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Original article

VOLUNTEER RECRUITMENT CONCEPT AT A MAJOR SPORT EVENT - STUDY CASE: BUCHAREST UEFA EURO 2020

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Abstract:

Aim. Mega-sporting events like the UEFA EURO 2020 rely heavily on volunteers to ensure smooth operations, enhance fan experiences, and leave a lasting legacy. This scientific paper presents an in-depth analysis of the recruitment concept employed for volunteers at the UEFA EURO 2020, one of the largest football tournaments in the world. Drawing upon a combination of literature review, interviews with organizers, and analysis of official documents, this study examines the strategies, challenges, and successes of volunteer recruitment. It explores the unique context of recruiting volunteers for a major international sports event, shedding light on the intricate planning and execution required. Additionally, this paper provides valuable insights and lessons learned that can inform future recruitment efforts for similar events.

Keywords: sport volunteering, UEFA EURO 2020, recruitment concept

Introduction

UEFA – the Union of European Football Associations – is the governing body of European football. It is an association of associations, a representative democracy, and is the umbrella organisation for 55 national football associations across Europe. Its objectives are, among other things, to deal with all questions relating to European football, to promote football in a spirit of unity, solidarity, peace, understanding and fair play, without any discrimination on the part of politics, race, religion, gender or any other reason, to safeguard the values of European football, promote and protect ethical standards and good governance in European football, maintain relations with all stakeholders involved in European football, and support and safeguard its member associations for the overall well-being of the European game.

For many years, on the occasion of several competitions, UEFA has involved volunteers in the running of its events and activities. This gives UEFA the opportunity to directly involve the general public both in the running of prestigious sporting events and in gaining behind-the-scenes experience. Volunteers are the unsung heroes, because without their support, it would be impossible to successfully organize such huge sporting events on a global level.

The volunteers, those who promote values such as solidarity, fair play and respect, also act as "ambassadors" in the relationship with fans and visitors from all over the world, who watch the UEFA European Football Championship live. For UEFA EURO 2020, this also means integrating and bringing together volunteers from across Europe, while also creating a legacy for the 12 host countries. At the same time, UEFA strives to provide all the conditions for each individual to enjoy a unique and unforgettable experience, which will encourage others to become volunteers at future football events.

UEFA EURO 2020 will be the biggest EURO ever, with the final tournament being played in 12 countries. In total, 12,000 volunteers will be needed for what will be the most diverse volunteering program ever, providing a once-in-a-lifetime opportunity for the thousands of people who will be involved

UEFA European Football Championship (UEFA EURO)

The UEFA European Championship is one of the world's biggest sporting events, although the competition's genesis was more difficult than might be expected. Championships for national associations had already begun in other continents by the time the idea of a European competition for national teams began to reach fruition in the 1950s. At the time that UEFA was born, in 1954, the impetus for a European championship was coming from the distinguished French sports newspaper L'Equipe, which proposed a competition with home-and-away matches to be played in midweek in the evening. Adding to the French drive for such a tournament was Henri Delaunay, first UEFA General Secretary and former French national association general secretary. In 1927, Delaunay had already submitted a proposal to FIFA, in conjunction with the great Austrian official Hugo Meisl, for the creation of a European cup, to run concurrently with the World Cup, which would involve a qualifying competition every two years.

Delaunay wrote after UEFA's inaugural Basel assembly in 1954 that the idea was for a competition open to all of the European associations. A three-member committee, he said, had been entrusted with examining this difficult problem. Delaunay insisted that this competition should not lead to an infinite number of matches. Nor should it harm the World Cup, and participants should not always be forced to meet the same opponents in the same group.

Following Delaunay's death in 1955, his son Pierre joined the French journalists in the drive towards initiating the European Nations' Cup. Pierre Delaunay was subsequently appointed secretary of the European Nations' Cup Organising

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Committee, and was therefore able to observe at close quarters the blossoming of the competition that his father had wanted. After agreement had been reached that the championship would be founded, the new competition was named the Henri Delaunay Cup in recognition of his outstanding services in the cause of European football.

The inaugural tournament was entered by around half of UEFA's member associations, 17 in total, and one more than the minimum required. The Republic of Ireland were eliminated by Czechoslovakia in a qualifying play-off (the two teams met after the drawing of lots). The first championship match proper was held on 28 September 1958 in Moscow's Central Stadium – the USSR beating Hungary 3-1, with the home side's Anatoli Ilyin scoring the first goal after four minutes – and the inaugural competition took place over 22 months between 1958 and 1960. From small acorns do great oaks rise.

UEFA EURO 2020 Volunteer Program

For the special edition of the EURO: the UEFA EURO 2020, UEFA would like to integrate the population of Europe with this programme and also create some legacy for this “EURO for Europe”. Furthermore, it is our ambition to create sustainability regarding volunteering within sport. We want to offer volunteers an unforgettable experience so that they transport a positive image of football, UEFA and the EURO Volunteer Programme. The assumption is that the LOS (Local Organising structures), in line with the green project strategy will be responsible for the implementation of the Volunteer Programme, whilst UEFA remains in charge of the conceptualisation of the project, the validation of the budget and the internal liaison within UEFA in terms of the Volunteer Programme. Therefore, the Volunteer Programme for UEFA EURO 2020 shall be implemented (for example promotion, recruitment, training, volunteer management) by the 12 LOS. The Event Workforce Management Team at UEFA will guide and monitor from Nyon, Switzerland and offer the necessary tools and Standard Operation Procedures (SOP) to the 12 LOS Volunteer Management teams on-site. A split of responsibilities between the LOS and UEFA has been agreed upon in the Cooperation Agreement. The general set-up for the implementation of UEFA EURO 2020 volunteer program is shown in Figure 1.

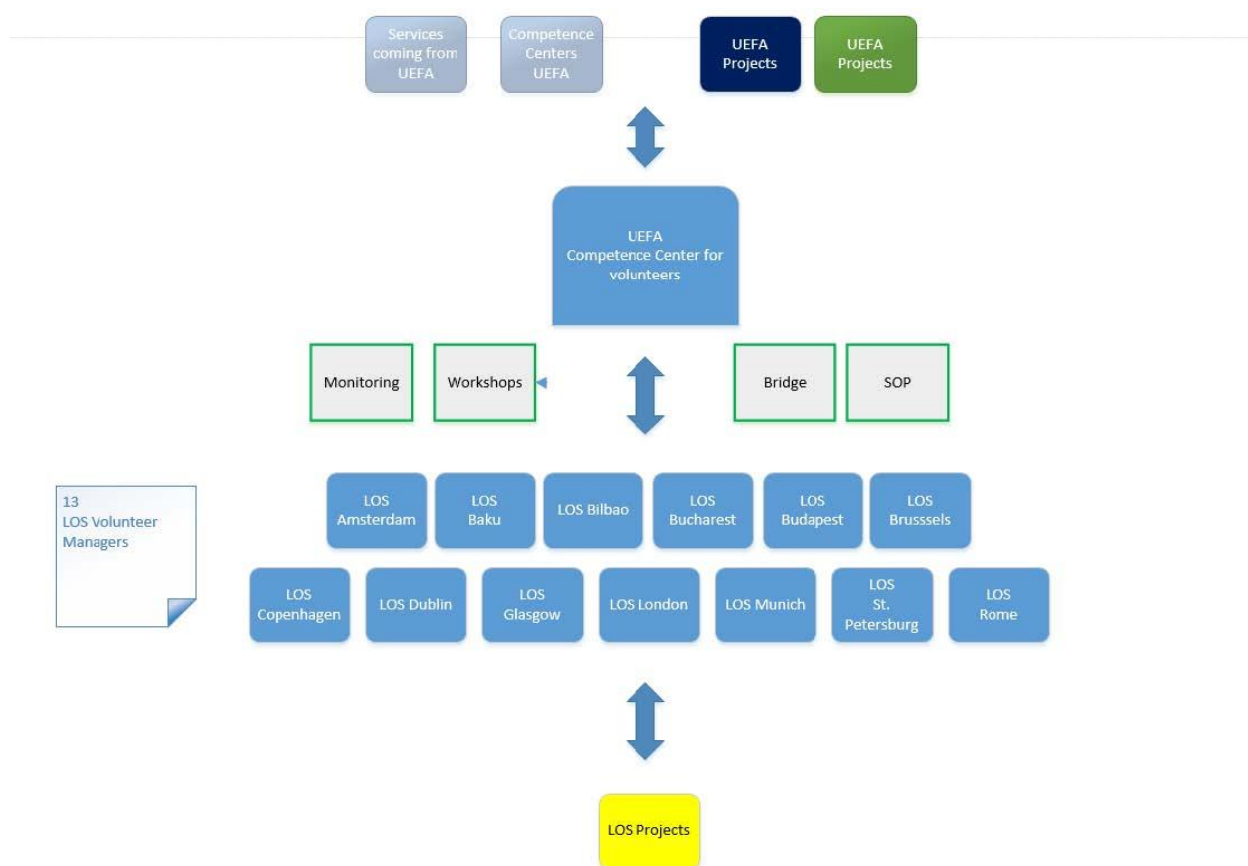


Figure 1 General set-up of volunteer program

Volunteer roles and descriptions

ACCESS MANAGEMENT

The access management team is responsible for overseeing overall access - both ingress and egress of people and vehicles - at the UEFA EURO 2020 venues (stadiums) during the operational period. Access management volunteers play an integral role by helping the venue access manager to implement the flow concept and steward dot plan, delivering



training to security staff and helping accredited staff to access the venue during the operational period. On matchdays, access management volunteers help the venue security team to facilitate the smooth and timely ingress and egress of all target groups into and out of the stadium.

ACCREDITATION

During the tournament, the stadiums will be divided into different zones, such as the pitch, dressing rooms and media areas. The accreditation team provides different groups of people with access to the zones in which they operate. These groups include players, volunteers, media, officials, service providers such as cleaners, public authorities and sponsors. To perform their role, each individual needs to be in possession of a valid accreditation pass, which they receive from the accreditation centre next to each stadium. The accreditation pass displays their personal details (name and photo), as well as the access rights assigned to them for their particular duties.

ANTI-DOPING

The UEFA anti-doping team will deliver a comprehensive doping control testing programme at UEFA EURO 2020. The programme aims to protect the physical, emotional and financial investment of players, officials and spectators by ensuring a drug-free tournament. The role of the anti-doping chaperone is one of great responsibility and must be carried out in a professional manner. Their task is to notify one of the players selected for a doping control and to escort him from the time he is notified until the doping test is complete.

BROADCASTER SERVICES

The broadcaster services team will be responsible for ensuring that the match is broadcast to spectators all over the world. The broadcaster information team provides basic information on TV production and booking matters, general tournament information and tourist information to UEFA EURO 2020 broadcast partners (UBPs) that are on-site during the tournament. The broadcaster information desk will be a first point of contact for UBPs upon arrival at the international broadcast centre (IBC).

The main task of the broadcaster unilateral service volunteers at the venues will be to support the broadcast liaison officers at each venue, primarily on MD-1 and MD. Their duties will range from simple administrative tasks (e.g., photocopying, distributing information, or printing information contained in FAME - UEFA's extranet system used to manage broadcasters' bookings) to answering queries, distributing supplementary access devices (SADs) to broadcasters, guiding broadcasters to their various facilities in the stadium and helping them to deliver broadcaster services.

CEREMONIES

The ceremonies project will create and implement ceremonies and entertainment programmes at the 12 stadiums. The objective is to create a safe and enjoyable atmosphere in the stadium and provide a memorable experience for the fans. Volunteers will assist with the pre-match ceremonies (entertainment of fans inside and outside the stadium) and production (TV production, logistics).

UEFA ceremonies set the mood for our events, offering a warm and exciting welcome from UEFA and the host city to the fans, teams and hundreds of millions of viewers worldwide.

A 'fanentertainment' programme is a live event held inside or around the stadium to welcome the fans and entertain them before the start of the match. UEFA uses this platform to create emotion and excitement among the spectators and thereby ensure a festive atmosphere in the stadium. During this time, the spectators become a symbol of unity and respect, having fun, singing and dancing together, regardless of which team they support.

Volunteers in this area will assist the local ceremonies coordinator.

COMMERCIAL OPERATIONS

The commercial operations team leads the implementation of stadium marketing rights granted to commercial partners contracted by UEFA and its exclusive agent for national team competitions (CAAI) and assists official sponsors with their on-site activation programmes across the 12 venues. As such, the commercial operations team delivers, for each of the various rights and opportunities, guiding principles produced in consultation with internal specialists, as well as managing all planning and orders in cooperation with contracted sponsors. The commercial operations team, in consultation with CAAI, also manages all related communication with sponsors and other appointed affiliates.

The commercial operations team acts as an internal resource for commercial matters relating to stadiums and liaises with other project teams as regards the implementation of such rights.

Rights granted to tournament sponsors include exclusive association rights, rights and opportunities relating to guest experiences, brand recognition on UEFA-produced materials, on-site activation (including 'sole and exclusive' programmes) and, in some cases, the right to have products or services sold at venues.

EVENT LEGAL SERVICES

UEFA's rights protection programme (RPP) aims to actively protect UEFA EURO 2020 intellectual property and prevent infringements of UEFA's rights in relation to UEFA EURO 2020.

UEFA believes that protecting its intellectual property rights is fundamental to maintaining the sustained growth of European football. If UEFA did not protect its rights, then the value and quality attached to the activities conducted by UEFA would diminish. The commercial entities to which UEFA grants exclusive association rights recognise that these rights are valuable assets, and the revenue that the commercial exploitation of rights generates is redistributed by UEFA in such a way as to promote the healthy and continuous development of professional, amateur and youth football throughout Europe.



Rights protection volunteers will support UEFA's on-site RPP activities with the aim of preventing unauthorised commercial activities (counterfeiting and ambush marketing) around UEFA EURO 2020 stadiums and at other key sites within the host city (e.g., around the host city fan zone, fan meeting areas and other locations of interest).

EVENT TRANSPORT

The event transport team is responsible for the planning and delivery of transport services. Volunteers work in the transport office/fleet compound or as coordinators/welcome personnel at airports, hotels and other locations. Their aim is to help and support customers by delivering a high-level transport service.

For UEFA EURO 2020, the event transport team will be responsible for providing transport for the 24 participating national associations, referees, doping control officers, match delegates, UEFA guests and staff.

GUEST MANAGEMENT AND PROTOCOL

The guest management and protocol team are responsible for guest management, welcome services and protocol matters for UEFA's 17,000 VIP guests attending UEFA EURO 2020. Guest management operations are carried out at airports, hotels and stadiums, where national and international guests from the world of sport and politics will be welcomed. Guest management volunteers will be the first and main point of contact for these guests and are essential for the smooth delivery of the guest experience. They will welcome guests at airports, hotels or stadiums, provide them with information about the tournament and the host cities, and handle their questions and requests.

HOSPITALITY PRODUCTION

The hospitality production team for UEFA EURO 2020 is in charge of the development, implementation and delivery of hospitality and catering services for various target groups across all 12 stadiums. The team will provide matchday hospitality services such as catering and entertainment as part of the various hospitality programmes for VIPs, commercial partners and corporate hospitality guests. All guests will be hosted in hospitality lounges and private suites inside the stadiums before and after the matches. It is the hospitality production team's responsibility to ensure that hospitality and catering services are delivered on time, to the agreed quality and within budget. Altogether, more than 120,000 hospitality guests will be hosted in the course of the 51 tournament matches.

The team through its dedicated concession team members is also in charge of delivering catering services for staff, broadcasters, media representatives, volunteers, youth programme teams and match officials (referees, medical providers, etc.) throughout the tournament, on both matchdays and non-matchdays. It is also responsible - through its concessions team - for implementing and managing the matchday food and beverage concepts for public concessions at stadiums, ensuring that products and services are of the required standard.

As members of the hospitality team, hospitality production volunteers will assist the venue hospitality manager/coordinator, as well as the concessions coordinator(s), helping to prepare for and carry out operational activities with a view to ensuring the best possible outcomes for the various projects.

HOST BROADCAST LOGISTICS

The host broadcast logistics team coordinates and delivers a range of integrated support services to host broadcast (HB) staff and suppliers, as well as unilateral broadcasters. It works closely with the marketing host broadcast department to plan and implement the travel, transport, accommodation, accreditation, uniform and office needs of approximately 2,500 host broadcast crew, supervising the delivery of these support services at the venues. It also plans and delivers all logistical aspects of the international broadcast centre (IBC) in Amsterdam, from catering and laundry services to staff shuttles.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

The information and communication technology (ICT) team for UEFA EURO 2020 delivers all communications and related services, as well as some hardware and specialist solutions and applications. The ICT team is responsible for the concept, set-up, operations and change management for all deliverables within its domain. In addition, approximately 4,000 journalists and photographers will be reporting on UEFA EURO 2020 on TV, online and on the radio every day. An IT and telecommunications network will be setup and maintained at every venue so that journalists and other personnel can enjoy the best possible working conditions. Volunteers in this sector will have a variety of tasks: providing IT services and support for matchday operations, staffing the information desk and back office, setting up the venue and operations, etc. They will gain insights into key areas of a complex organisation that most people never see.

MARKETING

The UEFA EURO 2020 mascot will bring the teams and fans together. The mascot will engage with young urban audiences across Europe. Relevant and engaging for fans, they will contribute to visual recognition and the creation of memorable moments at UEFA EURO 2020. They will raise interest and awareness globally and locally, especially in the host cities, countries in which the host cities are located and across Europe. The mascot will appear in every host city, bringing the spirit and identity of the tournament to life, connecting with fans and participating in promotional activities. The mascot is a key part of the UEFA EURO 2020 licensing programme and will form part of UEFA commercial partners' activation plans for the tournament following its launch by UEFA.

MATCH ORGANISATION

Match organisation lies at the very heart of all UEFA EURO 2020 venue operations, as it deals directly with UEFA's first priority - the sport itself. A successful match organisation project will make a major contribution to the overall image of the tournament and have a positive impact on the quality of the matches. The project's main task is to organise the 51



matches and all services relating to sporting aspects of UEFA EURO 2020 in accordance with the highest international standards and UEFA regulations.

Volunteers will assist the UEFA match manager with the organisation and running of each match, including the official training sessions the day before the match. They will help to set up the dressing rooms, competition areas and match material. Volunteers will also take on various administrative tasks, preparing for and if appropriate, attending meetings.

MEDIA SERVICES AND OPERATIONS

The media services and operations project (MOPS) is responsible for the planning and delivery of facilities and services for the 3,000+ local and international media representatives who are expected to be accredited for UEFA EURO 2020. The main elements of the project are as follows.

- Working conditions: each stadium will have its own media centre, media tribune, press conference room, mixed zone and photo positions around the pitch and in the tribune.
- Media accreditation and booking services: the team will manage the accreditation processes and arbitration for tournament passes and individual match-specific bookings, including the on-site delivery of the relevant access devices.
- Information services: the team will operate the media channel, UEFA's online media information and content platform, as well as producing media guides and in-tournament information resources.
- Event operations: MOPS will also coordinate the official media activities of the competing teams in accordance with the tournament regulations. Each venue will be staffed by a venue media manager and two venue media assistants, to whom the volunteers will report. In addition, two UEFA media officers will coordinate the media obligations of the competing teams.

MOBILITY MAKERS

At UEFA EURO 2020, a team of 'mobility makers' will act as the face of the tournament and will be responsible for ensuring that our 2.8 million ticket holders have the best possible matchday experience. Mobility makers will operate at each of the 12 UEFA EURO 2020 venues, supporting the spectator client group and providing a range of services. They will be managed by the spectator services venue manager. All members of the team will be trained to provide both directions and information, and they will also be responsible for delivering a small number of key stadium functions, such as language services, mobility support, luggage storage, and spectator information points.

SIGNAGE

The signage project includes the production and installation of all branding elements that form part of the stadium dressing (for all UEFA target groups, TV, media and hospitality), as well as similar branding for specific areas of official hotels and airports. We decorate the stadiums with the UEFA EURO 2020 brand and are in charge of all UEFA EURO 2020 printed material for all projects across the venue. We also implement the EURO-specific wayfinding concept and deliver signage rights for UEFA partners, especially LED pitch perimeter board advertising and media backdrops.

SUSTAINABILITY

The sustainability project concentrates on social, environmental and economic priorities, in particular by:

- promoting a healthy lifestyle by implementing a no-smoking policy within stadiums;
- promoting and improving the accessibility of stadiums for disabled spectators;
- optimising transport and mobility;
- optimising waste management by reducing, reusing and recycling ('3R' strategy);
- optimising energy and water consumption while promoting renewable energy sources;
- promoting responsible sourcing of products and services.

Volunteers in this area will provide assistance to disabled spectators, support audio-descriptive commentary services and raise awareness among spectators, staff and volunteers.

TECHNICAL SERVICES AND OVERLAY

The technical services and overlay project manage the planning, provision and implementation of services and temporary infrastructure as requested by internal and to some extent, external stakeholders to bridge the gap between the existing conditions at the venues and the greater requirements of a major sports event. Sub-projects within this area relate to power supply, water supply, temperature control, waste management, sound systems and giant screens, venue TV and radio frequencies, and temporary infrastructure.

TICKETING

A total of almost 3 million match tickets will be available for UEFA EURO 2020. These tickets will be distributed to customers by courier, via on-site collection points or through an app on the customer's mobile phone. Ticketing volunteers are essential to the delivery of the ticketing project and will often be the first point of contact for ticket holders. They will deal with any customer queries and provide customer services in accordance with the ticketing policy and will help to enhance the customer experience for the event. Volunteers will also be heavily involved in on-site operations and the ticket collection, activation and access processes. They will also assist the ticketing team with troubleshooting at the various ticketing locations in each host city and at the stadium.

VENUE LOGISTICS

The venue logistics team manages the venue offices and oversees staff needs at the UEFA EURO 2020 venues. One of the first teams to arrive at the venues, its responsibilities include supervising the setting-up of offices and furniture, managing office and stationery supplies, distributing staff uniforms, setting up and overseeing staff break areas, liaising



with staff hotels (early/late check-ins/-outs, information board in reception, etc.), managing staff's daily commutes from hotel to venue, and overseeing general office responsibilities and staff needs at the stadium.

VENUE MANAGEMENT

The venue management team has overall responsibility of what happens at the venue and, through the venue manager, has the authority to arbitrate if issues arise between projects at the venue. Volunteers in this area support the daily work of the venue manager and his/her team.

VENUE OPERATIONS

The venue operations teams at the various stadiums are responsible for facilitating the overall access, ingress and egress of spectators, guests, staff and vehicles at each UEFA EURO 2020 venue by supporting the stewarding, access, ticketing, media/TV operations and hospitality projects on matchdays.

Volunteers working in this area will play an integral role by helping those projects to implement matchday access procedures, providing information and directional guidance to spectators, guests and staff, and assisting first-aid teams by acting as interpreters.

VOLUNTEER MANAGEMENT

All volunteer-related activities will be planned and implemented by the volunteer management team. This team will look after the volunteers and ensure that everything runs smoothly. It will also deal with training, job allocation, the volunteer centre, catering and the volunteer centre. As we can observe from Figure 2, for every role we defined the level description of language skills, knowledge and availability.

Recruitment concept

The volunteer recruitment strategy for UEFA EURO 2020 is a document structured on 9 objectives that aims to ensure the necessary number of volunteers with the motivation and skills necessary for the smooth running of an event of such scope. The strategy will cover the pre-selection part, interviews and the confirmation process, each stage being carried out in a fair and transparent way.

This strategy must clearly express the proposed objectives and cover all possible scenarios for achieving these objectives. We developed the volunteer recruitment strategy for UEFA EURO 2020 so that it takes into account the specificity of our country and the current context, in which volunteering is not well defined and developed.

General Strategy

To organize this event, we need 909 volunteers in Bucharest to cover different roles. In order to cover this number of volunteers, we have set as our objective a number of 3000 people to apply within this program. I chose this figure taking into account the number of students in Bucharest, they being the main target for this event. Based on previous studies carried out by the European Union, in the sports field, 60% of volunteers are male and 40% female.

The profile of the candidate we were looking for was to be people between the ages of 18 and 35, with a minimum of secondary education, knowledge of the English language and, preferably, a resident of Bucharest. Knowing another foreign language in addition was considered an advantage, as was previous experience in volunteering.

Target group

As I mentioned before, our target group was the students because in Bucharest there are estimated to be approximately 40,000, but we can also take into account those in the immediate vicinity (Ploiești, Pitești). In order to be as visible as possible, we developed a calendar with the most important events in Romania (UNTOLD, Neversea) where we can be present with a tent for information and promotion. We also planned to contact student associations and federations as well as other NGOs to promote this unique opportunity to participate as a volunteer in an event of such magnitude.

In order to be as close as possible to the students, I went with presentation tents to all the universities in Bucharest, but also to some high schools to talk to the 11th and 12th grade students who were about to turn 18 at the latest on 01.05.2020.

LEVEL DESCRIPTION OF LANGUAGE SKILLS, KNOWLEDGE AND AVAILABILITY

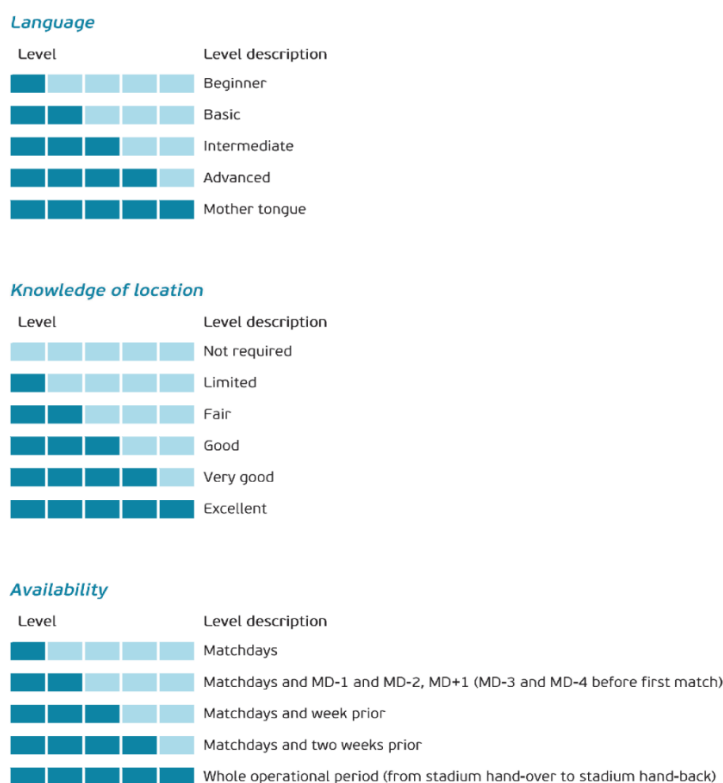


Figure 2 Level description of language skills, knowledge and availability

Enrolment in the Program

In order to make the process more efficient, we decided to divide the registration period in the volunteering program into 3 stages: pre-registration, registration and post-registration.

Pre-registration took place between March and June 2019 and was launched at the same time as the promotion of the event in mass media, social media and out-door advertising, in partnership with STB (Bucharest Transport Company), Metrorex and Airports Company. During the pre-registration period, candidates only needed the usual identification and contact information. During this period that we used to test the availability of Romanians for such an event, 806 people registered, of which 87% were Romanians and 13% citizens from other countries.

All those who pre-registered were notified by email and phone message on the day the UEFA platform was officially launched. The second stage of applications took place between June and October 2019, the platform was in English to restrict as much as possible the access of those who do not know this language, and filling in all the fields required the candidate to allocate at least 15 minutes of his time. In the platform they had to fill in several fields with information related to home address, contact details, date of birth, professional experience, education, foreign languages known, other skills, whether or not they have a driver's license, other previous experiences in volunteering, what role they wanted to have in the European Championship. The last post-registration stage was scheduled between October and November 2020 to give the opportunity to those who had not managed to register, but it was also scheduled because we took into account the risk of not having enough candidates.

Recruitment Team

Considering the fact that we had 909 volunteers to recruit and our target was to have 3000 people registered, we needed a team that could organize and support the interviews with the possible candidates.

The profile of those who would be part of this team had to contain the following:

- experience in volunteering;
- experience in personnel recruitment;
- IT knowledge;
- very good level of English;
- very good level in communication;
- discretion.

Based on the number of possible interviews and their duration, I proposed to UEFA a team of 20 people to be motivated and trained for this important task.

Interviews



Initially we thought of organizing these interviews at the National Arena, in the box area. Due to the high costs and its unavailability in certain periods (concerts, football matches), I chose the Tei Students Sport Complex as the interview location. The interviews took place between June and October on Thursdays, Fridays, Saturdays and Sundays. Only people who met the criteria of age and knowledge of the English language were selected for the interviews, the platform provided by UEFA allowing this. Once accepted for the interview, the candidates were notified by email but also by phone message by which they were notified.

Confirmation process

After the interview, each candidate received from the person who held the meeting the roles suitable for the candidate, a grade from 1 to 4, where 1 is very poor and 4 represented a very good level, for each role assigned but also a grade for the candidate that it includes the other skills and strengths. The grade must be accompanied by a motivation that justifies its award, but also elements that remind us of that candidate. All this information was necessary to finalize the final list of accepted volunteers for this event. After all the interviews were completed, several brainstorming sessions were held to identify the best candidates. Everyone from the recruitment team attended these meetings. Accepted candidates received a confirmation email stating the role for which they were chosen and the time availability required for that role. The rejected candidates also received an email thanking them for their participation and they were also informed of the fact that they were not completely rejected and that they are on the reserve list.

Distribution of roles

In order to identify the most suitable people for each role, we created a system through which, with the help of the platform, we sorted them in descending order of the grades obtained, for each role separately, but also of the grade received, in general. The process of selection and distribution of roles was a long one. All the information passed on by the recruiters from the interviews has now helped us to choose the most suitable people for the available roles.

Management of volunteers

For each department at EURO 2020, we had to have a volunteer manager to manage the volunteers' shifts, provide the necessary training and ensure the smooth running of the event. Given that there were 20 volunteers who were part of the recruitment team and who dedicated the whole summer to interviews, we decided that they would become volunteer managers during the event in Bucharest. This assigned role comes as a reward for them, but it is also a motivating factor.

The volunteering program of the city of Bucharest

For the organization of the matches in Bucharest, in addition to the 909 volunteers who work directly for UEFA and who work around the National Arena stadium, Otopeni Airport and the hotels where the participating teams are staying, the city of Bucharest will make 5000 volunteers available to tourists and locals. The volunteers of the city of Bucharest will be equipped differently from those selected by us and will be stationed in the tourist areas of the city and in the areas dedicated to the fans. In order not to create a conflict with those from the mayor's office, we decided, from the very beginning, to draw up the volunteer recruitment strategy for different target groups. If we address those who are English speakers, but also an older population category, those from the town hall will address mainly high school students. This is how we offer everyone the opportunity to take part in probably the biggest sports event in post-December Romania.

Interview guide

In order to be able to select the best candidates for this event and to have the same unit of measure in the information obtained from the interviews, we created an interview guide together with the volunteer manager appointed by UEFA. The guide is meant to gather the most eloquent information for us, to identify everyone's motivation for this volunteering. The guide has been structured in 10 parts, each part being important to the final result. The first part, the welcome and introduction, was created specifically to get the candidate out of the tension. We expected that most of the candidates would not have been interviewed before, or for such an event anyway. We also had to take into account the fact that not all those who will come to the interviews love football or sports in general and want to participate only for the experience offered by such an event. So, the first part has the role of explaining to the candidate what UEFA EURO 2020 means, why it is special, what role Bucharest plays and the fact that this interview is a friendly and friendly one of maximum 20 minutes. In order to later identify which roles would suit the candidate, we offer him the opportunity to tell us more about himself, what hobbies he has, to talk about his educational and professional experience, whether he can work in a team and what are the qualities that recommend him for this volunteer program.

The third part of the interview has the role of identifying the candidate's motivation and what are his expectations vis-à-vis this event. Here it is very important to find out whether the interviewee wants to volunteer to get free access to the stadium to watch the matches or what else is his motivation. Even if previous experience in volunteering is not a mandatory criterion, it is important to find out from each candidate if they have provided such services before and if so, where. If he has experience, we can later identify from the discussion what experiences he had, what roles he had, whether he acquired new skills and what was the motivation and satisfaction. A very important criterion for establishing roles in this sporting event is the level of the foreign language. For each role, English skills range from beginner to advanced.

Even if they completed the application in English on the platform, the interviewer will have to have a short conversation in English with the candidate. The platform allows changing the level of knowledge of foreign languages in accordance with those conducted at the interview. Now is also the time to identify if he knows another foreign language and what is the level. Another part of the interview will identify the volunteer's knowledge of the location and perimeter. Certain roles available require a very good knowledge of the stadium and its surroundings. If he is from the province, it must be stated that we do not provide them with accommodation and it is very possible that, depending on the role played



at the EURO, on match days the shift ends after 00:00. Roles and availability. The two parts of the interview are very important and closely related. In order to identify the most suitable role, it is good to establish from the beginning what the volunteer's availability is. They are roles that start their activity from the beginning of May, even if the matches take place in June. Depending on the availability shown we can continue the discussion related to the roles. We must make it clear that the availability shown represents his commitment for this tournament. Also, then we have to remind him that regardless of what role he will have, attendance is mandatory in all 4 match days. The roles will be discussed with the candidate so that he understands what each one does and that he leaves the interview satisfied. Those who will conduct the interview will not promise the candidate any role, the final selection being a transparent one. Before taking the candidate to the test booth to test the equipment, the interviewer must make sure that the candidate has absolutely understood everything and explain to him what the next steps are until the results are known. After the candidate has gone to the fitting room, the interviewer will have to add in the application to the summary the roles that he recommends to the volunteer, the grade from 1 to 5, according to his suitability for that role and a short summary of that interview. The summary will later be used to assign roles or to screen candidates.

Conclusion

The objective of this study was to examine the attributes of volunteer motivation and identify the elements contributing to volunteer satisfaction. Various important themes were identified in the study, which revealed various characteristics that motivate individuals to volunteer in sports. These aspects include interpersonal contact, career orientation, personal improvement, community participation, and a passion for sports. These factors were found to significantly influence the motivation of sport volunteers. The study findings indicate that volunteer satisfaction is influenced by several characteristics, including group integration, empowerment, and organisational support. Numerous studies conducted across several nations, including the United States of America, the United Kingdom, Australia, Japan, and China, have consistently revealed a favourable association between motivation and satisfaction aspects, ultimately contributing to total satisfaction. The findings derived from the study on Romanian sport volunteers revealed a negative association between motivation, satisfaction aspects, and total satisfaction. The findings demonstrate that there is ongoing exploration and understanding of the essence of volunteerism, as well as the genuine expectations held by those who engage in volunteer activities. The primary motivation for our sport volunteers is the desire to enhance their resumes, which will subsequently benefit their future employment prospects. They engage in sports volunteering mostly due to their passion for a certain sport discipline or to enhance their own skills, acquire information, and gain practical experience.

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