brodeur and Cnaan (2006) saying that “the current understandings of episodic volunteering [...] need re-evaluation”. (pp. 103-105.) One recent tool for analyzing motivations in volunteering is the octagon model of volunteer motivation (Yeung 2004).

Octagon Model of Volunteer Motivation

Yeung (2004) states that the motives of volunteering “are often described as an altruism–egoism mixture”. In her phenomenological analysis of the topic, Yeung sought other perspectives. She interviewed 18 volunteers of the Evangelical Lutheran Church of Finland and its church associations resulting in 767 *elements* of volunteer motivation in 47 *themes*. The synthesis of the analysis is demonstrated in Figure 3

portraying four *dimensions* of motivation. The dimensions are presented as eight *motivational poles* of opposite but not exclusive motivations. The motivation of an individual may comprise various elements situated at any point of any or all of the poles. Thus, also the interaction between adjacent dimensions is possible. (pp. 21-46.)

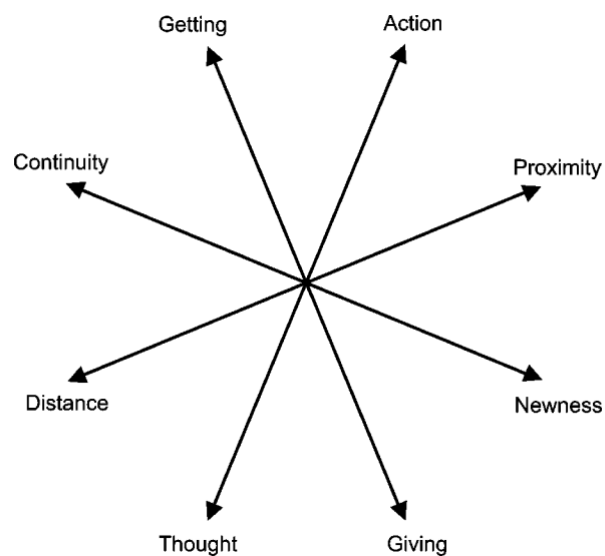


FIGURE 3. Octagon model of volunteer motivation (Yeung 2004, 32).

To completely understand the octagon model its “inward-outward meta-dimension of a person” must be examined as well. It is explained that the four poles on the left illustrate the instance of being personally directed inwards and the poles on the right depict the opposite. However, the division is not based on values and does not portray egoism or altruism. (Yeung 2004, 33.) Instead it reflects the variability of individual motivations and the cycle of giving and getting (Oravasaari & Pessi 2010, 155).

As stated, the study aimed to describe the motives of volunteering in a new way resulting in four dimensions. The following list exemplifies the motivational themes. The number of motivational elements (N=767) per pole is expressed in parenthesis:

- Getting—Giving. *Getting* (67) is related to self-fulfillment, personal well-being, work experience, concrete and emotional rewards and structure for spending time. *Giving* (98) is related to special needs for help, desire to help, spreading the habit of helping, offering interactional support and personal experiences. *Four themes related to both* (68): mutual help, positive moods, gaining by giving and personal growth. (Yeung 2004, 33-34.)
- Continuity—Newness. *Continuity* (45) is related to familiarity of the subject matter, experiences of volunteerism, personal lifespan, identity, extension to paid work and maintenance for personal well-being. *Newness* (38) is related to new subject matter, counter-balance, extension of one's milieu, learning something new and personal change. (Yeung 2004, 34-35.)
- Distance—Proximity. *Distance* (11) is related to flexibility, unstructured and unbureaucratic atmosphere and distance from others. *Proximity* (113) is related to a wish to belong to a group, meeting people, communal spirit, verbal interaction, the social nature of the activities and promoting social interaction. (Yeung 2004, 35-36.)
- Thought—Action. *Thought* (12) is related to values, role models, mental and spiritual growth and living through personal matters. *Action* (42) is related to filling up spare time, the active nature of the form of volunteering and action-centered organization. *Four themes related to both*: putting values into action, channels for evangelizing, acting as a spiritual vehicle and spirituality in the activity. (Yeung 2004, 36-37.)

Furthermore, a third of the elements were situated in the intersection of the adjacent dimensions. As, for example, the combination of *thought* and *action* indicates, religious values are present in the results. However, Yeung (2004, 41) concludes that the “religious elements were not that important in the framework of

the various motivational elements of the present findings as a whole". The octagon model can and has been used for feedback as explained in the next chapter (Oravasaari & Pessi 2010; Yeung 2004, 41).

Volunteering in Finland

Oravasaari and Pessi (2010) studied volunteering in the organizations of the social and healthcare sector by using the octagon model. Though not portraying volunteering at cultural events as such, the study gives ideas on how to attract and motivate volunteers. In the study three dimensions of motivation are emphasized: giving, action and continuity. Amongst the themes functionalism, familiarity and sociality were emphasized by men and giving and getting by women. New experiences, familiarity and thinking were emphasized by elderly people and giving, functionality and thinking by young adults. (p. 175.)

According to Iso-Aho (2011), a generalized but not coherent profile of a festival volunteer can be obtained from the survey by Paula Kinnunen (2011). In the survey festival organizations describe their volunteers with the following attributes:

- Age: People of young adulthood and old age. Few or no volunteers of 30—40 years of age. The profile of the volunteers reflects that of the event customers to some extent.
- Motives: Interest towards culture, particular festival and supporting it.
- Commitment: Strong. On average less than half of the volunteers are attending the festival for the first time. (pp. 18-21.)

The motivations of serious leisure volunteers support this view (Howlett et al. 2010, 14). However, it seems that no definite profile of short-term cultural volunteering can be established without a comprehensive and allocated study. Furthermore, the motivations and expectations of volunteers are likely to differentiate and become more complex in time (Iso-Aho 2011, 60). Thus, for the thesis it is more useful to provide concrete tools for the festival management.

Recruitment and Retention: How to Attract and Motivate the Volunteers?

Howlett et al. (2010) argue that “motivations in themselves cannot explain how people begin volunteering. There is a great deal of research on how volunteers get involved which consistently finds that the most important factor is personal contact and ‘being asked’.” In addition to direct social contact the ability to address individuals via their skills is what matters. (pp. 131-132.) According to this, recruitment should express not just what the volunteers will receive, but also how they may be of use and benefit from it also later on. This assumption relates back to the expectancy theory and the getting—giving dimension of the octagon model.

For the festival management the octagon model is the easiest and most practical tool. Oravasaari and Pessi (2010, 155-160) suggest that it can be used for analyzing and observing motivations and changes in them. Potential volunteer management process points are interviews, the event and collection of feedback. Furthermore, it can be used for job analysis and planning the recruitment.

However, no matter what the desire to volunteer is “it may not be strong enough to influence [...] attitudinal or behavioural responses to management renegeing on expectations and perceived promises”. Ralston, Downward and Lumsdon refer to the psychological contract between volunteer and event management. They argue that volunteer management at events is based on managing expectations throughout the management process beginning at the first contact. Failure in meeting them may result in withdrawal. (Ralston et al. 2004, 24; Van der Wagen 2007, 231.) Howlett et al. (2010, 132) add that recognizing changes in motivations is another important factor in preventing turnover. It can be concluded that the argument by Ralston et al. and its effect on motivation are comparable to the expectancy theory.

For an effective use of the idea it is important to notice that the first contact with a potential volunteer may also be indirect, for example via other volunteers, an article or customary relationships. Thus, managing the expectations should be viewed as a holistic and omnipresent part of volunteer management not limited to personal contacts.

For an annual event such as Jyväskylä Festival, turnover between the festivals is a natural phenomenon. Lankinen (n.d.) estimates that the average ratio of new and returning volunteers is 50—50 finding it suitable for retaining expertise and acquiring fresh ideas and talent. In his report, Iso-Aho (2011) takes a look at three recent studies (Mulari 2010; Rautio 2011; Rihko 2010) covering the experiences of nearly 200 volunteers from nine Finnish cultural events. The studies reveal that the volunteers find recruitment, training, organizing the work, leading, motivating and giving feedback as the weakest point of volunteer management. Not receiving feedback and recognition throughout the process were considered a major issue for motivation. (pp. 25-29.) Jyväskylä Festival was involved in Rihko's (2010, 42-44) study which suggests that the main problems were in training and providing feedback.

It can be concluded that commitment relates to personal experience. Volunteers have various motivations and expectations which the festival management needs to discover and take into consideration. More practical tools are introduced later when the volunteer management process is discussed. Before that in the next chapter the environment in which the volunteering takes place is discussed.

2.3 Event as a Working Environment

In this context *event* refers to a happening organized intentionally for an audience providing an experience unattainable in everyday life. The scope of an event may vary by size, type and frequency from a small one-time business meeting to an annual sporting event or cultural festival. Events can also be classified as commercial and non-profit events. (Allen et al. 2008, 12-17; Van der Wagen, 2007, 5-7.)

By nature, an event is a project, a “complex nonroutine one-time effort limited by time, budget, resources and performance specifications designed to meet customer needs” (Gray & Larson 2000, 4). As opposed to a business an “event is generally intangible and untested” with “only one chance to get it right” (Van der Wagen, 2007, 5). For event managers this sets advantages and challenges. Managing an event as a project describes the entire process from pre-production to post-production. A systematic approach to producing an event enables documenting and addressing the possible problems in the process. However, the uniqueness of the

event is a major challenge as there may be no opportunity to apply the acquired knowledge during the project. (Allen et al. 2008, 160-161.)

In the context of the thesis the aforementioned characteristics are functional. One of the objectives of the thesis is to increase consistency via documentation. In order to reach the objective it is important to acknowledge that changes in conditions and resources make every production process unique and require the routines to be adjusted and the experience reapplied. In this context permanent staff members are required to manage major changes not only between the events but during them as well. In the opinion of Van der Wagen (2007) managing an event can be described as controlling a chaos. Despite that, quick decisions, effective communication and positive attitude are required at any point. (p. xi.)

The pulsating structure of the event organization is certain to have impact on the possibly chaotic atmosphere. Allen et al. (2008) argue that rapid changes of the numbers of staff before and after the events make them unique to manage. Another feature they find significant is using volunteers as workforce. (pp. 232-233.) In a survey by Perry, Foley and Rumpf (1996) event managers evaluated human resource management skills together with project management skills among the most important areas of knowledge (Op. cit. p. 23).

2.4 Human Resource Management

Chaudhuri (2010) defines human resource management (HRM) as “a strategy to develop an organizational culture for the integration of man, task and organization” comparing it to another definition saying that HRM “is a part of management concerned with people at work and their relationships with others within an enterprise”. In his opinion only by using the first definition the workers can be utilized effectively due to its emphasis on organizational culture. (p. 7.)

In the case of managing volunteers it can be argued that the latter approach is more functional because of the short nature of the employment. However, as stated earlier commitment is an important factor for volunteers and event management. In

addition, using the definition by Caudhuri can be supported by the view of Allen et al. (2008):

Human resource planning for events should not be viewed simply in terms of a number of isolated tasks, but as a series of sequential interrelated processes and practices that take their lead from an event's vision/mission, objectives and strategy. (p. 233.)

In the context of the thesis the following HRM process can be established from the descriptions by Van der Wagen (2007, 1) and Allen et al. (2010, 234): planning, recruitment, selection, induction, training, supervision and evaluation. The process correlates with the four managerial functions: planning, organizing, directing and controlling (Chaudhuri 2010, 9). In the following chapters two topics are discussed: first, the good practices of managing the volunteers and secondly, the management process phase by phase.

2.4.1 Managing the Volunteers

Van der Wagen (2007) considers event business the most challenging environment for HRM. In a narrow timeframe and chaotic environment the success of an event is determined by the attitude, energy and know-how of everyone working for it. The high risks of organizing an event require professionalism. (p. xi.) With the varying backgrounds and motives as well as the temporary nature of volunteer workforce—as opposed to event professionals—the challenge is a major one (Allen et al. 2010, 233). The aim of HRM is having “skilled, committed and well-motivated employees” (Armstrong 2006, 9).

In addition to motivations being met the satisfaction of volunteers is also dependent on receiving support and management (Howlett et al. 2010, 138). At most events the function of the human resource manager is undertaken by staff members in management or supervisory roles. Thus it is of vital importance that those people understand the function and their role in it. (Van der Wagen 2007, 11.) Auld and Cuskelly (2000, 3) also emphasize the role of leadership in achieving high quality performance and making volunteers satisfied. This can only be achieved by training and inducting the volunteer managers and supervisors.

Van der Wagen (2007) suggests using a “code of conduct” for volunteer management. Listing the responsibilities and policies establishes consistent management and ensures fair treatment. (pp. 66-67.) An exemplary source of good practices can be found in the module by Auld and Cuskelly (2000). They have compiled a table of good practice advice for managing volunteers from recognized non-profit organizations. In the table clarity, respect, recognition and equality emerge as recurring themes. (pp. 4-7.)

2.4.2 The Phases of the Volunteer Management Process

The planning and execution of an effective human resource process of a project is dependent on focus and objectives. The aim of the process should be defined according to the purpose of the event. (Allen et al. 2008, 236; Van der Wagen 2007, 22.) As discussed, in addition to providing the direction the process should take the motivations and expectations of the volunteers into consideration. In the context of the thesis the emphasis in describing the phases of volunteer management is on reinforcing the existing process. In the following sections the phases are discussed from the point of view of their purpose and good practices.

Recruitment

The aim of recruitment is to attract a sufficient number of potential candidates for selection. The two keywords in a recruitment campaign are:

- 1) *Enough*, suggesting that the campaign should reach a pool of people sufficient but not too large for selection, and
- 2) *potential*, suggesting that the campaign should reach a pool of people with the right qualities for positions at offer. (Van der Wagen 2007, 124.)

In order to allocate the campaign properly and address the “right” people the jobs should be analyzed resulting in job descriptions and person specifications. The purpose of the job, tasks, responsibilities, working environment, communicational relationships and rewards are explained in the job description. The attributes required from the volunteer are described in the person specification. A properly

executed job analysis functions as the basis for the entire volunteer management process, from selecting applicants to training and evaluating them. (Allen et al. 2010, 237-242; Van der Wagen 2007, 104-105.)

Auld and Cuskelly (2000) remind that the recruitment should aim for a realistic conception of the work. They also suggest using the benefits of volunteering in attracting applicants rather than stressing the organizational needs. (p. 16.) Van der Wagen (2007, 124) adds that strong demands may lead to a paucity of applicants.

Selection

Selecting the volunteers by interviewing has two functions: informing and evaluating. The applicant should be explained about the job and graded by basing the evaluation on the criteria in the job description and person specification. (Van der Wagen 2007, 134.) An equal and functional interview can be accomplished by using the same, structured checklist for everyone and, if possible, by having more than one interviewer so as to eliminate personal bias (Allen et al. 2008, 251-252).

In addition to collecting information for selection, the interview can also be used for learning the motives and expectations of the applicants. The information is useful for the remaining process but also for evaluating the recruitment. In order to ensure an agreement the selected applicants can be sent a statement of the rights of both parties (Allen et al. 2008, 252).

Induction and Training

The main aim of the phase of induction and training is to inform and inspire the volunteers. The process should be commenced by introducing the event, organization and aim in order to establish a commitment to a common goal. In this it should be considered that the volunteers are most interested in learning their own particular work. Thus, the connection of the general information and the practical work should be communicated in a clear manner. (Allen et al. 2008, 254-256; Van der Wagen 2007, 144-147.)

Job-specific training aims at providing individuals the skills, knowledge and confidence to perform for the common goal. The training should be based on the job

description being explained in detail. Furthermore, demonstration and practice should be used when applicable in order to evaluate learning. (Allen et al. 2008, 256-257; Van der Wagen 2007, 155-170.)

Van der Wagen (2007) also reminds of the need of management training. The aim is to ensure that the people in managing positions share the same mindset. (pp. 143.) It can be concluded that the management training should involve discussion on the good practices of volunteer management and motivating.

Supervision and Evaluation

According to Allen et al. (2008) providing feedback and a plan for improvement is a crucial part of supervising. The aim is to improve the performance of volunteers and thus guarantee a successful event. (pp. 257-258.) As noted earlier, the volunteers' motivation is in part based on recognition and feedback. Providing them with feedback already during the event can result in increased motivation through feeling more competent. Auld and Cuskelly (2000) list extremely simple examples of daily recognition: smiling, greeting and praising. They also recommend keeping contact and remembering the volunteers after the event. (pp. 27-28.)

3 CASE AND IMPLEMENTATION

3.1 Case: Volunteer Management at Jyväskylä Festival

In 2011 I was in part responsible for the volunteer management process at Jyväskylä Festival. In addition to managing the process with Mirja Summanen, Head of the Office then, I was to develop it. During the process I familiarized myself with the thesis by Rihko (2010) in which she had studied the successful organizing of voluntary work at Jyväskylä Festival and two other cultural events. According to the study training and providing feedback were considered subjects of improvement.

Based on my experience I suggested the festival management a thesis about the volunteer management. The topic was considered beneficial for the event. In March 2013 Summanen retired from her post and the volunteer management process was shifted to Lankinen. The practical approach of the thesis was found particularly useful for managing the organizational changes. (Lankinen n.d.)

Jyväskylä Festival is an annual, 6-day inter-artistic urban city festival organized in Jyväskylä, Finland. Its main program consists of concerts, nonverbal theater, clubs, shows for children, courses and free admission program. The event is produced and managed by Festival Manager Tanja Rasi and Festival Producer Mari Lankinen and employs close to 100 volunteers during the festival. (Jyväskylän Kesä n.d.a; Jyväskylän Kesä n.d.b; Jyväskylän Kesä n.d.c.)

3.2 Planning of the guidebook

The idea of a thesis was first discussed with the festival management after my internship in autumn 2011. At the time the topic focused on collecting feedback from the volunteers. However, when active communication was begun in March 2012 I expressed my interest in compiling a guidebook of the volunteer management process. The topic and approach was considered suitable by Summanen.

The drafting process was in part based on my experience of the volunteer management at Jyväskylä Festival. Thus it was agreed that the required

communication would be subject to need rather than to regular meetings. In May 2012 the process was delayed significantly due to a computer malfunction resulting in the loss of all the material. Due to festival production and personal schedules, the next meeting was held in late autumn of the same year. At the time it was also announced that Summanen would retire. It was decided that I would continue the thesis process with Lankinen.

In January 2013 I introduced the outline of the guidebook. It was suggested that it would have the same linear structure as the volunteer management process as well as an introduction to the guide and its subject. In addition, the idea of using The Golden Circle in structuring the guidebook was discussed. Lankinen found the format functional.

The guidebook was drafted with Google Docs enabling Lankinen to see the progress in real-time and comment when necessary. During the writing process Lankinen suggested adding concrete task lists for every phase of the process. It was also agreed that instead of passive voice the language should be based on the pronoun *we* and giving orders.

3.3 Guidebook

The 16-page guidebook (see Appendix 1) consists of six thematic chapters which are divided further into sections and subsections. In order to guide the reader the chapters and sections are titled accordingly. The volunteer management process is presented phase by phase whereas motivation functions as a supporting theme throughout the guidebook. Chapters from two to six were designed according to The Golden Circle: first, explaining the purpose of the phase, secondly, discussing how to manage the process and thirdly, ending with a summarizing task list.

The first chapter aims to justify the guidebook to the reader and introduce the topic. In the first section the need and purpose of volunteer management, the contents of the guidebook, its purpose and the common goal of all volunteer managers and supervisors are explained. The second section introduces the uniqueness of volunteers and their motives, managing expectations and answering to the needs

and motives of the volunteers. The emphasis is on the shared responsibility of providing a good working environment and an inspiring experience. The third section describes the role of motivation in volunteer management and provides tools for attracting and motivating the volunteers. The final three sections explain the reader how to use and update the guidebook, the people of the volunteer management organization and the values of Jyväskylä Festival.

The second chapter discusses recruitment, the first phase of volunteer management, and preparations required for it. The first section defines the purpose and goals of the recruitment. The second section explains the purpose of the information package for the volunteer applicants. The third section describes the general content and the style of the information package. The fourth section describes how marketing should be conducted in order to provoke interest while considering the expectations. The fifth section concentrates in attracting the volunteers from previous years by emphasizing the importance of valuing their knowledge. The first phase is summarized as task list in the sixth section.

The third chapter discusses interviews and selection. The purpose and goals are defined in the first section. The second section describes the good and functional practices of an interview. The third chapter explains selection, forming teams and communicating the results of selection. The phase is summarized in the fourth section.

The fourth chapter discusses training and orientation. The first section defines the purpose and goals. The second section discusses the training of the volunteer managers and supervisors. The fourth section describes the purpose and an exemplary content of an orientation. The fifth section describes the purpose and an exemplary content of the job-specific training. The phase is summarized in the sixth section.

The fifth chapter discusses the festival week. The first section defines the purpose and goals. The second chapter describes the working environment and related orientation. The third section describes the daily activities and the good practices of the volunteer management. The phase is summarized in the fourth section.

The sixth chapter discusses the appraisal and rewarding after the event. The first section defines the purpose and goals. The second section describes the thank you event. The third section describes the ways of remembering the volunteers after the festival week. The fourth section describes the execution of gathering feedback.

4 REFLECTIONS

The main objective of the thesis was to produce a guidebook that would serve the entire volunteer management organization of the Jyväskylä Festival. It was apparent that addressing this annually alternating heterogeneous group would also be the main challenge. Due to finishing the thesis in the months after the festival, the guidebook could not be evaluated accordingly before discussing the results. On the other hand, previous volunteer managers and supervisors of the festival could have been contacted for their opinion.

However, Lankinen found the guidebook functional and believes that it will serve its purpose. The thematic structure enables easy navigation and should thus make the guidebook useful also for those whose work only relates to specific phases of the management process. It should also be considered that in a project organization like Jyväskylä Festival it is the responsibility of the human resource manager, in this case Lankinen, to train and induct the volunteer managers and supervisors annually.

Achieving the main objective was dependent on successfully documenting the process and finding supporting literature to improve it. The documentation was based on my experience on the particular process and its validity was ensured by communication with Summanen and Lankinen. The supporting literature proved hard to find due to my limited research on the literature. There is yet little research focusing in specific on short-term volunteering in the cultural sector. Studying more of volunteering in sports events could have provided profound and applicable information. However, I was able to describe what should be taken into consideration when managing volunteers in an event environment. Furthermore, the thesis provided practical tools for volunteer management.

The quality of thesis process was affected by its duration and fragmentary nature. Having no definite schedule resulted in breaks that disrupted concentration. Thus, having a clear overall picture of the topic and writing process was difficult. It is evident that the process should have had a timetable. Thus, the guidebook could have been tested accordingly as well.

5 CONCLUSION AND FUTURE SUGGESTIONS

Volunteering as a phenomenon is vast and ever evolving. The need of continuous and more comprehensive research is evident. The topic has become a matter of interest in recent years which can be seen from the number of thesis on the subject. However, in cultural sector there are only few extensive studies enabling generalizations. Understanding not just the current state but also the changes in people's motivations and willingness to use their time is a vital condition for successful event management. Relying on assumptions based previous knowledge from different context is potentially misleading. If new volunteers cannot be attracted and motivated the producers have to increase their budgets due to outsourcing. It is also usually stated that volunteers offer something that cannot be bought—major positive effect on the atmosphere.

At the same time, organizations dependent on volunteering need to educate themselves and train their staff on how to retain current, experienced volunteers. Especially those volunteering actively may possess vital “know-how” that should be managed and shared. In highly competitive environment of event production omission of human resource management can result in loss of competitive advantage. To function well the event organizations should rather hold volunteers as a key to success.

In addition to using a guidebook or other comparable documentation of the volunteer management process event managers should collect feedback as well. This work and the produced guidebook are limited to suggesting good practices. In order to guarantee the functionality of the guidebook systematic measurement is needed. Based on the research in this work it can be suggested that the guidebook should be developed further to include a form for collecting annual feedback from the volunteers.

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APPENDICES

Appendix 1. Ohjeista & innosta (Inform & inspire).

Infrom & inspire is a volunteer management guidebook for Jyväskylä Festival.

Ohjeista & innosta

Kesän vapaaehtoisten johtaminen **rekrytoinnista kiitoksiin**

I. KESÄINEN TIIMI

Jyväskylän Kesässä toimii vuosittain lähes 100 vapaaehtoista. Yleensä noin puolet heistä on ensikertalaisia. Lisäksi heidän taustansa ja kokemuksensa vaihtelevat, osallistumisen syistä puhumattakaan.

Tehtävämme on johtaa toimintaa ja tekijöitä, ohjeistaa ja innostaa - tehdä tiimi. Sen muodostaminen ja johtaminen edellyttää tehtävän ja ennen kaikkea tekijän ymmärtämistä. Hyvä johtaja luo joukolle ihmisiä mahdollisuuden toimia hyvänä tiiminä. Hyvä tiimi tekee tapahtuman, josta yleisö, artistit ja itse tekijät nauttivat.

Tämä opas sisältää

- perustietoa vapaaehtoisten johtamisesta sekä
- johtamisen vaiheet rekrytoinnista kiitoksiin.

Oppaan tarkoituksena on auttaa sinua tekemään parhaasi, jotta vapaaehtoisemme voivat tehdä parhaansa.

VAPAAEHTOISTYÖSTÄ

Motiivit vaihtelevat yksilöittäin mutta vapaaehtoiseksi hakeudutaan omasta kiinnostuksesta ja tahdosta. Sitoutuminen perustuu lupauksille, odotuksille ja niiden lunastamiselle. Rahallisen palkkion ja sitovan työsopimuksen sijaan kyseessä on ennemminkin kirjoittamaton yhteisymmärrys.

Työympäristö alkaa hahmottua jo hakuvaiheessa. Vapaaehtoisten johtaminen onkin odotusten johtamista. Jos emme vastaa niihin, vapaaehtoinen voi valita, ettei tarjoa työpanostaan. Jotta pettymyksiltä vältyttäisiin, on mietittävä mitä voimme antaa.

Lupaamme vapaaehtoiselle työpanoksestaan

- ruokailun sekä evästä jokaiselle työpäivälle,
- vakuutuksen tapaturman varalta,
- festivaalipaidan työvaatteeksi sekä tapahtuman ja tiimimme tunnukseksi,
- yhteisen kiitosillan,
- mahdollisuuden päästä tapahtumiin vapaa-ajallaan,
- uusia kokemuksia,
- sekä
- hyvän työympäristön ja festaritunnelman

Hyvä työympäristö ja festaritunnelma ovat suurimmat haasteemme. Vastuu on jokaisella meistä ja koskee kaikkea tekemistämme. Se edellyttää muiden yllä mainittujen lupausten lunastamista mutta myös hyvää toiminnan ja tekijöiden johtamista rekrytoinnista kiitoksiin. Paras palkkio, jonka voimme antaa, on innostava kokemus.

MOTIVAATIO

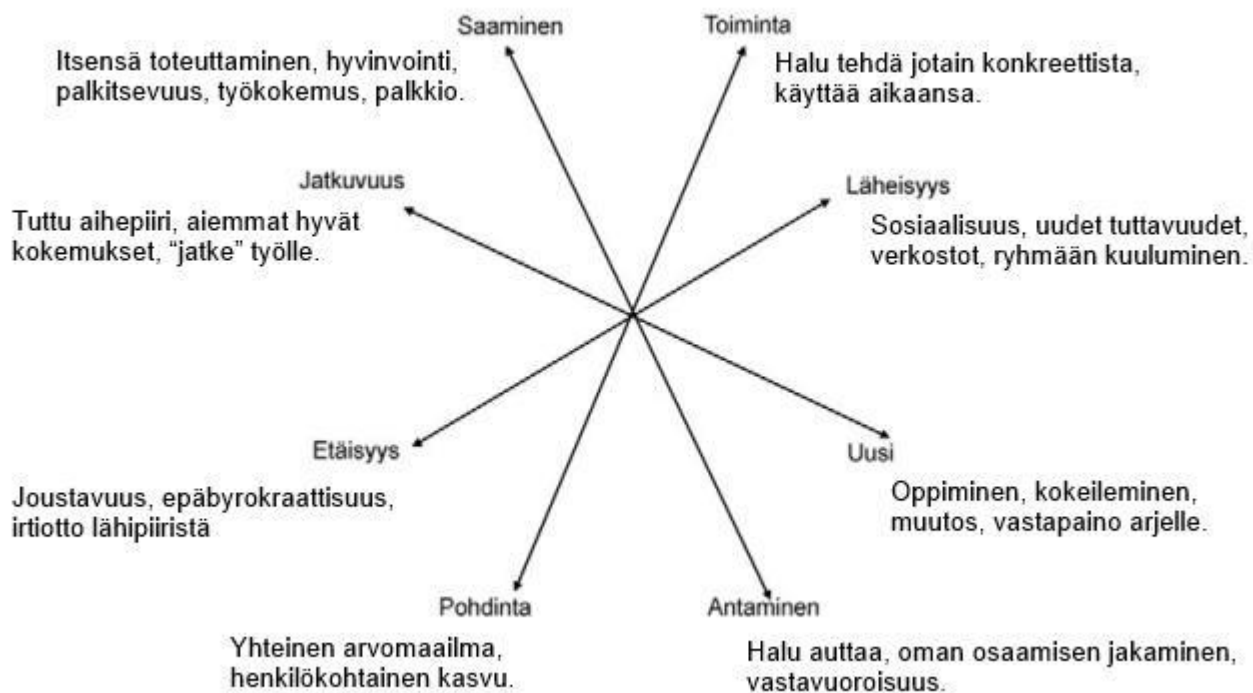
Mukaan mielenkiinnolla ja mukana innosta - vapaaehtoisten motivoinnissa on kaksi vaihetta:

1. Mukaan saaminen saa henkilön kiinnostumaan vapaaehtoistöistä Kesässä luomalla osallistumisen arvoisia odotuksia.

2. Mukana pitäminen edellyttää odotuksiin vastaamista. Sitoutunut vapaaehtoinen haluaa osallistua tulevaisuudessakin ja kertoo Kesästä muillekin.

Motiivit

Vapaaehtoistoiminnan motiivit ovat aseteltavissa oheisen "timanttikuvion" akseleille. Jokaiselta löytyy useita syitä eri puolelta kuviota, mikä tulee huomioida niin koko toimintaa kuin jokaista vapaaehtoistakin johdettaessa.



Kuviossa esimerkkejä osallistumisen syistä.

Mielekkäästä innostavaan vapaaehtoistyöhön

Mielekkyys ja innostavuus ovat työn kaksi eri ominaisuutta. Työn mielekkyys rakentuu perustarpeista huolehtimisesta. Varsinainen festaritunnelma syntyy innosta. Sitä ruokkivat:

- Selkeät tavoitteet
- Onnistumiset ja saavutukset
- Työn vastuullisuus ja merkityksellisyys
- Arvostus ja rakentava palaute
- Henkilökohtainen huomioiminen ja tasa-arvoinen kohtelu

Esimiehinä vastaamme sekä työn mielekkyydestä että sen innostavuudesta.

Ohjeistaminen

Ohjeistaminen vastaa perustarpeisiin ja kysymyksiin niistä. Tavoitteena on, että vapaaehtoisemme tietävät, mihin ryhtyvät, mitä saavat ja mitä heiltä edellytetään.

Innostaminen

Innostamisen tavoitteena on saada tiimi toimimaan ilolla yhteisen tavoitteen eteen. Toiminnan tulee olla perusteltua, tavoitteellista ja merkityksellistä vapaaehtoisille sekä organisaatiolle. Vapaaehtoisten johtaminen alkaakin jo rekrytoinnista kertomalla miksi:

- Miksi teemme mitä teemme? Toiminnan syy ja tavoite.
- Miksi toimimme vapaaehtoisvoimin?
- Miten teemme sen? Teot tavoitteen toteuttamiseksi.
- Mitä teemme? Tekojen tulos: Jyväskylän Kesä.

(Ks. Simon Sinek, TED.com: [How great leaders inspire action](#))

KESÄ 2014: VAPAAEHTOISORGANISAATIO

Tanja Rasi	Toiminnanjohtaja
Mari Lankinen	Tuottaja, vapaaehtoisvastaava
(Harjoittelijat)	(Vastualueet)

KESÄN ARVOT

Yhteistyö ja yhteishenki on meille tekemistä, jota leimaa ilo ja hauskuus. Kannetaan vastuuta itsestämme ja toisistamme sekä arvostetaan toisiamme. Yhteisenä päämääränä on tapahtuman onnistuminen.

Luotettavuus tarkoittaa meillä perinteitä, historiaa ja kykyä uusiutua. Ammattitaitoinen henkilökunta tuottaa elämyksellistä, yllätyksellistä ja tasokasta ohjelmaa. Henkilökunta omistautuu asialle ja huolehtii yleisön viihtyvyydestä sekä palvelun laadusta.

Poikkitaiteellisuus merkitsee meille sitä, että festivaalimme on monipuolinen, innovatiivinen, ennakkoluuluton, kansainvälinen ja yhdistää eri taiteenaloja sekä -tasoja.

II. VAPAAEHTOISHAKU

- **Odotusten johtaminen**
- **Oikeiden hakijoiden tavoittaminen**

VAPAAEHTOISTYÖ KESÄSSÄ

Vapaaehtoisten ohjeistaminen ja sitouttaminen alkaa hakuvaiheessa. Kattava ja innostava tietopaketti kertoo, miksi tarvitsemme vapaaehtoisia, minkälaisesta työstä on kyse sekä mitä se antaa ja edellyttää. Samalla vastaat seuraaviin vapaaehtoisten johtamista koskeviin kysymyksiin:

- Tehtäväkuvaukset: Mihin tehtäviin tarvitsemme vapaaehtoisia? Kuinka monta?
- Valintakriteerit: Mitä edellyttämme hakijoilta?
- Aikataulu: Kuinka toteutamme vapaaehtoisjohtamisen eri vaiheet?

VAPAAEHTOISTEN TIETOPAKETTI

Kun kokoat/päivität tietopakettia, vastaa ainakin seuraavia kysymyksiin:

- Mikä Jyväskylän Kesä on?
- Miksi tarvitsemme vapaaehtoisia?
- Mikä on tavoitteemme?
- Mitä vapaaehtoisuus edellyttää?
 - Yleisesti, tehtäväkohtaisesti, ajallisesti.
- Mitä vapaaehtoinen saa panoksestaan?
- Minkälainen työympäristö tapahtuma on?
 - Organisaatio, kulttuuri, turvallisuus, tapahtumapaikat.
- Keneltä ja mitä kautta voi saada lisätietoja?

Tietopakettien - ja siten itse vapaaehtoisuuden - innostavuus syntyy sen luomista odotuksista sekä hakijan tarpeisiin vastaamisesta (ks. "timantti", Luku I). Luo vain sellaisia odotuksia, jotka sinä ja muut vapaaehtoistoimintaa johtavat pystyvät lunastamaan. Esimerkkinä hakijan ikä: jos haku on auki myös alaikäisille, varmista, että pystyt myös tarjoamaan mielekästä työtä ja riittävän kiitoksen.

Osana tietopakettia toimii hakijoille tarkoitettu ilmoittautumislomake. Varmista, että lomake toimii, on sujuva täyttää ja kerää riittävät tiedot. Lomakkeen tarkoitus on luoda hyvä pohja haastatteluille ja valinnoille.

HAUN MARKKINOIMINEN

Markkinoinnin tarkoituksena on tavoittaa riittävästi Kesään sopivia vapaaehtoisia. Hyvin kohdistettuna se innostaa mukaan sopivassa suhteessa uusia tekijöitä ja vanhoja taitajia.

Kiinnostuksen herättämisen kannalta oleellisia kysymyksiä ovat:

- Mikä on Jyväskylän Kesä?
- Miksi tarvitsemme vapaaehtoisia?
- Mikä on tavoitteemme?
- Mitä vapaaehtoisuus antaa?
- Mitä tehtäviä tarjoamme?
- Minkälaisia vapaaehtoisia haemme?
- Mistä saa lisätietoja?

Mielikuvaa vapaaehtoisuudesta kannattaa elävöittää esim. kuvin, videoin ja lainauksin. Muokkaa sisältöä ja tyyliä kohdeyleisön mukaisesti, yksi teksti ja ulkoasu ei todennäköisesti puhuttele kaikkia haun kohteita.

VANHOJEN VAPAAEHTOISTEN REKRYTOIMINEN

Aiemmin Kesään osallistuneiden kokemus on tärkeä festivaalin onnistumisen ja kehittymisen kannalta. Henkilökohtaisen kiinnostuksen lisäksi halu osallistua uudestaan syntyy hankitun osaamisen tunnustamisesta sekä mahdollisuudesta hyödyntää sitä.

Rekrytoidessa "vanhoja" on tärkeää huomioida heidän erityiset motiivinsa. Mieti myös, ovatko vanhat hakijat erityisasemassa suhteessa uusiin: esim. saavat ensimmäisenä tiedon hausta, ovat ensisijalla valinnoissa tai voivat päästä esimiestehtäviin.

Lähetä vanhoille lyhyt aiemman panoksen huomioiva tiedustelu halukkuudesta osallistua, sisältö esim. seuraavanlainen:

- Kiitos aiemmasta panoksesta.

- Yhteenveto edellisestä Kesästä ja tavoitteemme tulevalle.
- Miksi haluamme vanhoja mukaan?
- Minkälaisia tehtäviä ja mahdollisuuksia tarjoamme?
- Onko hakijalla jotain kehitysehdotuksia, uutta osaamista, toiveita jne.
- Ohjeet hakemiseen.

TO-DO:

- Vapaaehtoisten määrä ja tehtävät.
- Tietopaketin sisältö sekä ilmoittautumislomake.
- Markkinoinnin suunnittelu ja toteutus.

III. HAASTATTELU JA VALINNAT

- **Osaamisen ja motiivien selvittäminen**
- **Tehtävistä ja työympäristöstä kertominen**
- **Tiimien suunnitleminen**

HAASTATTELU

Haastattelemisen tarkoitus on selvittää, sopiiko hakija festaritöihin, mikä tehtävä on paras hakijan ja Kesän kannalta sekä miksi hän haluaa mukaan ja mitkä ovat hänen odotuksensa. Lisäksi se antaa ensivaikutelman rekryn onnistuneisuudesta ja hakijan perehtyneisyydestä.

Vapaaehtoiselle haastattelu on ensimmäinen tilaisuus arvioida tulevaa työympäristöä ja heijastaa rekryn luomia odotuksia. Tutustu hakijoihin ennalta ja käytä haastatteluissa kysymyspohjaa, joka perustuu hakukriitereihin. Kahden haastattelijan käyttäminen vähentää yksilöllisten käsitysten vaikutusta arviointiin sekä helpottaa havainnointia ja muistiinpanojen tekemistä.

Huolellisella valmistautumisella varmistat, että:

- kaikki oleellinen tulee kysyttyä,
- hakija ymmärtää vapaaehtoisen tehtävän ja tapahtuman tavoitteet,
- hakijoiden suora vertailu on mahdollista ja
- haastattelu on kaikille samanlainen.

Mieti myös, miten arvotat (esim. pisteytys) hakijat haastattelutilanteessa ja varmistat, että pystyt muistamaan jokaisen hakijan valintoja tehdessä.

VALINNAT JA TIIMIEN MUODOSTAMINEN

Valitse hakijat tehtäviin vain hakemusten ja haastatteluiden perusteella, välttä henkilökohtaisia mielipiteitä. Huomioi valitsematta jääneet erillisellä, valinnat perustelevalla ja ensi vuodesta muistuttavalla kiitosviestillä.

Ilmoita valituille vapaaehtoisille sovittu aikataulun mukaisesti. Valituille on hyvä ilmoittaa ainakin seuraavat asiat:

- Vapaaehtoisen tehtävä sekä yhteiset tavoitteet
- Molempien osapuolten velvollisuudet ja oikeudet
- Aikataulu
- Yhteyshenkilö(t)

Tarkemmat tehtäväkohtaiset ohjeet (esim. tiivistelmä perehdytysmateriaalista) voi ilmoittaa myös tuleva esimies. Samalla on tilaisuus esittäytyä omille vapaaehtoisilleen ja aloittaa oman tiimin muodostaminen. Mikäli mahdollista ja mielekästä, valinnoista ilmoittamisen jälkeen kukin esimies voi hoitaa kaiken yhteydenpidon omiin vapaaehtoiisiinsa muistuttamalla tapaamisista, sopimalla tehtäväkohtaisesta perehdytyksestä jne.

Tiimejä muodostettaessa huomioi seuraavat asiat:

- Tarkoitus ja tehtävät ovat selkeitä.
- Hakijan toiveet.
- Hakijan osaaminen, persoona ja käytettävyys suhteessa muuhun tiimiin.
- Tiimiläisiä on sopivasti.

Huom! Osa tehtävistä on erittäin itsenäisiä tai jopa tiimittömiä (esim. valokuvaaja). Huolehdi, että jokaisella on oma esimies.

TO-DO:

- Haastatteluiden aikataulutus
- Kysymyspohja ja hakemuksiin perehtyminen
- Haastattelut
- Tehtävien jako ja tiimien muodostaminen
- Valinnoista ja jatkosta ilmoittaminen

IV. KOULUTUKSET & SITOUTTAMINEN

- **Esimiesten perehdyttäminen**
- **Yhteiseen päämäärään sitouttaminen**
- **Tiimin luominen**
- **Työympäristöön ja -tehtäviin tutustuttaminen**

ESIMIESTEN PEREHDYTTÄMINEN

Onnistunut vapaaehtoisten ohjeistaminen ja sitouttaminen edellyttää, että vapaaehtoisista vastaavat ovat itse valmistautuneet koulutuksiin sekä vapaaehtoisten ohjaamiseen tapahtumassa.

Käy läpi seuraavat asiat:

- Tapahtuman tavoite ja vapaaehtoistoiminnan merkitys
- Vapaaehtoinen työntekijänä ja johdettavana
 - Luku 1
 - Esimerkkejä ja kokemuksia
 - Poikkeustilanteet, esim. pois jääminen, loukkaantuminen
- Vapaaehtoisten tietopaketin sisältö
- Vapaaehtoisten palaute ja odotukset
- Esimiehen tehtävä ja tiimin johtaminen
- Omaan tehtävään ja tavoitteisiin perehdyttäminen

Tapahtuman aikana työn määrä ja tempo vaihtelevat paljon. Valmistautumisesta huolimatta yllättäviä tilanteita tulee aina, koska jokainen tapahtuma on testaamaton ja ainutkertainen. Monelle vapaaehtoiselle kyseessä on ensimmäinen Kesä, osalle jopa ensimmäinen tapahtumatyö. Keskeisenä haasteenamme onkin onnistua kerralla.

Jotta toiminta ja sen johtaminen olisi yhtenäistä, miettikää ja sopikaa yhdessä myös hyviä toimintatapoja ja sääntöjä, joita jokaisen tulisi noudattaa vapaaehtoistensa kanssa.

YLEINEN KOULUTUS

Yleisen koulutuksen tavoitteena on käsitellä kaikkia koskevat asiat, tutustuttaa vapaaehtoiset organisaation ja toisiinsa sekä sitouttaa heidät toimimaan yhteisen päämäärän eteen. Paikalla ovat uudet ja vanhat vapaaehtoiset, mikä on huomioitava suunniteltaessa asiasisältöä.

Huomioi vanhat esim. pyytämällä jakamaan kokemuksia. Uusia taasen kiinnostanee eniten vasta perehdytyksessä käsiteltävä oma työnkuva. Mieti siis, miten yleisestä koulutuksesta saa mahdollisimman henkilökohtaisesti merkityksellisen.

Mahdollinen sisältö:

- Esittely ja tutustuminen
- Yhteinen tavoite: Miksi? Miten? Mitä?
- Historia ja tuleva tapahtuma.
- Osapuolten oikeudet ja velvollisuudet, yleiset pelisäännöt.
- Työympäristö: aikataulu, sijainnit, organisaatio (esimies- ja viestintäsuhteet), turvallisuus, festariviikko (hektisyys, yllätyksellisyys, työn epätasainen jakautuminen).
- Viestintä
- Materiaali: yleinen ohjeistus, ohjelma, paita, passit, ruokaliput.
- Yhteisesti vaadittava osaaminen: asiakaspalvelu, tapahtuman sisältö.
- Mahdollinen asiantuntijavieras.
- Kiitosilta ja palautekysely.
- Esiin nousseet odotukset (haku, haastattelut) ja kysymykset.

TEHTÄVÄKOHTAINEN PEREHDYTYS

Perehdytyksen tavoitteena on ohjeistaa ja sitouttaa vapaaehtoiset toimimaan tehtävässään sekä vahvistaa tiimiä. Perehdytys on myös tilaisuus tutustua tarkemmin tiimiläisiin ja arvioida, kuinka he tulevat keskenään toimeen.

Sisältöä ja sitouttamista koskee sama kuin yleistä koulutusta: huomioi sekä uudet että vanhat esim. käsittelemällä kokemuksia ja pyytämällä palautetta perehdytysmateriaalista.

Valmistautuminen:

- Käy tehtävä ja siihen liittyvä materiaali läpi.
- Tutustu tiimiläisten taustoihin, opettele nimet
- Mieti miten parhaiten havainnollistaa tehtävä.

Mahdollinen sisältö:

- Tutustuminen
- Tehtävän tavoite ja merkitys tapahtuman kannalta.
- Työnkuva, aikataulu sekä tilat ja välineistö.
- Tehtäväkohtaiset pelisäännöt.
- Keskeiset henkilöt.
- Viestintä, palautteen antaminen ja saaminen.
- Materiaali: tehtäväohjeistus.
- Huomioita ohjelmaan liittyen.
- Odotukset ja kysymykset.

HUOM! Osassa tehtävistä tapahtumapaikkaan ja työpisteeseen tutustuttaminen tapahtuu erikseen, ks. Luku V.

TO DO:

- Esimiesten perehdyttäminen

- Yhteisistä toimintatavoista sopiminen
- Koulutusten suunnitleminen
- Perehdytysten suunnitleminen
- Koulutus ja perehdytykset

V. TAPAHTUMAVIIKKO

- Työpisteeseen ja -ympäristöön perehdyttäminen
- Toiminnan ja tekijöiden johtaminen

TYÖPISTE

Todelliseen työympäristöön ja festaritunnelmaan pääsee käsiksi vasta tapahtuman aikana. Tutustuta vapaaehtoiset aluksi alueeseen, tilaan ja laitteistoon kerraten samalla työtehtävät ja päivittäiset rutiinit. Tavoitteena on havainnollistaa ennakkoon annettu perehdytys.

Läpi käytäviä asioita

- Alueeseen/tilaan sekä välineistöön tutustuminen
- Työntekijöiden, esiintyjien ja yleisön turvallisuus, hätätilanteet
- Viestintä työntekijöiden kesken ja asiakkaille
- Vastuuhenkilöt ja muu henkilöstö
- Asiakaspalvelu ja yleisön hallinta
- Ylläpito

AKTIIVINEN VAPAAEHTOISJOHTAMINEN

Festareiden aikana tärkeintä on valvoa vapaaehtoisten suoriutumista, antaa palautetta ja luoda hyvää henkeä. Vaikka tehtävistä on hyvin itsenäisiä, pidä yhteyttä jokaiseen vapaaehtoiseen ja varmista, että heillä on mahdollisuus suorittaa tehtävänsä huolella ja ilolla.

Tapahtuma kokonaisuudessaan voi vapaaehtoisen tehtävästä ja kokemuksesta riippuen tuntua jopa hieman kaoottiselta työympäristöltä. Muutokset ja ajoittainen kiire ovat kuitenkin väistämättömiä, joten valmistaudu tekemään nopeita päätöksiä ja viestimään tehokkaasti. Pidä kaikessa tekemisessä esimerkillinen ja positiivinen asenne.

Vapaaehtoiset odottavat tulevansa hyvin valmisteltuun organisaatioon ja saavansa ohjausta. Selkeän ohjeistamisen lisäksi oleellista on aktiivinen huomioiminen. Kysele palautetta ja kokemuksia vapaaehtoisten lisäksi muilta työntekijöiltä ja artisteilta. Välitä esim. artistilta saatu kiitos aina vapaaehtoisille.

Toiminnan seuraamiseksi kannattaakin luoda tiimin toimintaan sopiva päivittäinen rutiini, esim. lyhyt palaveri, ja käsitellä seuraavia asioita:

- Kiitos ja yhteenveto edellisestä päivästä/tehtävästä
- Palautteen antaminen ja pyytäminen, huomioita toiminnasta
- Päivän tehtävät, aikataulu, ohjelma, erityishuomiot/poikkeukset
- Vuoron/tehtävän päätteeksi: kiitos ja seuraavan päivän kulku

Työn merkityksellisyyden ja motivaation kannalta on oleellista jakaa vastuuta. Tee huomioita vapaaehtoisten osaamisesta ja kyvykkyydestä ja jaa mahdollisuuksien mukaan esim. tehtäviin liittyvää valvonnallista vastuuta pois itseltäsi.

Lisäksi päivän mittaan tulee pystyä antamaan välitöntä palautetta ja kiitosta. Henkilöön kohdistuvan kritiikin tulee aina olla perusteltua ja se on annettava henkilökohtaisesti erillään muista. Käsittele poikkeustilanteet kuten loukkaantumiset, haluttomuus, osaamattomuus tai keskeytys mahdollisimman pian ja henkilökohtaisesti.

Jotta yleiskuva festareista ei jää muistinvaraiseksi, tee muistiinpanoja palautekeskusteluista, ongelmista ja onnistumisista. Niille on käyttöä niin kiitosillassa kuin palautekyselyn tuloksia käsiteltäessä.

TO DO:

- Työympäristään tutustuttaminen
- Tehtävien kertaaminen
- Yhtyden pitäminen vapaaehtoisiin
- Vastuun antaminen
- Palautteen antaminen ja kerääminen
- Kiittäminen

VI. KIITOS JA PALAUTE

- **Vapaaehtoisten työpanoksen huomioiminen**
- **Toiminnan arvioiminen ja kehittäminen**

KIITOSILTA

Kiitosillan tarkoituksena on juhlistaa yhdessä tehdyn työn tulosta ja osoittaa jokaisen antaman panoksen arvo. Niin yhteishenkeä kuin jokaisen merkityksellisyyttäkin voi korostaa esim. ryhmäkuvalla. Käy lisäksi läpi seuraavat asiat:

- Yhteenveto viikosta: tavoitteet ja saavutukset
- Yhteinen kiitos ja vapaaehtoisten merkityksen osoittaminen
- Tehtäväkohtainen huomioiminen eli oman esimiesten kiitokset
- Muistutus palautekyselystä: merkitys, käyttö, aikataulu, yhteenvedosta tiedottaminen

HUOMIOIMINEN TAPAHTUMAN PÄÄTYTTYÄ

Vapaaehtoisten pitäminen mukana toiminnassa vaatii ympärivuotista panostusta. Välittömien kiitosten lisäksi vapaaehtoiset on hyvä pitää mukana tapahtuman kehityksessä tiedottamalla palautekyselyn tuloksista ja sen tuomista kehitysideoista, muista muutoksista sekä tulevan Kesän kuvioista. Myös yhteinen tapaaminen kuten glögitarjoilu on hyvä tapa pitää yhteyttä ja tiedottaa tulevasta. Kaikessa toiminnassa tulee muistaa, että vapaaehtoiset vievät ympäri vuoden viestiä Kesästä eteenpäin - niin hyvässä kuin pahassakin.

Välittömästi tapahtuman jälkeen vapaaehtoisia voi nostaa esiin ja muistaa mm.:

- Tiedotteissa
- Omilla kanavilla: www, uutiskirje, FB, YouTube
- Sähköpostitse kiittäen: yhteisesti ja esimiehittäin

PALAUTEKYSELY

Palautekyselyn tarkoituksena on taata Kesän ja vapaaehtoistoimintamme jatkuvuus ja kehittyminen. Kerää vapaaehtoisilta nimetöntä palautetta toimintamme jokaisesta vaiheesta, rekrystä kiitoksiin. Vastaukset ohjaavat kaikkea vapaaehtoisten tietopaketin kehittämistä esimiesten toimintaan festareilla.

Kysely on hyvä ajoittaa parin viikon sisään tapahtumasta. Näin festareiden tapahtumat ovat vielä muistissa ja tuntemukset ovat hieman tasaantuneet. Käsittele yhteenveto yhdessä esimiesten kanssa verraten heidän kokemuksiaan ja muistiinpanoja. Timanttimalia (Luku I) kannattaa hyödyntää arvioitaessa vapaaehtoisten vastauksia ja kommentteja.

TO DO:

- Kiitosilta
- Vapaaehtoisten muistaminen
- Palautekysely
- Palautteen käsitteleminen