Managing the Paralympics
It is both an honor and privilege to compose the foreword for Managing the Paralympics. It is a major contribution to the academic understanding and industry practice of the Paralympic Games.

As a former coach and leader of Paralympic sport in Canada since the 1960s, being elected as the founding president of the International Paralympic Committee, a role I held from 1989 until 2001, and as a passionate fan and observer of sport for athletes with disability, I have had a unique perspective on the Games’ growth and evolution. I have attended every Summer and Winter Paralympic Games since 1968.

Since 1964, I have been working as Professor of Adapted Physical Activity at the University of Alberta and thus have appreciated and seen firsthand the importance and benefits of sport, physical activity, and recreation for persons with disability. This understanding is also reflected in important international declarations such as the United Nations’ Convention on the Rights of Persons with Disabilities. Unfortunately, we also know that there are still many inequities for people with disability impacting their ability to participate.

One of the best ways to address these inequities and barriers is the hosting of well-managed Paralympic Games. As the pinnacle mega-sport event of the International Paralympic Committee, the Paralympic Games are crucial for the global exposure and changing the realities of the various challenges facing the community with disability. I have seen firsthand
how the exposure from a Paralympic Games can result in social change in both developing and developed nations so that all the people with disability have the opportunity to play.

While past Games have provided tremendous support and growth in the future, I would suggest that for the Paralympic Games to offer further opportunities for social change; more is needed. This book is a significant start to this process.

The chapters in this book provide valuable insights for academics and practitioners regarding the stakeholders, legacy, classification, sport delivery, accessibility, doping, National Paralympic Committees, volunteer management, media representation, marketing, and social media that make up the Paralympic Games. Managing the Paralympics thus explores the crucial considerations in managing a Paralympic Games and moves forward our knowledge and understanding of a much overlooked area of sporting excellence.

It is my hope that this book provides the necessary guidance and leadership for future administrators, coaches, athletes, and leaders of Paralympic sport.

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Managing the Paralympics follows on from previous publications by Palgrave into the management of mega-events in sport: Managing the Olympics (2012), edited by Frawley and Adair, and Managing the World Cup (2014), edited by Frawley and Adair. With the addition of Simon Darcy—an expert on para-sport—to the editorial team, Managing the Paralympics provides the first study of planning, logistics, policy and practice at one of the world’s largest and most important sport events. This book is overdue recognition of the scale and reach of high performance para-sport: since 1988, the Paralympics have been staged shortly after the Olympics and used the same facilities. Cities bidding for the ‘Games’ have therefore been expected to incorporate both events in their host bid submission. The Paralympics are substantial by way of participant numbers—with approximately half the volume of athletes at the Olympics, and similar contributions by support personnel and volunteers. However, the event is arguably more complex due to the ten eligible impairment types, classification groupings for competition and extra sports specific to the Paralympic programme. The Paralympics are now also much more visible: crowds at the Games have grown substantially, while media coverage—whether on television or digital media—has improved both in quantity and quality. In short, high performance para-sport is now firmly on the public radar, whereas it was once little known, while the athletic status of Paralympians has been elevated to the point that their on-field
Acknowledgements

Athletic achievements are of more significance to sport reporters than narratives of 'inspiration' and 'courage despite adversity'. Much has changed; but much still needs to change.

In framing this volume, the editors were conscious of the need to make the material research-driven. Each of the contributing authors has honoured the intent of the editors and we thank them for their collegiality and enthusiasm. As editors we also wanted to ensure the overall quality of the manuscript and subjected the chapters to review in addition to our own editorial processes. All of this has been important to ensure that the book has coherence and continuity in the development of the concepts and issues.

The editors are very grateful to the contributors in this book. As noted in the introduction to this, Paralympic scholarship has been dominated by sports science and this book has benefited from the recent introduction by the International Paralympic Committee's introduction of an IPC Sport Science Committee's Social Impact Working Group of which many of the authors to this volume are members. Further, the last two International Paralympic Committee VISTA conferences have had substantial social science programmes that included keynote addresses and plenary sessions contributed to by authors of this volume. For the academics who gave up their time and energy, this was a labour of love. All the authors are passionate about the Paralympic Games and Para-athletes. The editors are also very appreciative of the support of Palgrave for their support of developing global understandings of managerial aspects of major sport events. The previous volumes together provide a rich collection for sport and event researchers, students and practitioners. The present book, Managing the Paralympics, certainly benefited from the keen eye and feedback of Maddie Holder, Liz Barlow and their team at Palgrave. We hope that all readers, but especially those from within the disability, disability sport and broader sport management communities will find value in this collection.

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Volunteer Management at the Paralympic Games

Tracey J Dickson, F. Anne Terwiel, and Fiona Buick

Introduction

Large events require volunteers; from the Olympic Games and Paralympics Games to the FIFA World Cup, mega sport events could not be staged without the countless person-hours of work provided by willing volunteers. The International Paralympic Committee considers volunteering, both during the Paralympic Games, and at other events supported by the International Paralympic Committee, as “the backbone of the organization’s network that promotes sporting opportunities for people with disabilities” (https://www.paralympic.org/sites/default/files/document/131125102629752_Paralympics_and_Volunteering.pdf).

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Further, the bid books of mega events abound with descriptions of a positive legacy of well-trained, experienced volunteers who will naturally flow to communities and nations as a result of an event. In fact, it appears that a focus on volunteer legacy is a necessary part of any successful bid; for recent events, the suggestion of a volunteering legacy has included:

Vancouver 2010: “the Games will create a legacy around the development of skills. The Games provide valuable opportunities to enhance the region’s hospitality and event hosting expertise.” (VANOC 2007, p. 36)

London 2012: “the database will be consistent with LOCOG’s stated objective to build a lasting legacy from the London 2012 Games by getting more people involved in sport, as spectators, volunteers or participants, as well as in the arts and cultural events.” (LOCOG 2013)

Sochi 2014: “Our programme to train volunteers will not only deliver skilled and enthusiastic volunteers to welcome the world to Sochi in 2014, but also leave the invaluable legacy of a volunteering culture in Russia which will benefit the nation for years into the future.” (Sochi 2014 2011)

Rio 2016: “Skills development: 48,000 adults and young people will undergo an extensive Rio 2016-funded program of professional and volunteer training in areas of strategic importance for the Games. This program, integrating government, training institutions and universities, will help participants find jobs after the games.” (Rio 2016 Candidate City 2009, p. 23)

One might ask why a chapter on volunteer management at the Paralympic Games begins with a discussion of legacy, or, in fact, whether or not there is any difference in the management of volunteers at the Paralympics versus other mega events, particularly given the current and increasingly strong linkages between the International Olympic Committee (IOC) and the International Paralympic Committee (IPC). The answer lies in the goals and priorities of the IPC, particularly with the communication of what makes the IPC brand unique, highlighting the “distinctive values, behaviours and spirit of the Paralympic movement” (IPC 2015, p. 27). While desiring to contribute to, and benefit from, an increasingly strong relationship with the IOC, the IPC strives to maintain and promote its unique brand, which creates an opportunity to be exceptional in the legacy of the event as well. Managers of Paralympic volunteers have an opportunity to shape a legacy that may benefit many different groups and communities touched by the movement, as the Paralympic Movement’s ultimate aspiration is “to make for a more inclusive society for people with an impairment through para-sport” (IPC 2015, p. 14).

Creating an inclusive society through para-sport is a lofty goal, reiterated by Thomas Bach, President of the IOC, who asserts that “the IOC and the IPC share a commitment to … promote positive values, fight discrimination, increase access to sport and contribute to a better world” (IPC 2015, p. 6). This is supported by the United Nations, which sees the Paralympic Movement as “representing a world of integrity and inspiration in its mission to create inclusive and diverse societies in and through sport” (IPC 2015, p. 7). Further, Wilfried Lemke, United Nations Special Adviser to the Secretary-General on Sport for Development and Peace, asserts that “the Paralympics have in fact played an active role in responding to the Convention on the Rights of Persons with Disabilities, which embraces sport’s role in contributing to inclusive societies” (IPC 2015, p. 7). As such, managing volunteers at a Paralympic event takes on a proportion that transcends the event itself, demanding volunteer involvement and legacy that supports these positive values, increases access, builds capacity, and contributes to the creation of an inclusive and diverse society. It is within this context that this chapter seeks to inform managers of Paralympic volunteers.

The creation of an inclusive society extends beyond the ability of athletes with a disability or impairment to participate in sport, to persons with disabilities being actively engaged in all aspects of society. One area of societal participation which we know contributes to the overall health and well-being of individuals is volunteerism: “a strong correlation exists between the well-being, happiness, health, and longevity of people who are emotionally kind and compassionate in their charitable helping activities” (Post 2005, p. 73). Given the inclusivity goals of the Paralympic Movement and the benefits associated with volunteerism, to both individuals and society, it behooves Paralympic volunteer organizers to facilitate the inclusion of volunteers with disabilities as an integral part of their workforce. The bigger picture of the Paralympic legacy is discussed further by Misener (2017).
This chapter explores the role and contribution of volunteers to the Paralympic Games and their motivations. Then, using the lens of strategic human resource management, discusses steps for effective management of volunteers both for event delivery and to support a social legacy of volunteering beyond the Games.

**What Do Paralympic Volunteers Do?**

Volunteers for mega sport events can be involved in a diverse range of activities both on the field of play and behind the scenes. Examples of the diverse functional areas are transport, medical support, drug testing, medal ceremonies, language services and supporting the IPC “family”. Typically, they work in shifts of around 8–10 hours. Some begin work prior the event, especially if working during the planning or training phase, and some may continue after the event, such as transport for departures. Generally, the moment the event ends, volunteers return to their daily lives, organizing committees disband, and the momentum created by the event can be lost.

**Volunteer Contribution**

For the summer Paralympic Games, around 30,000 volunteers are needed, while for the winter Paralympics Games, between 6500 and 8000 are required (see Table 1). Often the numbers of volunteers recruited can exceed what might be needed at Games-time, as organizing committees (OCOGs) need to plan for attrition and retention. At Games-time, volunteers can account for 80% of the workforce with the remainder being a mix of contractors (3%), interns (1%), full-time staff (6%), part-time staff (1%), temporary (7%) and seconds (2%) (VANOC 2010a).

In the absence of volunteers, OCOGs would need to raise more money, either via sponsorships (public or private) and/or ticket sales, to cover the cost of these events. However, similar to costs associated with Games’ employees, volunteers do not come for free as there are costs associated with their recruitment, selection, training, uniforms, and transport and meals when volunteering. For the volunteers themselves there may be additional personal costs for travel, accommodation and leave from work associated with their recruitment, selection and training, as well as their accommodation during the event and meals outside their shifts. In fact, for Vancouver 2010 and London 2012 volunteers had to provide for their own transport to the host cities as well as fund their own accommodation. For Sochi 2014, there was a very different strategy implemented where 26 volunteer centers across the country, each tasked with recruiting and training volunteers from their region, also had to cover the cost of travel to the Sochi, where the Administration of the Krasnodar Region provided food and accommodation for the period of the Games (Sochi 2014 2013).

For London 2012 it was estimated that the 70,000 volunteers would contribute 8 million volunteer hours (LOCOG 2012b) and for Sochi 2014 the 8000 Paralympic volunteers were scheduled to work a total of 80,000 shifts (IPC 2014). To further demonstrate the value of volunteers to the Paralympics, assuming that the 12,000 volunteers for Pyeongchang 2018 (ChosunMedia 2015) will each contribute a minimum of 8 shifts of 10 hours each, at the minimum wage of 6030 Korean Won per hour (http://www.tradingeconomics.com/south-korea/minimum-wages) would equate to an additional USD $6 million being required.
Volunteer Attrition and Retention

Volunteer Canada sets volunteer retention pre-eminently in the center of their management model (see Fig. 9.1). Retention could mean (1) retaining volunteers for the duration of an event; (2) retaining volunteers from one event to the next (e.g., from an Olympic Games to a Paralympic Games in the same quadrennial, or from one Paralympic Games to the next, 4 years later) or (3) retaining volunteers in the para-sport community who may go on to volunteer at other local, regional, national or international events in support of para-athletes.

With the recruitment and training of volunteers commencing more than 12 months prior to the event, retention in the lead up to the event is important. For Sydney 2000, it was reported that there was an attrition rate of 30% in the lead up to and during the Games (Athens Hash House Harriers 2004). Further, retention between the Olympics and Paralympics can be a concern. For Vancouver 2010, approximately 30% of volunteers were scheduled for both events, but the experience of one of the authors of this article during the 2010 Games was that there was appreciable drop-out of these volunteers post-Olympic Games, resulting in fewer than necessary experienced volunteers available for the Paralympic Games. In fact, one of the other authors of this chapter was recruited at the last minute to fill one of these required roles. Thus, while anecdotal, this evidence points to the potential for attrition, before and during an event, which must be factored into the workforce planning associated with Games organization.

The focus on retention and volunteer legacy underpinned Sochi 2014’s recruitment approach. This approach involved utilizing the university system throughout Russia to recruit and train volunteers from their local areas, with a focus on young people and students (Sochi 2014 2007). It was considered that the adoption of this decentralized model, with a focus on youth, would enable greater volunteer retention, and a volunteer legacy, because well-trained and experienced youth would be able to contribute to the volunteer movement throughout Russia for years to come.

The third conceptualization of retention aligns with the stated goal of a volunteering legacy that would see either more people volunteering and/or an increase in the level of volunteering of existing volunteers post-Games (Dickson et al. 2013). It is considered that, upon returning to their home communities, these trained, experienced and enthusiastic Paralympic volunteers will volunteer for events at many levels, thus enabling the Paralympic movement to progress. This aligns with the IPC’s strategic priority to “ensure resources exist to improve access and opportunities in para-sport through the continued development of athlete pathways, from the grassroots level to the Paralympics … worldwide, and with a diverse population which includes more women, and athletes with high support needs” (IPC 2015, p. 23).

When considering retention and legacy it is essential to recall that while the IOC and the IPC continue to exist before and after the event, the OCOG is transitory and in most circumstances wound up within a year of event, if not sooner. Thus, any planning for and implementation of a volunteer legacy strategy must navigate the demise of the OCOG, the central player in the design and delivery of the event. In some cases legacy organizations have been established, such as 2010 Legacies Now, or RELAYS (Regional Education Legacy for Arts and Youth Sport) which was funded by London 2012 from 2008 through 2013 (Universities South West 2013). In other cases, organizations, such as Whistler Adaptive Sport, have positioned themselves to take advantage of Paralympic volunteers (The Whistler for the Disabled Society 2014). One may debate whether a separate organization subject to changes in policy and funding
is effective, or whether capacity building within existing and ongoing organizations will endure, but one thing is certain; retention of volunteers within the Paralympic movement does not happen by accident, but with careful planning from the outset.

**Why People Volunteer**

For event organizers, it is beneficial to understand why people volunteer for a mega sport event when planning their recruitment strategy. Exploring the motivations of event volunteers is a growing area of research, but there is limited research that has included or focused specifically on the Paralympics (Dickson et al. 2013; Dickson et al. 2014). For mega sport events such as the Paralympics the dominant motivation is the appeal of the event itself and a desire to see it succeed. For both Vancouver 2010 and London 2012 the top three motivations were as follows: It was the chance of a lifetime; I wanted to help make the Games a success and I am interested in the Games (Dickson et al. 2014), while for Sochi 2014 they were, I am interested in Sochi 2014; I wanted to help make the Games a success and I am proud of Sochi and/or Russia (Dickson et al. Forthcoming). It has also been demonstrated that there is a difference in motivation between millennials, who are more interested in skill development and networking, and older volunteers who were more altruistic and interested in applying their skills (Dickson et al. 2011). The implication that the Games themselves, and national pride, are the main drivers for volunteers must be considered by Paralympic organizers who hope to sustain volunteers in the Paralympic movement beyond the Games.

**Who Volunteers?**

There is no single profile of who volunteers as there are many factors that may have some influence, such as the OCOG's recruitment strategy and the additional costs of volunteering to the volunteers themselves. For both Vancouver 2010 and London 2012 where volunteers had to provide their own accommodation in, often, high cost circumstances, most volunteers were female (c. 60%), aged 45–64 years (c. 60%) and working full time (Dickson et al. 2014). In contrast, for Sochi 2014 where the emphasis was on recruiting and training students through partner Universities, and providing food and housing during the volunteer period, they had 77% females, 50% aged 20–24 years and over 50% who were full-time students (Dickson et al. Forthcoming).

Recent research has also explored the extent to which people with a disability have been able to volunteer for the Olympics and Paralympics (Darcy et al. 2014). A major barrier to participation is accessibility, a topic explored further by Darcy (2017).

**The Changing Context of Volunteering**

Paralympic events are episodic and may be perceived as a once in a lifetime opportunity by volunteers. As such, it is worth considering what pressures may impact volunteers, both in terms of their motivation to volunteer and the factors that impact volunteer attrition before and during the event. Hustinx and Lammertyn (2003) suggested:

In contrast to the usual lament about the increased individualism of the “new” volunteer generation, it is important to recognize that a number of social-structural forces are pushing volunteers in a certain direction. Organizations must be attentive to both external pressures (e.g., unpredictable life courses) and internal pressures (e.g., increasing pursuit of professionalism and reshaping volunteer’s behaviour, p. 183)

Additional considerations may include the challenges that millennials themselves, or the interface between millennials and the baby boomer generation with their very different work styles, may bring to a volunteer workforce and legacy debate. For the broader nonprofit sector who depend upon volunteers, which could lose up to one-third of volunteers who may not return to volunteer if they have a negative experience at the Games, a more strategic approach to volunteer management is called for (Eisner et al. 2009). This leads to consideration of the potential role of strategic human resource management in volunteer management.
What Is Strategic Human Resource Management?

Human resource management (HRM) has been of long-standing interest to academics and practitioners. In general terms, it refers to the management of employment relations in organizations (Boxall and Purcell 2000; Kaufman 2012). The concept of “strategic” HRM (SHRM) evolved out of the desire to demonstrate that HR practices are important for organizational performance (Deleri and Doty 1996). As such, it refers to HR approaches that aim to enhance organizational effectiveness (Boxall and Purcell 2000) and advocates that HR practices should be aligned with organizational requirements. In the literature, SHRM has been defined in a number of ways (Boxall and Purcell 2000), and is underpinned by three key perspectives: the best practice, contingency and configurational perspectives (Boxall and Purcell 2000; Delery and Doty 1996). In this chapter, we posit that analyzing volunteer management according to the configurational perspective may provide useful insights into how to optimize the successful delivery of Paralympic games over the longer-term.

Proponents of the configurational perspective advocate for the establishment of High Performance Work Systems (HPWS) in order to enhance organizational performance (Deleri and Doty 1996). A HPWS comprises a system of interrelated parts that must function together effectively to achieve organizational goals and enhance its performance (Gephart and Van Buren, 1996; Sung and Ashton 2005; Van Buren and Werner 1996), via the strategic use of particular configurations—or bundles—of HR practices (Deleri and Doty 1996). To enhance performance, organizations utilize “bundles” of High Performance Work Practices (HPWPs), which are appropriate for the organization’s specific requirements (Sung and Ashton 2005). As such, a HPWS is premised on the assumption “that the ‘system’ is more than the sum of its parts” (Drummond and Stone 2007, p.193). It is argued that the configuration of practices should act in a synergistic manner to yield positive outcomes for the organization (Drummond and Stone 2007), such as higher levels of employee commitment and organizational performance (Blackman et al. 2012; Boselie 2010; Leggar et al. 2012).

In the event context, commitment may relate to volunteer retention, or legacy, both for the event and beyond, while organizational performance relates to the delivery of the event and the event experience for all customers, for example: athletes, spectators, volunteers, communities and other stakeholders. We now consider the practice of volunteer management according to the configurational perspective, with particular emphasis on the complementary utilization of HR practices aimed at enhancing volunteer retention and, therefore, successful Games delivery.

Volunteer Management in Practice

It can be argued that effective event delivery, and associated volunteer legacy, requires the effective management of volunteers. In turn, effective volunteer management requires the alignment of HR strategies and practices with the corporate strategy of the OCOG (see Fig. 9.2). This model will now be discussed.

![Fig. 9.2 A strategic approach to Paralympic volunteer management](image-url)
Organizational Vision

For events such as the Paralympics organizational vision occurs at multiple levels, from the IPC (macro), through the organizing committee (meso) to the local and host communities (micro).

For the IPC the key objectives of the Paralympic Games are as follows:

- To allow Paralympic athletes to achieve their best performance at the highest level of competition by providing appropriate conditions and services in an operationally sound environment.
- To ensure the visibility, distinctiveness and promotional opportunities that showcase the spirit and values of the Paralympic Movement.
- To act as catalyst that stimulates social development and leaves a positive long-term legacy that benefits communities in the host country and across the world (IPC 2013, p. 7).

The four broad legacy areas for the IPC are as follows:

- Accessible infrastructure in sport facilities and in the overall urban development.
- Development of sport structures/organizations for people with an impairment, from grassroots to elite level.
- Attitudinal changes in the perception of the position and the capabilities of persons with an impairment as well as in the self-esteem of the people with a disability.
- Opportunities for people with an impairment to become fully integrated in social living and to reach their full potential in aspects of life beyond sports (IPC 2013, p. 37)

From a games-time volunteer management perspective, examples of how these legacy areas may be impacted include:

- developing sport organizations through capacity building via the training and work experiences at the Paralympics;
- attitudinal change through the training, work and exposure to elite Paralympic athletic performance.

- opportunities for full integration through showcasing best practice for: (i) inclusion in the workplace; (ii) accessible transport and infrastructure and (iii) accessible sport and recreation opportunities.

For the transitory and temporary OCOG, while they may espouse legacy as an outcome, the reality is that they have the demands of delivering an event on time. Legacy may be desirable, but the key performance indicator (KPI) that counts in the short term is event delivery. That is their vision, their objective, their nonnegotiable target. How legacy could become an IOC/IPC or OCOG mandate, and therefore an additional KPI, is a matter for further discussion.

At the micro level, an example of a host community vision from Vancouver 2010 for Whistler related to volunteerism and community pride was “To foster volunteerism and enhance community pride and spirit in Whistler. The intent of this objective is to create a strategic framework that fosters volunteerism as an integral part of the VANOC volunteer program, enhancing resort community pride and spirit before, during and after the 2010 Olympic and Paralympic Winter Games” (Resort Municipality of Whistler 2010 Winter Games Office 2006, p. 55). Similarly, a local organization, Whistler Adaptive Sports, created volunteer legacy outcomes from Vancouver 2010 as they created a plan to “keep those volunteers engaged [and] post-games, to steward our volunteers” (Walker 2010). Understanding the multilevel nature of the Paralympics organizational vision provides a context for the corporate strategy underpinning events.

Corporate Strategy

As indicated earlier, there is much rhetoric from the OCOGs saying the Games will result in legacies for volunteering beyond the event. For this to occur, it is essential that a strategy, and financing, be put in place that will support such a legacy. This could include a strategy to work with volunteer organizations before and during the Games to identify how they may leverage a volunteer legacy from the Games, but also implementing a strategy that determines how information about those who volunteered is managed and transferred, and to whom. Knowledge of the desire and
intention of volunteers to volunteer into the future must be captured, so that too may be leveraged beyond the Games (Blackman et al. 2017). Corporate strategy should also be aligned with the HR strategy that sees a rapid intake of staff and volunteers in the lead up to the Games, and the exit of most paid and volunteer staff within days or weeks of the Games.

**Human Resource Strategy**

For a strategic human resource approach to be adopted, the human resource strategy has to balance the demands of event delivery with the desire for, and offer of, legacy. Event delivery will primarily be driven by the job-specific requirements. However, emerging work on the experience economy and customer experiences (Meyer and Schwager 2007; Pine and Gilmore 1998), where a broad definition of “customer” may include the athlete, the volunteer and the audience, suggests that volunteers, who are often the touchpoints between the audience and the event, help “create fulfillable expectations and better experiences” (Meyer and Schwager 2007, p. 4). Thus, volunteers are central to the experience of the event, not just the delivery of the event.

Recognition of the central role of volunteers in successful event delivery requires the integration of human resource management practices aimed at volunteer retention. The Volunteer Canada model illustrates that all of the HR functions from workforce planning through recognition have retention at their core. Thus, the workforce planning phase is vital for determining the number and types of volunteers required to successfully deliver events. During the recruitment phase, it is necessary to create a recruitment strategy that is informed by the goal of retention. This leads to the question of who should be recruited so that a legacy will exist post-Games; those who are already volunteering consistently, those who have never volunteered before, younger volunteers, older volunteers? The answer to this question lies in the desired retention or legacy outcome, which must be considered for each individual Games and their host community.

Aon Hewitt, an international provider of human capital and management consulting services, espouses the benefits of applying a marketing approach to employee (volunteer) recruitment. An organization which seeks to attract the best talent possible must “create an employee value proposition that best satisfies the needs of the workforce ... and is aligned with the strategic objectives of the organization” (http://www.aon.com/human-capital-consulting/thought-leadership/communication/article_employees_consumers.jsp). While the volunteer plan must support the goals of the Games, it must also have wide appeal to those that the organization seeks to recruit. If retention of volunteers beyond the Games is a stated objective, then organizers must look beyond those who are volunteering because it is a once in a lifetime opportunity, or because of the Games themselves (Dickson et al. 2013) to those who would extend their experience beyond the Games. Rather than putting out a carte blanche call for volunteers and recruiting anybody and everybody, organizers taking a long-term strategic approach will determine their needs and objectives, and recruit strategically in order to meet their requirements. Based upon the stated aspiration of the Paralympic movement with regard to an inclusive society, the value proposition, a short statement which distills the benefits of participation, must appeal to those who, after the Paralympic Games are over, would go back to their communities and continue to contribute to the Paralympic movement. Time spent creating an attractive value proposition prior to the launch of a recruitment drive would be time well-spent, ensuring the right people are recruited for the right roles. An opportunity that has yet to be capitalized on is the recruitment and retention of people with disabilities for volunteer position. If the Paralympic Movement is meant to change the perception of people with disabilities and erase stereotypes, and to contribute to a world with equal opportunities for all, then a vibrant volunteer corps made up of people of all kinds of (dis)abilities should inform the recruitment of volunteers.

Once the right volunteer candidates have been recruited and selected for the right jobs, their direct experience with the organization begins. The volunteer experience can be looked at in the context of experience management as well. Customer experience management implies the thoughtful creation and management of all of the touchpoints that a customer (or volunteer, in this case) would have with an organization, in such a way that the customer (volunteer) would become loyal to the organiza-
tion. Managing the volunteer experience in a thoughtful, proactive and positive way will ensure retention of volunteers through the event and beyond. Thus, organizers must put some thought into the type of expectations and experiences they would like to create for their volunteers. A savvy volunteer manager will look back to the aspirations and strategic priorities of the Games, and their own recruitment strategy, in terms of understanding the motivation of volunteers, in order to create touchpoints that are meaningful and rewarding for volunteers. Orientation and training are a primary touchpoint for volunteers, and set the stage for all future interactions between volunteers and organizers.

Training of Olympic and Paralympic volunteers has typically centered on service excellence, venue-specific training and job-specific training (Benson et al. 2014). Often this has been provided in large group contexts. The mass production approach is no more evident than in the use of McDonalds as a key training provider (The editor 2010) where the 70,000 Games Makers received 1 million hours of training or an average of 14 hours each (LOCOG 2012b). For Sochi 2014 the model shifted to a decentralized approach using over 20 Universities across the country to recruit and train volunteers from their region (Sochi 2014 2013). The hope is that recruiting and training locally may have benefits for volunteering legacies in those regions.

For the Paralympics, disability awareness training may be a facilitator of creating a great Games-time experience, but also contribute to the legacy potential of changing attitudes toward people with disabilities. For Vancouver 2010, online training modules were made available to all volunteers; one such module was Destination British Columbia’s (DBC’s) “WorldHost: Customers with Disabilities” training program (Fig. 9.3). Designed to “increase front-line employees’ sensitivity toward people with disabilities, and to provide superior customer service skills that respect every visitor’s unique needs” (http://www.worldhosttraining.com/workshops/), DBC’s module looks at communication, language and protocol, and helps participants to explore their own attitudes and beliefs about people with disabilities (VANOC 2010b). For London 2012, LOCOG indicated that diversity and inclusion training would be provided (LOCOG 2012a), however volunteers reported that there had been little, or no training specifically on disability awareness (Darcy et al. 2014).

What is Disability?

Our Customers
Many of our customers will have disabilities – not just Paralympic athletes, but also spectators, media, officials and dignitaries.

Persons with a disability include...
those who reported difficulty with daily living activities, or indicated that a physical, mental condition or health problem reduced the kind, or amount, of activities they could do.

- World Health Organization

Fig. 9.3 VANOC online orientation and service training: Accessibility and Disability training (VANOC 2010b)

Event Delivery and Volunteer Recognition

From an experience management perspective, the event delivery aspect of the Games will be a crucial time for volunteers as they weigh their Games-time experience and decide whether or not to continue their volunteer efforts. A key factor that impacts the future volunteering intentions of mega sport-event volunteers is their experience of being managed by the paid staff (Dickson et al. 2014). This is especially significant for managing Olympic and Paralympic volunteers where many of the volunteers are older and have significant work experience, whereas their paid supervisors are often younger with less work experience than their volunteers. Thus, the recruitment, selection and training of paid staff focused on effective volunteer management are also important for event delivery and legacy.

Another human resource practice that is important for facilitating retention is the recognition and reward of volunteers. Volunteers at recent Olympic and Paralympic Games have received rewards for completing a certain number of shifts, examples of which are key chains, badges and small representations of Games mascots, with specific gifts aligning with a
designated number of shifts completed. The large numbers of volunteers involved make personalizing rewards and recognition difficult, though we know from the HR literature that tailoring recognition and rewards to individual motivations, wherever possible, is the best practice (see e.g., Blackman et al. 2013). Due to the scale of volunteers, with the need for tailored rewards, there may be a place for the types of systems used in the mass-customization of tourism products where a menu of choices is provided and participants can choose from the menu. In this way an organization can manage the desires of a large number of people, while the participants themselves have some agency. In the Paralympic context, volunteers could choose the reward most meaningful to them from a selection of reward and recognition options provided. Many HR studies highlight the power of a sincere “thank you for a job well done” as one of the most impactful forms of recognition (see e.g., Blackman et al. 2013). Event managers who find ways to express their appreciation of the efforts of volunteers will go a long way toward retaining those volunteers into the future.

These ideas demonstrate how, through integrating HR practices around a common goal, the retention of volunteers could be enhanced. Similar ideas could also be adopted for optimizing volunteer legacy over time.

**Legacy**

The final step in Fig. 9.2, legacy, has been discussed throughout the chapter. Whether described as retention or legacy, the focus on a post-Games scenario throughout the human resource management cycle, from workforce planning through Games time, will help to ensure retention and a positive legacy for the Paralympic movement. The OCOG can facilitate connections between trained and experienced volunteers and organizations in their own communities thus building social capital. This may be overtly via the OCOG reaching out to or providing information for the not-for-profit sector, or covertly, via giving volunteers the tools and encouragement to reach out to organizations on their own, may override the transitory nature of OCOG’s to ensure a social legacy. Table 2 provides the examples of HR strategies and practices that will support event delivery, as well as positive legacies for individual volunteers and for the host communities.
Conclusion

Volunteer management is an intricate endeavor, complicated by the fact that volunteers join an organization as a result of a particular motivation, expecting to have a certain type of experience, and the experience they have during training and while "on the job" regulates their connection to event organizers during the event, and their willingness to volunteer after the event. The Paralympic Games and the Paralympic movement will benefit from a strategic focus with regard to the management of the valuable, though unpaid, human resources that allow the event to take place. Unpaid volunteers who are not under contract may feel the freedom to leave if the experience they are having does not meet their expectations. As such, the Paralympic volunteer management team must understand the motivations and expectations of their volunteers, and try to meet those needs by providing a robust, well-considered program of recruitment, training, motivation, Games-time experience and recognition. Well-managed volunteers will form the backbone of the Paralympic movement and ensure that the broader goals of the IPC around inclusivity and sport for all, from the grassroots level to the Paralympic Games, are realized.

References


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10

Media and the Paralympics: Progress, Visibility, and Paradox

Gerard Goggin and Brett Hutchins

Introduction

Since the beginning of the organized disability sporting movement in the years after the Second World War, media have been a significant part of the Paralympic Games. The increasing visibility and awareness that have flowed from news and broadcast media coverage of quadrennial summer and winter Games have altered both the scale and symbolic power of disability sport. As Ian Britain noted:

One of the intriguing issues about the Paralympic Games is how this small niche festival, which involved a minority of athletes on the margins, reinvented itself by establishing a connection to the premier multi-sport festival