



EUROPEAN YOUTH OLYMPIC FESTIVAL
SLOVENIA, JANUARY 2024

ACTIVE, HEALTHY AND HAPPY VOLUNTEERS

FINAL PROJECT REPORT, RESULTS
AND RECOMMENDATIONS FOR
ORGANIZERS OF FUTURE EVENTS

Active, Healthy and Happy Volunteers (AHHV) project supported the organization and implementation of the European Youth Olympic Festival Maribor 2023.

A manual with the report and recommendations for future organizers of sport events was part of the planned project long-term outcomes.

Project received financial support from the European Commission Erasmus + Sport Programme and was funded by the European Union.

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Published by: Olympic Committee of Slovenia – Association of Sports Federations

Ljubljana-Maribor, November 2023



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TABLE OF CONTENTS

Address of the President of the Olympic Committee of Slovenia - Associations of Sports Federations	4
Address of the Mayor of the City of Maribor	5
Foreword by dr. Maja Zalaznik, President of the Commission for European and International Cooperation	6
Introduction of EYOF Maribor 2023 - Nataša Ritonija	8
Volunteering program at EYOF 2023 Maribor - Katja Žižek	9
Volunteers' needs - Doris Špurej	31
Involvement of the volunteers in the execution of EYOF - Katja Žižek, Tanja Veber	40
Opening and Closing – involvement of the volunteers as participants - Katja Žižek, Doris Špurej	57
Analysis of the state of volunteers in the field of active and healthy living and the interest of volunteers to be included in the accompanying activities of EYOF Maribor - Katja Žižek, Tanja Veber	60
Volunteers' motivation - dr. Maja Smrdu	66
Planned accompanying activities for volunteers at EYOF 2023 Maribor - Aleš Šolar	70
Execution of accompanying activities - Bojan Jurovič	72
Use of information and communication technology – apps to work with the volunteers - Martin Tuš	76
Establishing a network for long-term cooperation with volunteers- Martin Tuš	82
Recommendations for future organizers of sports events - Aleš Šolar	85

Address of the President of the Olympic Committee of Slovenia - Associations of Sports Federations



As we would all agree, sport is one of the most important parts of our everyday life all across the world. Not only it improves our health and bring better life quality, it is also an important cultural and social element. International sports competitions, such as European Youth Olympic Festival (EYOF) present excellent opportunities for the olympic values to be encouraged, recognised and taught worldwide. EYOF, as one of the most recognisable and decorated sport events for the youth, holds a special place in the hearts of young athletes, regardless of their background.

It is an event, which connects different cultures, languages and traditions, unites young talents in sports and encourages understanding and respect among the participants. In this international environment, young athletes compete not only for medals, but also receive important life lessons about values, which are a key element of every sport – fair play, effort and hard work, importance of team work and lastly, perserverance.

Sport, as an industry, has an inmeasurable influence on the tourism. Major sport events do not only bring more recognition to the sport and the athletes, but also carry many positive consequences for the promotion of the country and its tourism. Furthermore, they present a great opportunity for local communities to show their hospitality, organisational skills and cultural heritage. The city of Maribor has proven itself to be an excellent host city of this year's EYOF and has made its mark on an European map as both sports and tourist destination.

However, hosting such great sporting events does not demand only sufficient professional knowledge of the organisers. The presence of the volunteers, involved in a spectacle such as EYOF or larger events, is of a key importance in the successes of the event. Their selfless dedication and hard work, put into the organisation and execution of the event, cannot be measured. It represents a great and important part in providing the best, the most memorable experience for everyone involved.

Volunteering is not important only on an international level. In Slovenian sports, it is also a driving force behind the development and positioning of the sport and its talent. It also helps promoting and building sports culture in our society. Without volunteers, the sports scene would be impoverished and much less diverse as it is. Their contribution is of key importance in continuous development of sport in Slovenia and in building solid foundation for future generations of young athletes.

Not only EYOF represents a great experience for young athletes, but also leaves lasting positive effects on Slovenian sport. It helps building the recognition of the sports in the country, emphasizes the importance of support for young talents and encourages their development and assertment in the international environment. EYOF is more than just a sport event. It is an unique experience for building solid, lasting bridges between generations, nations and cultures.

Franjo Bobinac

President of the NOC SLO

Address of the Mayor of the City of Maribor

Wonderful memories remain of the greatest multi sport event in the history of our country. So much good energy, so many young athletes, future international stars, smiling volunteers and satisfied visitors of our city have forever changed the way we see our wonderful city and what we can do together.

Motto »One City, One Heart« has, during the festival, obtained a new, to me even a better version »What a City, What a Heart« and I can proudly say, we are an extraordinary city. A city we all like to return to, a city where young athletes and their coaches, along with their supporting staff, felt at home and welcome, a city where the word cooperation has been given a new meaning. This competition is so much more than a sporting event, it was a city-wide series of additional events, the time of new friendships, broadening our networks and our horizons, creating new connections, which would last a lifetime. It was the time of our history we can be proud of.

And I am still proud – firstly, of the great honor and recognition by European Olympic Committees and Olympic Committee of Slovenia, but also of everyone, who were a part of the organizing committee, all of the participants in the organization, who were preparing for months to ensure this unforgettable event, to all of the volunteers, without whom all of this would not be possible and also of every single one of citizens of Maribor for adopting EYOF as something of theirs.

Together we became a part of the Olympic family. Not only the organizers, 862 volunteers, who worked combined for almost 40.000 of volunteer hours, can now proudly say they belong to the Olympic family. While the athletes painted Maribor in their national colors and brought athleticism to the city, EYOF united a colorful group of volunteers. Among 862, 192 of them were foreigners, the youngest volunteer was only 14 years old, while the oldest was 69!

I am immensely proud of us, of every single one of us. Together we put Maribor on the Olympic map with the EYOF project! Thank you and see you again soon!

Foreword by dr. Maja Zalaznik, President of the Commission for European and International Cooperation

Dear all,

European Youth Olympic Festival is a sports festival with a long lasting tradition and of a great importance for the young athletes. Usually, EYOF is the first large-scale multi-sports competition for the youth, and it offers an interesting opportunity of familiarizing with a sport and its core values, cooperation and creating new friendships while broadening horizons.

Especially from the point of view of international cooperation, which is one of the key parts of development and progress in the field of sports or in wider context, the Festival offers countless possibilities – it connects sports and culture beyond borders, encourages social integration, tourism, economy, development of new services and infrastructure. Above all, it teaches respect of cultural differences and values, beside those values, which are represented in sports. The latest are in today's dynamic and globally complex world extremely important.

Events such as EYOF are an excellent opportunity for both organizers and the host country. They have many multiplicative effects – from economical, social, to sustainability-related ones. All of those effects can be estimated, measured, and evaluated as the event's legacy, its wider social influence – from excellent to less excellent executions and achievements. We can also learn something from them and most importantly, apply them as experiences and knowledge of organization of larger sport events.

We cannot ignore the human resources behind the project – individuals, who together, in team spirit, co-create the Olympic festival. We are especially proud of our volunteers. Without them, EYOF and other sporting competitions would be impossible. In the project of EYOF Maribor alone, through the longer period of time of the organization and execution, over 800 volunteers from all across the world were involved. Consequently, from the point of view of international cooperation and all the time and efforts put into the event by the volunteers, the event would not be the same without them. From the economy point of view, that is a great benefit for the organizer, but also for everyone involved. Thus, I cannot imagine how all of the activities would be possible without the help of our volunteers, who believe in sport and support it with their work, dedication, time and activities.

Involvement in an international multisport event is not only that. All of us gained new knowledge and experiences, made new connections and new friendships. We learned about the meaning of healthy lifestyle and tried countless sporting activities. Including volunteers. I sincerely hope EYOF Maribor 2023 will remain a great memory for everyone involved, and encourage them to remain involved in other sporting events or areas of expertise after their Maribor experience.

Furthermore, I wish the volunteers would remain or become even more involved in sports, take care of their own well being and also encourage the same values with their family members, their friends, locally and in wider community. That was also our message, not only to them alone, but to every other active participant of EYOF.

That is how all the positive outcomes of the large multisport event – Olympic festival – are multiplying and developing even now. They outgrew the duration of the event, they still echo within the community and encourage us to live by the values of sport and healthy life style every day – for sustainability-focused today – and tomorrow.

Dr. Maja Zalaznik

President NOC Slovenian Commission for European and International Cooperation

Introduction of EYOF Maribor 2023

Nataša Ritonija

Director of EYOF Maribor 2023

The European Youth Olympic Festival 2023 in Maribor successfully ended at the end of July 2023. It exceeded all expectations, and received many praises both locally and worldwide. Despite many obstacles, especially the weather ones, we managed to successfully execute the event and put Maribor on the European sports map.

Countless records were broken, many milestones laid down, and they will continue to echo in European sports. We can be proud of nearly 50.000 live streams of the opening ceremony, over a million and a half live streams of the competitions and almost 80.000 spectators, who supported both Slovenian and international athletes, at the venues combined. Additionally, among them was also the President of Republic of Slovenia, dr. Nataša Pirc Musar.

During the festival, the city of Maribor was home to 6957 participants of the festival. Among them were 2420 young athletes (1182 female athletes, 1240 male athletes), 73 team delegats or their representatives, 1041 coaches, administrative, technical and medical staff, 62 presidents, secretary generals and representatives of national olympic committees, 595 national and international technical delegates and other staff, 186 accredited press, photographers and videographers from 34 countries and other guests, 862 volunteers – among them, there were 192 foreign volunteers. We have successfully held 122 sporting events, and at the end of the festival, 712 medals were given to the best athletes. Together we have created an unforgettable experience for everyone involved, for the fans, spectators, sports lovers and you – our volunteers. Your selfless help and generosity were of a key importance for a successful execution of this important event, which will continue to encourage involvement in sports and the importance of olympic values.

I strongly believe Maribor was not only an excellent experience for you, but was also a place where you made new lasting connections and friendships. Your cooperation has left a permanent mark and our team will forever be grateful for your selfless contribution while creating this amazing story together. Without a doubt, the festival will remain a fond memory in hearts of everyone, who contributed to their success and those who cooperated in the project.

Let our motto One city, one heart echo in our hearts for a long time and I hope Maribor also found a special place in your hearts. Hopefully, you will return to Maribor again and make new lasting memories.

Volunteering program at EYOF 2023 Maribor

Katja Žižek

Head of Volunteering Department at EYOF 2023 Maribor

Volunteering in Slovenia holds a long tradition and is firmly anchored in Slovenian identity. Volunteering work on local and national level is priceless. Not only in sports, but also in the times of natural disasters such as last August's catastrophic floods in Slovenia, and in other areas of social activity, education and culture.

However, it was sports that connected Slovenia and foreigners in June. They all became a part of the largest volunteering community in the history of Slovenian sporting events.

More active approach to sports volunteering

It is common knowledge organizing large sporting events is a complicated, complex procedure, which could not be successful without volunteers. They are one of the factors all European and World championships, cycling races, marathons and other competitions have in common and are a vital part of every large event. For example, the organizers of Paris Summer Olympics and Paralympics 2024 will, to ensure smooth operation of the Games, require the help of an estimated 45.000 volunteers. That estimated 45.000 volunteers. The number that is completely unimaginable to us as the organizers of Summer EYOF 2023 in Maribor. At the same time, it is important to emphasize that at the time, we did not yet have a thoroughly developed strategy for inclusion of volunteers in the process of organization and execution of large sports events, which is a common practice in other countries. Currently, the organizers usually get voluntary help from the members of local sports clubs.

Volunteering program at EYOF 2023 Maribor helped us create a volunteering model in the sports area that brought a great added value to the entire sports community of Slovenia. Our main goal was to get over 800 volunteers – which was achieved and we could not be more proud of it. We gathered a driven, motivated and team-spirit oriented team of volunteers and provided them a once-in-a-lifetime, unforgettable international experience. We hope they will continue to inspire and motivate others, to get more involved in the process of organizing sports events in Slovenia and beyond borders.

Partnership with Youth cultural center Maribor

We were joined by Youth cultural center Maribor as a partner in the department of volunteers coordination (Mladinski kulturni center Maribor – abbreviated MKC Maribor). MKC Maribor is an institution with diverse and rich experiences in

the areas of volunteering and work with the youth. All of the volunteering agreements were made with MKC Maribor, while they were also closely involved in volunteer recruitment and education.

Furthermore, MKC Maribor recognised EYOF 2023 as a welcome opportunity for active participation of the youth in sports. As a result, simultaneously with EYOF activities, MKC Maribor carried out an European project Sport Maribor: Youth Initiatives for Active Participation in Society in the Field of Sport, which was supported by Municipality of Maribor. Through the project, we introduced the possibility of volunteering work at EYOF Maribor to over 2000 students and offered them an opportunity to express their wishes, related to improvement of sports in Maribor, what do they miss the most, or what are the things that bother them.

We have received 531 initiatives, which were then introduced to the decision makers on local and national level through the youth dialogue. We also educated 10 young ambassadors, who helped us introducing EYOF to the wider population and spreading the positive voice about volunteerism.

Many organizations and institutions offered their help with promotion

Among the key factors of our success were without a doubt intensive cooperation and community support. In the spirit of networking and shared love for sports, many organizations and institutions joined the initiative. They recognised the project as a great opportunity for cooperation. Among the institutions and organizations, that offered their cooperation, was Employment Office Maribor, which offered a great working opportunity to young unemployed individuals and, by bringing them on the project, provided them with invaluable experiences for building their future careers, opportunities to develop their own competences from the fields of communications, cooperation, critical thinking and creativity.

We intensively cooperated with all of **Maribor high schools**, as well as the **Center of Education Ptuj**.

On the initiative, given by the Mayor of Municipality of Maribor, Mr Saša Arsenovič, we have connected with 18 municipalities of wider Maribor area.

Together with ŠOUM, Career center of University of Maribor, individual Faculties, operating under the wing of University of Maribor and higher education institutions of Maribor and Ptuj, we have addressed the students of those institutions. Furthermore, EUSA, Slovenian Philanthropy and University of Ljubljana offered their engagement. National sports federations also helped us by engaging their volunteers.

Last but not least, we cannot forget to mention close cooperation with the Olympic Committee of Slovenia, which, as a co-organiser of the Festival, ensured the news about the Festival and the voice about olympic values reached far beyond Maribor and were introduced to the wider population of Slovenia. The Slovenian Army also played an important role in the success of the event. Not only by providing human resources, but also by providing assistance with logistics, transport, infrastructure, at lastly, providing food for the volunteers.

An agreement with ATOS, which is one of the leading European companies in the field of digital transformation, was also of a key importance. They provided us with a platform for volunteers and our communication with them. The platform enabled us to:

- generate appointments for online interviews and trainings
- send reminders and messages
- create schedules and more

The AHHV Project - Active, Healthy and Happy Volunteers at European Youth Olympic Festival – Maribor 2023

During the AHHV project (Active, Healthy and Happy Volunteers at European Youth Olympic Festival – Maribor 2023), we followed both Erasmus+ project priorities, as well as the need of the volunteers (social inclusivity through sport, encouraging sport and physical activity, promoting healthy lifestyle).

Through goal-driven activities – from mentoring, workshops, seminars and social and cultural events, to the activities that support healthy and active lifestyle – such as learning and testing skills in a wide range of sporting disciplines, testing training grounds and competition venues, occasional competitions and training sessions – the volunteers gained a wide palette of new skills, knowledge and invaluable experiences, tools to further develop their social skills, career potentials and unique opportunities to interact with participating athletes, staff, to broaden their international networks and make new friendships. We created a kind, cooperative environment for them that enabled successful integration in the organizational structure, while, at the same time, we developed a wide system of rewarding them for their hard work. The young ambassadors played an important and active role in successful execution of the project and inclusion of participating countries.



Picture 1: A group of volunteers had fun at the "Silent party" (Photo: Marko Pigac)

Organizational structure of the Department of Volunteers

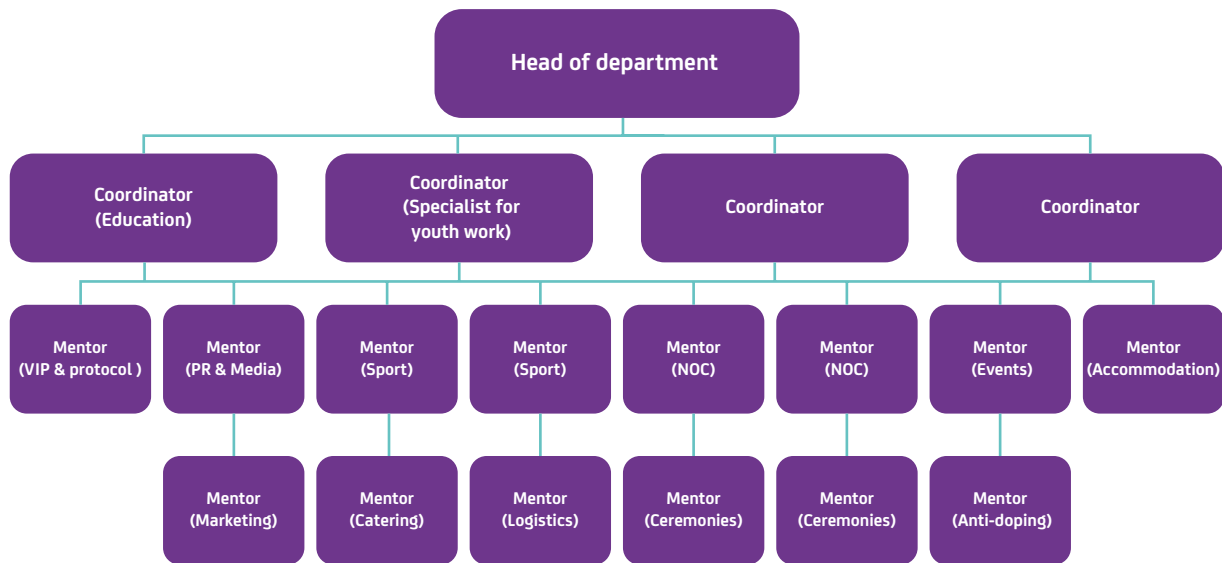
The narrow volunteering team consisted of 5 members – head of the department and four coordinators. The team held regular weekly meetings, where they were working on planning of their work at the Festival. They were tasked with planning and execution of all the activities, from the beginning of recruiting the volunteers to their participation at the event.



Picture 2: The core team of the volunteer department, from left to right: Tjaša Slatič, Katja Žižek, Petra Grahovac, Doris Špurej and Tanja Veber (Photo: personal archive of the team).

The wider volunteering team included volunteers' mentors, who joined the team in March 2023. Altogether, 14 mentors covered different areas of the event:

- VIP & PROTOCOL, PR & MEDIA, EVENTS, ACCOMMODATION, MARKETING, CATERING and LOGISTICS all have one mentor per department
- three departments, SPORT, NOCs and CEREMONIES, had two mentors each, while
- departments with less volunteers – ACCREDITATIONS, IT DEPARTMENT and ANTI-DOPING had one volunteer for all three departments combined.



Picture 3: Organizational structure of the volunteering department of the EYOF Maribor

Areas of volunteering

The volunteers, included in EYOF 2023, were a part of 14 different departments, where they were performing various tasks. Before the beginning of the Festival, all of the volunteers were properly educated and given specific instructions for their upcoming work – basic information about the Festival were given to them at the training, while the specifics of their tasks in their department were given later, by the mentors.

In the continuation, we will describe the roles of the volunteers by departments.

VIP & PROTOCOL

The work in VIP & PROTOCOL department was divided between two locations:

- Hotel Habakuk: EOC guest care, taking calls, administrative work (assistance with preparing lists and data checks), welcoming VIP guests, Info spot (informing about the schedules, VIP events, transport), communication with the hotel, escorting VIP guests to the buses, accompanying on events, providing directions
- VIP areas at sport events: assisting with preparation of VIP tents, welcoming guests at the entrance, providing informations, minding the appearance of the tent (cleanliness, ...)

The volunteers, working at VIP and PROTOCOL, also assisted at the Opening and Closing ceremony (distribution of accreditations, welcoming guests, providing an extra help with showing the guests to their seats...). Some of them began their work a week before the Festival (helping with the Opening Ceremony), while the majority of them began their work as the Festival commenced.



Picture 4: Volunteers of the VIP department & protocol with the EOC chairman, Mr. Spyros Capralos, president of OKS, Mr. Franje Bobinec and Uroš Mohorič, director of the sport sector at OKS (Photo: Marko Pigac).



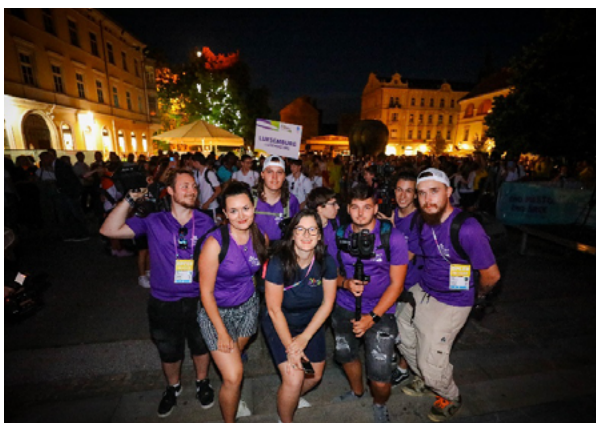
Picture 5: Volunteers of the VIP department & protocol with the mayor of Maribor, Mr. Saš Arsenovič (Photo: Marko Pigac).

PR & MEDIA

The work in PR & MEDIA department worked in five areas:

- Competition locations: work in media room and mixed zone (directing of the press – reporters, photographers and cameramen – informing the press, providing timely, up-to-date competition schedules and cleanliness of the area)
- Main media center: directing of the press – reporters, photographers and cameramen – informing the press, providing timely, up-to-date competition schedules and cleanliness of the center (beverages, snacks, promo material)
- Cameramen/photographers on the field: taking photographs and video-recording (sports competitions, interviews and accompanying events, photo and video editing)
- Department of Public relations (office): writing and compiling news and written contributions, website editing
- Social media: taking photographs and filming short video clips, editing photo galleries.

For the volunteers, working in the sub department of Social media, the work commenced one week before the official beginning of the Festival, while the others joined the team at the beginning of EYOF.



Picture 6: Volunteers of the PR & media department at the closing ceremony (Photo: Marko Pigac).



Picture 7: Volunteers of the PR & media department in the media center (Photo: volunteers' personal archive)

SPORT

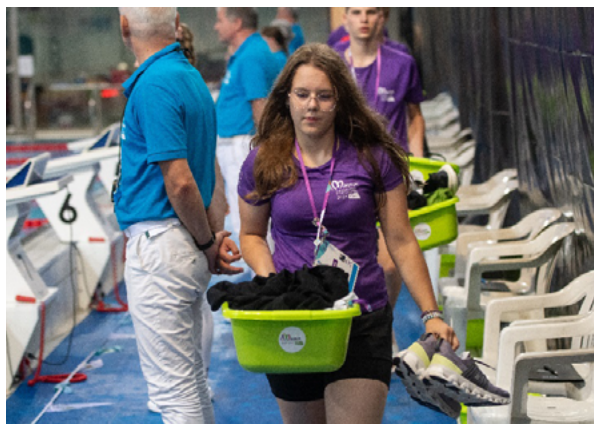
The department of sport had the most volunteers and others working at the time of the Festival. Young athletes competed in 11 sports, and consequently, it was the most diverse area. The volunteers worked in 4 areas:

- Sport competition locations: assistance with execution of the competitions, preparation and maintenance of the competition venues, providing directions for the spectators, athletes and delegates
- IT support and assistance: managing Minerva program (providing accurate results of the competition – handball, tennis and volleyball) and helping with management of streaming platform
- INFO spot in the Athletic Village: giving information regarding sport events (results, competition schedules, medal ceremonies...)
- SID (Sport Information Desk): Information desks in all of the hotels, where national and international technical delegates were housed; providing information and distributing of the equipment.

All of the volunteers, working at the information desks, commenced their work one to two days prior the official beginning of the Festival, while the others joined the team on the first day of the Festival. Educational courses for the Minerva program were carried out before the Festival.



Picture 8: Despite the rain, smiling volunteers of the Sport department (Photo: Marko Pigac).



Picture 9: A volunteer from the Sports department working at the pool (Photo: Marko Pigac).

NOCs – RELATIONS AND SERVICES WITH NATIONAL OLYMPIC COMMITTEES

The volunteers, working in the NOC department, were divided in three groups:

- NOC assistants: every participating country was assigned one to three volunteers, who provided assistance to their assigned NOC with various tasks. The number of assistance was determined, based on the size of the delegation and their needs. Their work began with the arrival of their national team and the volunteers, provided by the NOC. The tasks of our volunteers included: familiarizing with competition venues and the city, assistance with accommodation preparations (decorating the accommodation, distribution of gift bags), dividing the room keys among the members of the delegation, arranging the luggage, assistance with settling in, potential assistance with lost luggage, and providing various information. During the Festival, NOC assistants accompanied the athletes to their competitions, provided them with possible competition schedule changes, medal ceremonies, assisted with smaller arrangements in town, collecting medalists' diplomas and other daily assignments.

NOC assistants were also involved in Opening in Closing Ceremonies, as one of the assistants was appointed as a bearer of a name board with the name of their respective country.

- NOC assistants for additional help: three volunteers had the role of NOC assistant for additional help. Their task was to provide help in case of unexpected situations. Those volunteers also helped with the organization of meetings with heads of delegations.
- NOC assistants at INFO desk: at the time of the Festival, we had established two info desks:
 - Info desk in NOC Center (Athletes' Village): providing various information to NOCs, solving everyday challenges, potential solving of complications/complaints, distribution of diplomas,...
 - Info desk Pohorje (in so-called Pohorje Village): all of the volleyball teams were situated at Pohorje and the volunteers at this info spot provided the information about everything happening 'in the valley'. Furthermore, they coordinated transportations, ice delivery and distribution of lunch packs.

Some of the volunteers began their work a week before the Festival, while the majority joined the team with the arrival of the athletes and delegations.



Picture 10: Volunteers of the NOK department (Photo: Marko Pigac).



Picture 11: Volunteers of the NOK department's board bearers - before the opening ceremony (Photo: Marko Pigac)



Picture 12: Volunteers of the NOK department's board bearers - before the closing ceremony (Photo: Marko Pigac).

EVENTS

The tasks of volunteers, assigned to the Events department, included providing assistance on all of the Festival accompanying events – which took place on three different venues – Opening and Closing Ceremonies and also working at Info spot in the city center. Their areas of work were:

- Opening Ceremony: assistance with stage preparations and grass covering, assistance with preparing technical equipment, arranging the backstage for the performers, preparation of the props and flags, providing assistance with markings
- Accompanying events (Main Square, Freedom Square, Maribor City Park): assistance with organization and coordination of accompanying events, directing and informing of the visitors
- INFO spot: providing various information (about Maribor, the Festival, competitions, public transport schedule,... distribution of promo materials)
- Closing ceremony: assistance with preparing and cleaning up of the venue



Picture 13 and 14: Volunteers of the INFO and Events departments (Photo: Marko Pigac).

ACCOMMODATION

Volunteers, working in the Accommodation Department, began their work a week before the Festival, as all of the accommodations had to be prepared before the arrival of the athletes. Their tasks included: marking and preparing the room keys, distribution of towels in the accommodations (student lodgings), removal of potential forgotten belongings of the students and removal of trash, marking of student lodgings, establishment of INFO spots (which were located in every dorm).

At the time of the Festival, the volunteers' task included: welcoming of the athletes, providing all the necessary information (opening hours of the catering tent, public transport schedules and stations, informations about the shops in the vicinity of the lodgings, ...), distributing gift bags, distributing clean towels and bedding (and also



Picture 15: Volunteers of the Accommodation department preparing keys for athletes (Photo: Klara Šulek).

keeping records about it), maintaining the cleanliness of shared common areas, providing information about laundry, keeping in touch with dorm caretakers in case of unexpected issues, helping with dispatch of the teams and cleaning up the INFO spots.

Their work was in double-shifts.

MARKETING (SPORTS VILLAGE)

Activities and work tasks of volunteers, working in the Marketing Department began at the start of the Festival. Their tasks included: helping with preparation of venues, taking care of the props and equipment at the activities, minding the cleanliness of the Sports Village, working at the INFO spot (giving information in the Sports Village and the city of Maribor, general information about the Festival, city, competitions, transportation), helping on the sustainability desk, directing accredited personnel in Sports Village, helping with coordination of the procession from the Sports Village.



Picture 16: Always smiling volunteers of the Marketing department (sports village) (Photo: Marko Pigac).

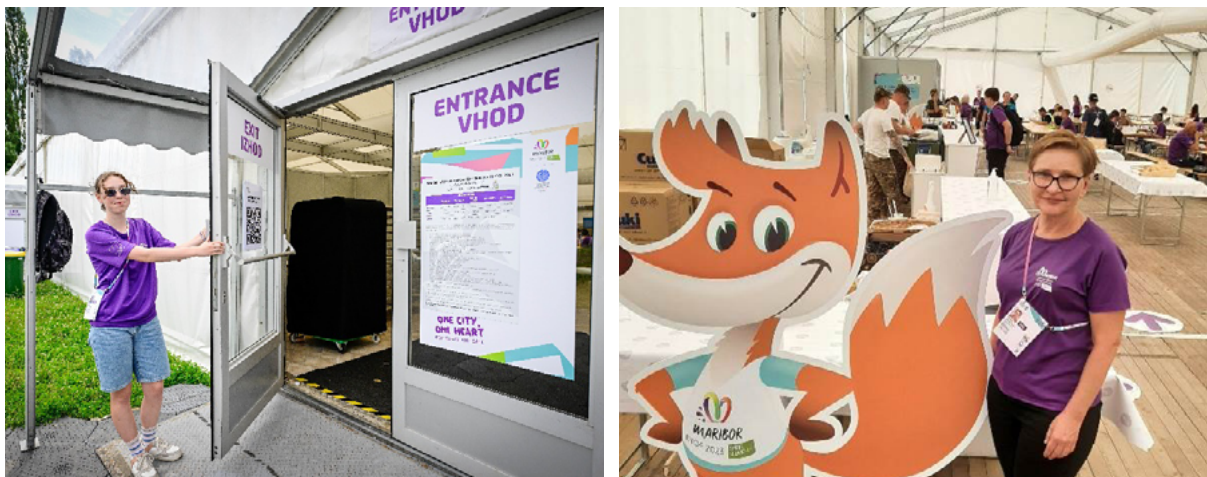
CATERING

Those volunteers, who worked in the Catering Department, began their work two days before the official opening of the Festival, when the food tent opened its door. Their work was also in double-shifts and was divided between two locations:

- Athletes' Food Tent (Sports Village)
- Volunteers' Food Tent (Sports Park Tabor)

Regardless of their location, the volunteers' task included: checking the accreditations at the entrance, providing undisturbed operations of the lunch lines (redirecting the athletes to all of the available lunch lines), checking on tea/

coffee machines and reporting in case of malfunctions, minding the cleanliness of the tent, packing and distributing lunch boxes, keeping the record of distributed lunch boxes, informing and assisting the athletes.



Pictures 17 and 18: Warm reception by volunteers from the Catering department at the entrance to the food tent for athletes (Photo: Marko Pigac).

LOGISTICS

The Logistics Department was of a key importance for providing the smoothness of all operations at the Festival, including arrivals and departures of delegations. Consequently, volunteers' tasks were diverse and included the following activities:

- Welcoming the delegations/athletes at the airports (Vienna, Graz, Ljubljana, Maribor)
 - establishing INFO spot
 - welcoming delegations/national teams and their support staff and escorting them to the bus or equipment truck
 - checking and marking the luggage
 - helping with loading of the equipment on the trucks
 - preparing documentation in case of lost luggage
- Welcoming delegations/athletes at Graz Main Train Station
 - establishing INFO spot and welcoming delegations/national teams
- Providing assistance with transfer organisation, for Opening and Closing Ceremony
 - marking designated parking spots for buses
 - escorting the athletes to their respective buses and accommodations
 - providing informations
- Providing assistance at the equipment pick up warehouses
 - keeping record whether the equipment arrived to the right warehouse
 - assisting with storing of the equipment in warehouses
- Providing assistance with organisation and coordination of Festival shuttle lines
 - marking bus stations with info boards and schedules
 - keeping duty at the main bus station in Athletes' Village
 - keeping duty at INFO spot in Athletes' Village (informations regarding the transportation)
 - maintaining undisturbed shuttle lines to practice facilities in Ptuj (keeping record of the athletes, providing ice at the location)

- Providing assistance with organisation and coordination of VIP transfers
 - helping with organisation and coordination of VIP transfers to and from Hotel Habakuk

The first team of the volunteers began their work a week before the Festival (marking bus parkings and stops), some of them joined the team two days before the Festival when the teams started arriving, and the last, third team, joined at the beginning of the Festival.



Picture 19: Volunteer of the Logistics department "in action" (Photo: personal archive of volunteers)

CEREMONIES

Team of the volunteers, assigned to the Ceremonies Department, was among the largest at the Festival, during which 122 medal ceremonies were carried out and 712 medals awarded to the best athletes. The volunteers, working at the Ceremonies Department, were given the following tasks and obligations:

- Providing uninterrupted protocol of the medal ceremonies
- Preparing the medals and mascots before each of the medal ceremonies
- accompanying individuals who were giving out the medals
- carrying a medal tray
- carrying a mascot tray

Their work began at the third day of the Festival. However, they were given intensive courses before the Festival, during which they were taught the protocol behind medal ceremonies, both for individual and team sports. Two of the courses were led by Joseph Cassar, who is a head of the department at the European Olympic Committees.



Picture 20: An example of a tray with medals and mascots in the hands of a volunteer from the Ceremonies department (Photo: Marko Pigac)



Picture 21: The smiling team of the Ceremonies department after the successful awards ceremony (Photo: Marko Pigac).

ACCREDITATIONS

Volunteers, who worked at the Accreditation Department, began their work 11 days prior to the beginning of the Festival. They were assisted by fellow volunteers from other departments as well - as over 9.000 accreditations had to be made. Their work was double-shifted, while their tasks included: printing of accreditations, lamination, applying stickers and arranging the finished accreditations by areas (organizational committee, athletes, volunteers, VIP guests,...).

Before the Festival, we had three accreditation centers:

- Sports Village
- Ljudski vrt Stadium
- Hotel Habakuk

On all three locations, the volunteers worked in two shifts. Their main task was handing out the accreditations and, in case the accreditation was lost, creating a new one.



Picture 22: A team of volunteers from the Accreditation department during the preparation of accreditations (Photo: Laura Munišič)

IT DEPARTMENT

For the volunteers, assigned to the IT Department, their work began two days before the opening of the Festival, as the contractors, in charge of the Information Technology, already carried out the majority of the work. However, their tasks included: preparing the computers, screens and printers at the locations, preparing computers for tracking the results and statistics, offering technical support in case of tech issues. Their workplaces included various competition venues, as well as the main office of the Festival.

In the main office, their help was needed for making advanced Excel sheets, printing of various materials, while also providing technical support. All of the volunteers had prior knowledge and skills of their volunteering department.

ANTI-DOPING

All of the volunteers, working at Anti-Doping worked under the supervision of Slovenian Antidoping Organization SLOADO, and had to be of a legal age (over 18) and were required to possess prior skills from the area of expertise. SLOADO organized a mandatory training for them, where they were introduced to the whole protocol procedure of anti-doping. Their schedule was not fixed. Doping lists (lists of athletes, who had to do a doping control) were prepared day to day. Their work was mostly in the late afternoon or evenings and included escorting the athletes from the venues to doping control.

Promotion and recruiting of the volunteers

For the volunteering department exclusively, we created a graphic design and a logotip.



Picture 23: Logo of the EYOF volunteering



Picture 24: Mascot of the volunteers

The promotion was done through the following channels:

- outdoor marketing agencies: jumbo posters, city lights, metro lights



Picture 25: Case of promotional poster



Picture 26: Case of promotional poster

- digital campaigns on social media



Picture 27, 28, 29: Digital promotion of volunteering

- we made promotional video spots with the Festival ambassador, Filip Flisar





Pictures 31, 32 and 33: Snapshots from the filming of the campaign with Filip Flisar (Photo: Marko Pigac)

- great emphasis was given on a personal approach and we selected the following activities for presentation of the project and consequent recruitment of the volunteers:
 - presentations at all of Maribor high schools, Center of Education Ptuj and institutions of higher education in Maribor (we made over 50 presentations and introduced the project to over 2.600 students)



Picture 34, 35: Presentation of the EYOF volunteering programme

- at the Faculties of University of Maribor, we erected INFO spots, and our ambassadors promoted the project and volunteerism to the students
- we prepared on-line presentation for students of University of Ljubljana
- we also introduced ourselves and the project at Volunteering in sports seminar, organized and hosted by European University Sports Association (EUSA)
- we also made presentations at the Career Fair in Maribor
- We made numerous appearances in TV and radio shows.

Educations for the volunteers

As a part of our program, we carried out various educational courses and meetings for our volunteers.

On May 27th and June 10th 2023 at the Faculty of Education of University of Maribor, we organized courses to educate the candidates. Over 400 volunteers from all over Slovenia attended the event. The concept of the course divided it on four sections:

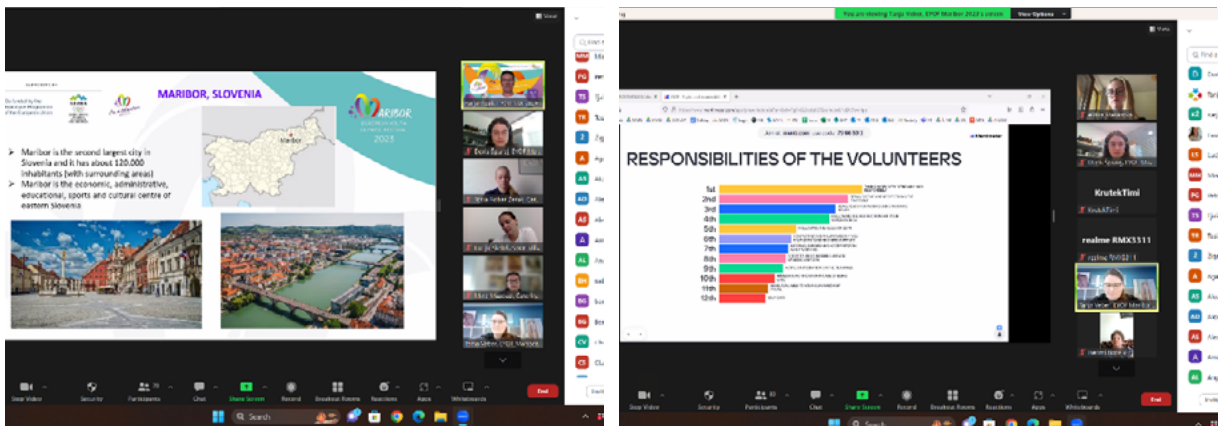
- **Introductory group part** where we introduced them to the team of Volunteering department, gave them general information about the Festival and introduced them their obligations and rights as volunteers
- **Courses related to their area of work:** based on their selected or appointed area of work, the volunteers were divided into groups and continued their education in separate classes. they used that time to get to know each other better, while the mentors introduced them to their respective areas of work and their tasks
- **Visits of sports venues:** we took the volunteers around the sports venues of the Festival by bus
- **Social part:** we finished the day with a pleasant socializing with lunch and games.





Picture 36-43: Moments from educational workshops for volunteers. Photo Marko Pigac

We also organized online courses for all of the volunteers, based on the same or very similar concept.



Picture 44 and 45: Case of on-line education

Furthermore, we organized more online courses for Slovenian volunteers who were unable to join us in Maribor or joined the team later on.

Mentors of the volunteers kept in touch with the volunteers even before the Festival: through emails, WhatsApp groups, online meetings and meetings in the Volunteers Office. Mentors for the Ceremonies Department organized multiple courses before the Festival, where their volunteers stimulated and practiced the protocols of the medal ceremonies. Other mentors met their volunteers at the Festival venues, where they familiarized themselves with the locations and discussed volunteers' tasks.

EYOF Volunteers' Benefits

Every member of the volunteer received their uniform, which included two technical T-shirts, a hoodie, anorak, raincape, cap, water bottle and a backpack.

Furthermore, we provided them with:

- Two warm meals per day
- use of public transport and EYOF shuttle lines free of charge
- insurance at the time of the Festival
- courses before the Festival
- mentoring support before and during the Festival
- possibility of a free accommodation
- reimbursement of travel expenses (if they arrived at work with their own personal vehicle)
- certificate for their work.

Volunteerism at the EYOF 2023 Maribor in numbers

number of conducted interviews:	1.143
total number of participating volunteers:	862
number of volunteers that left the Festival prematurely:	2 (medical reasons)
number of foreign volunteers:	192
number of countries participating volunteers were from:	24
number of volunteers we provided accommodation for:	225
number of overnight stays:	1.943
number of volunteers' working hours:	39.733 hours
number of kilometers the volunteers drove to and from work:	38.082 km
average age:	24,7
number of volunteers' mentors:	14

Total number of volunteers per department

Accreditations:	14
Administration:	33
Back office:	40
Anti-doping:	11
Catering:	36
Events (accompanying program):	24
IT support:	7
Logistics:	20
Infrastructure:	36
Accommodations:	38
NOCs (National Olympic Committees relations):	99
PR and Media:	44
Ceremonies:	74
VIP and Protocol:	47
Marketing (Sports Village):	22
Sport:	317

Volunteering Milestones at EYOF 2023 Maribor

- Establishing Volunteering Spot

Volunteering Spot was at the same time the main office of the Volunteering department, where the narrower team worked, along with the mentors. Furthermore, the office was the location, where we held courses for mentors, as well as interviews with the candidates. We were also available to anyone, who would personally walk in with questions about volunteering or would need help with the registration to the volunteering platform.



Picture 46-48: Official presentation of volunteer INFO point. Photo: Marko Pigac



Picture 49 and 50: Workshops for mentors and coordinators in the volunteering office.

- successful cooperation with various organizations and institutions
 - Youth Cultural Center Maribor
 - University of Maribor
 - ŠOUM
 - Maribor High Schools
 - Maribor Career Center
 - 18 Municipalities of wider Maribor area
 - Center of Education Ptuj
 - European University Sports Association (EUSA)
 - University of Ljubljana



Picture 51: Interviews with volunteers

- we organized and carried out two group educational courses, which were attended by over 400 volunteers from all across Slovenia
- For the first time in EYOF history, the volunteers had their own oath at the Opening Ceremony (beside the athletes, coaches and officials)



Picture 52: Volunteer Benjamin Cohodar during the oath of volunteers at the opening ceremony (Photo: Marko Pigac)

- The volunteers had an opportunity to award the medals: on the initiative and invitation from EOC, we picked two volunteers - a male and a female - who, with their work, attitude and contribution to the event stood out the most. Two lucky volunteers were Ana Šalamun and Dražan Milašinović, who awarded the medals on the last competition day.



Picture 53: Volunteer Dragan Milašinovič in the role of awarding awards (Photo: Marko Pigac).

- cooperation with over 30 EOC Young Ambassadors and alumni Young Ambassadors
- successful execution of 24 workshops/trainings with renowned athletes and coaches; and four courses for volunteers during EYOF; the attendance exceeded all our expectations.



Pictures 54-56: Smiling and happy volunteers after training (Photo: Martin Tuš and Bojan Jurovič)

Volunteers' needs

Doris Špurej

In this chapter, we will describe the volunteers' general needs, how we provided for them and our suggestions, how to ensure their needs are met in the future as well as possible. In the introduction, we explored the administrative aspect of working with volunteers and taking care of their needs, and in the next chapters, we presented the equipment they received, how we provided for accommodation and nutrition, transport, logistics and handed over key information.

Special attention was paid to the specific needs of our volunteers (example given, special medical circumstances), with which we were familiarized through the application form and individual interviews. It is important to establish a safe space and confidential relationship with the coordinator or mentor, as those are personal, confidential information, which are important to ensure the safety of the volunteers (example given, epilepsy, mobility impairment...). All the information gathered helped us assign the volunteers to the best position that would fit their interests and cater to their abilities. We strived to be as inclusive as possible, assigning every volunteer to the role they could perform despite their shortcomings.



After successfully filling an application, passing an individual interview and attendance at the educational courses, the next step was signing the Agreement of Volunteering Work and uniform pick-up. Attached in the Attachment X is a sample of the Agreement.

Under the Volunteering Act, we have a Volunteer Agreement with volunteers, which is an official document that sets out the relationship between the event provider and the volunteers. The agreement defined:

- volunteers' rights
- their obligations
- obligations of organization with which the volunteers make agreements
- and lastly, EYOF 2023 organizers' obligations.

In accordance with the Volunteering Act, the volunteers are entitled to mentor support, meal (if they perform more than 4 hours of volunteering work) and compensation for traveling to and from their work. For the duration of the Festival, all of the volunteers were insured. The festival went beyond the legal requirements for volunteers.

One of the key elements of the Agreement was also an Ethical Code for Volunteers. Code of Conduct is mandatory for all of the volunteers, disobeying it could mean termination of the Agreement.

Work and ethics code for volunteers

1. Volunteer work is first of all work, after that comes fun and hanging out with (new) friends in your free time.
2. We perform our task responsibly, accurately and thoroughly respecting the instructions, guidelines and agreements from our superiors.
3. We come to work on time and follow the scheduled timetables. In case of an unpredicted situation involving higher power of being late for work or absence we inform our supervisor as soon as possible about it.
4. We help each other, look for problem solutions together and make sure we work in the best interest of all participants at EYOF
5. The role and responsibility of your mentors is to provide help and to support for you. Please turn to them in case of questions, dilemmas, problems, issues or just if you need someone to listen to you. If you cannot resolve the challenge, please turn to Doris Špurej (doris.spurej@mkc.si), representative of Mladinski kulturni center (Youth Cultural Centre Maribor), the organization you have signed the agreement about volunteer work with.
6. All volunteers must keep a regular daily and accurate report on volunteer work which is also the base for the certificate of volunteer work at EYOF.
7. The purple volunteer T-shirt and accreditation are the mandatory part of volunteer's equipment for work. When wearing the uniform, a volunteer represents all volunteers and the whole EYOF festival. A volunteer behaves and takes care of the reputation of the festival.
8. A volunteer must respect confidentiality of persons and data they come in contact with.
9. We treat all participants of the EYOF – athletes, coaches, visitors, volunteers, delegates, organizers and everyone else in the spirit of equality, non-discrimination, and respect regardless of gender, race, age, nationality, sexual identity and/or orientation, religion, socio-economic status, political beliefs, language, role at the festival or any other discrimination.
10. Harassment, gossip or insult is regarded as serious violation of human dignity.

Equipment

While picking out the equipment for the volunteers, we tried to follow sustainability and ecological aspects. Thus, the volunteers received a water bottle, which they could refill at all of the Festival venues, including outdoor venues, where the drinking fountains were established. Every volunteer also received:

- backpack
- two T-shirts
- one long sleeved hoodie
- one anorak
- one rain cape
- an OFEM pin
- a cap
- a towel
- a notebook
- a pen
- and a water bottle



Picture 57: Promotional items for volunteers



Picture 58: Volunteers at the Sport-Judo department in volunteer equipment
(Photo: Živa Mijatovič).

Our volunteers, who worked at the Ceremonies Department and helped with awarding of medals and mascots, were given special clothes/uniforms.



Picture 59: Volunteers, prepared for medal awarding ceremony. Phot: Marko Pigac

Accommodation and food

Volunteers were housed in two student dorms - Tezno (Zolajeva ulica 13, 2000 Maribor) and Ruše (Šolska ulica 16, 2342 Ruše). We provided the accommodation to be available from two days before the Festival until two days after the Festival. They slept in one-, two- and three-bed rooms, and while arranging them for their accommodation, we tried to follow their preferences. The reception was operating in both accommodations. During the first days of the Festival, we provided our own personnel, who welcomed the volunteers and helped them with moving in.



Picture 60: Students dormitors Tezno



Picture 61: Students dormitors Ruše

At the dorms, the volunteers had access to:

- free use of linen
- shared use of tea kitchen
- access to common shared spaces
- free parking in the vicinity of the accommodation
- possibility for laundry

Both locations were connected with regular bus lines and special Festival shuttles, connecting the Sports Village (one of the main locations, from where all of the Festival shuttle lines were driving). During the time before the Festival, we arranged special transportation for the volunteers.

četrtek, 20.7.				
Odhodi: SERŠ (Gospodsvetska cesta) – Dijalski dom Tezno – Dijalski dom Ruše				
13:00	16:00	18:00	20:00	22:00

petek, 21.7.						
Odhodi: SERŠ (Gospodsvetska cesta) – Dijalski dom Tezno – Dijalski dom Ruše						
07:00	10:00	13:00	16:00	18:00	20:00	22:00
Odhodi: Dijalski dom Ruše – SERŠ (Gospodsvetska cesta)						
08:00	11:00	14:00	17:00	19:00	21:00	

DIJAŠKI DOM RUŠE: 22.-29.7.										
Odhodi: Dijalski dom Ruše - AVL1										
05:10	06:00	07:00	08:00	10:00	12:00	13:00	15:00	17:00	19:00	21:00
Odhodi: AVL1 – Dijalski dom Ruše										
15:00	17:00	19:00	21:00	22:00	23:00*	00:00*				

*za pozne odhode 23. in 29. 7. si oglejte spodnji urnik

Picture 61: Schedule of the special line transport for volunteers.

Before their arrival to Maribor, all of the volunteers, who were staying in provided accommodation, were given brochures with information regarding their accommodation. On both venues, we established INFO spots with key information:

- a map of bus lines and bus schedule,
- a map of official Festival shuttle lines + QR code,
- information about location and working hours of the food tent and how to get to the location,

- map of the entire Festival venue,
- list of emergency telephone numbers and official telephone numbers for volunteers
- information about free time activities + QR code to online form
- general information (direction to ER, on-call pharmacy)

Food

We started gathering information regarding the preferences and possible dietary requirements at the time of initial applications of the volunteers, and later questioned them in depth during individual interviews. That was an important step, as some of the candidates forgot to mention all of their restrictions. During the Festival, the volunteers were able to choose between a meat and vegetarian menu. We also provided different menus to volunteers who stated their various dietary restrictions (diets, allergies, lactose intolerance, celiac disease...). Volunteers who had special requirements, picked up their food at the food tent, meant for the athletes, where the special diet was provided by Emergency Clinical Center Maribor.

Volunteers, who helped during the preparation time before the Festival, received one coupon, which they could use for one meal - either lunch or dinner. During the Festival, they were provided two warm meals per day - lunch and dinner. Lunch was served between midday and 3pm, and dinner was served between 6pm and 9pm. Furthermore, the volunteers were given free beverages (tea or coffee), fruit and water with every meal.



Picture 62: Volunteers in action

We faced a few challenges when coordinating volunteers' working schedules and food tent's working hours. If possible, we wanted to provide a chance to enable the possibility of late lunch or dinner. In the case of EYOF Maribor 2023, all of the volunteers ate in the same tent. That meant, some of them had only a few minutes to the tent, while the others needed up to twenty minutes. That was the time slot we had to take into account while creating their schedules. The volunteers' food tent was situated at the parking in front of Ledna hall Maribor (Ledna dvorana) and Tabor Hall. The food was being prepared by the members of the Slovenian Army.

As it turned out, even at the time of volunteers' educational courses, providing free and quality food is of a key importance in providing a satisfactory experience for the volunteers.



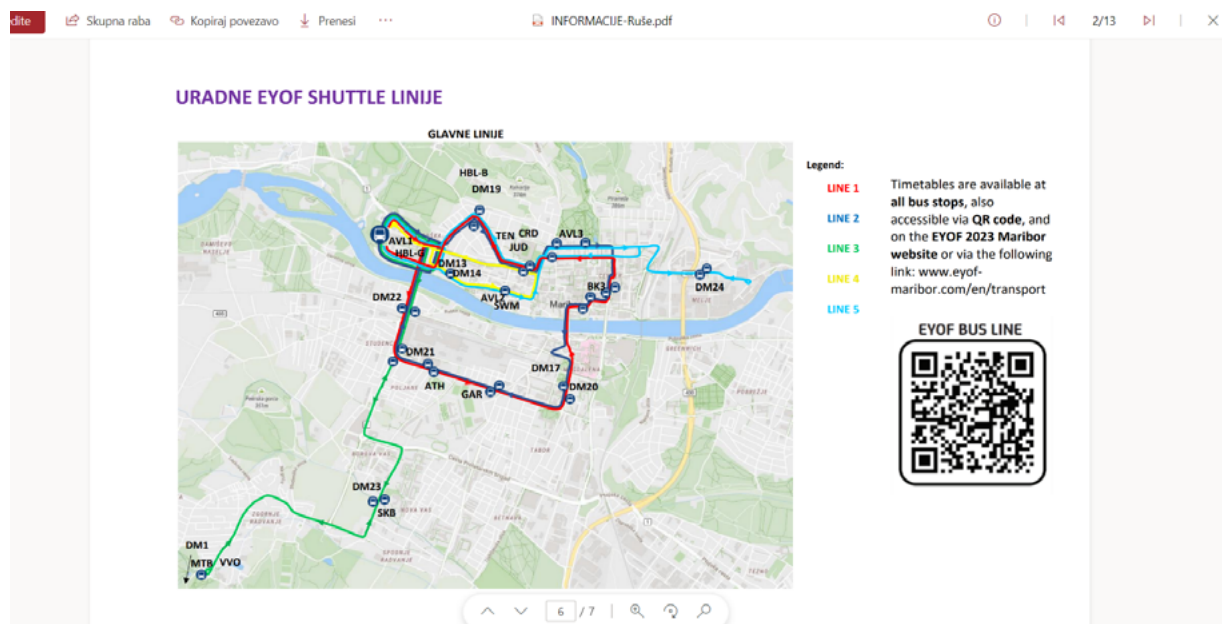
Picture 63: Tent for volunteers (PHOTO: Marko Pigac)

Transportation / Transfers

Upon presenting their accreditation, the volunteers were entitled to a free use of:

- all of the bus lines of city public transport
- all of the Festival shuttle lines
- some of the lines of out-of-city public transport (to and from some of the towns in the Maribor's vicinity)

The buses ran on a circular route in two opposite directions with departures scheduled every ten minutes, and every 5 minutes during rush hours. The timetable was available at every bus stop, and also accessible through QR code and EYOF 2023 Maribor official website.



Picture 64: Plan of busses and shuttle lines

We reimbursed the travel costs to the volunteers, who used their own personal vehicles for their arrival to and from the work. We had 92 volunteers with their own transportation.

Logistics

Our logistics center was located in Ljudski vrt, where we also established a Volunteers' Center (so-called Base Camp). At the Base Camp, we also gathered all of the equipment for volunteers, which was later divided by sizes and prepared into a package for every volunteer.



Picture 65: Receiving and sorting equipment for volunteers (Photo: Katja Žižek)

Base Camp was opened for the volunteers on Wednesday, July 12th 2023. From that date on, the volunteers were able to pick up their equipment and sign their Agreement.

We also established a so-called “office”, where our Department was present more or less the entire time a week before the Festival. At our disposal, we had computers, a printer, desks and chairs.

At the same time, the Base Camp served as a place where the volunteers received their educational courses, especially if there was a larger group.



Picture 66: Training for volunteers in "Base camp" (PHOTO: Tanja Veber)

During the Festival, two of Volunteers Coordinators EYOF 2023 Maribor were present at the Base Camp. They provided information to the volunteers, answered their questions, helped solving their potential issues and other challenges. Base Camp also served as a place where the volunteers could hang out and relax. The volunteers had free snacks, coffee and other refreshments at their disposal, which turned out to be a well-received gesture.

Informing and providing information

Well informed volunteers and generally good access to the information proved to be of a key importance for great work performance and happy volunteers. The information has to be given out in a short, yet understandable manner, as well as in a form of handouts. In the spirit of sustainability development we have decided against printing out the brochures. Instead, the information was given out in a digital form. In case a volunteer preferred to have the information in a printed version, we provided that.

We used various methods of communication for communicating with the volunteers before the Festival:

- giving out information via email: we had two emails, created specifically for volunteers - one for Slovene-speaking volunteers (prostovoljstvo@eyof-maribor.com) and other for English-speaking volunteers (volunteers@eyof-maribor.com),
- Department for Volunteers had their own telephone number, which was used to inform candidates-volunteers,
- we established Volunteering Spot, where the volunteers could get the information in person
- general information were given out on individual interviews,
- general information regarding the Festival and volunteering at the Festival were given at the all-day training live or online,
- specific information regarding their work in specific area were given by their mentors and/or Head of that department,
- before the beginning of the Festival, the volunteers received a handbook with information in Slovene and English.

During the Festival, the communication with the volunteers was on daily basis:

- all of the Departments had established WhatsApp groups,

- during the Festival, we established INFO Spot at the Base Camp and in both dorms,
- information was provided in person from the volunteer coordinator (who was situated in the Base Camp), or via telephone (special telephone number for volunteers only) and email,
- at the same time, mentors were at the volunteers' disposal at all times.

Involvement of the volunteers in the execution of EYOF

Katja Žižek and Tanja Veber

Schematic of working with volunteers

In this chapter, we will present the more in depth scheme and methods of work in the Department of Volunteers, when including the volunteers in the execution of EYOF activities.

We worked on three levels with the volunteers. The levels will be described in depth in the continuation of this chapter:

- narrower team of the Department of Volunteers
- volunteers' mentors for every Department
- Head of Departments and their coworkers

Narrow Team

Our narrower team of Department of Volunteers consisted of five members - Head of the Department and 4 coordinators. The team was meeting on a weekly basis and planned their upcoming work. They were tasked with planning and carrying out all activities from the beginning of applications submissions to appearance of the volunteers at the Festival.

Main working tasks:

- promotional activities for gathering volunteers:
 - preparing public call for volunteers
 - promotional activities on public places, websites and social media
 - promotion and presentations of volunteerism of EYOF on various events
 - presentation of volunteerism at EYOF at workshops in high schools in Maribor and vicinity
 - press conference at the opening of Volunteers' spot
 - preparation of media campaign
- coordination of volunteers' selection:
 - educational courses for Rosterfy platform use, where we handled all applications and data
 - preparing and execution of interviews with candidates
 - selection of volunteers and assigning their work departments
 - communication and informing of volunteers about the selection process and the next steps,
- coordination of mentors' work:
 - gathering and selecting volunteers' mentors
 - execution of volunteers' educational courses
 - execution of work meetings

- communication with the mentors,
- supporting mentors at work:
 - defining volunteers' work tasks at meetings with mentors and Heads of Departments
 - preparation and execution of meetings with volunteers
 - coordination of volunteers' work and schedule preparation
 - during the Festival, at supporting volunteers and carrying out other activities
 - communication with the mentors,
- logistics before and at the Festival:
 - transport for volunteers
 - volunteers' accommodation
 - food tent for volunteers
 - data gathering, ordering and arranging uniforms
 - taking care of volunteers' base camp
- cooperation with partners
 - MKC Maribor as volunteer manager at EYOF
 - others: Municipality of Maribor, Employment Service of Republic of Slovenia and others...
- administration:
 - preparation of contracts with mentors and others working on the project,
 - preparation of documentation for the issue of purchase orders,
 - keeping records of used resources,
 - preparation of records and final reports & handbook ...

Mentors

Volunteers' mentors were picked and included to the narrow team approximately 5 months before the Festival. They were individuals, who had some prior experiences with working on larger sports events, volunteering, leading groups of individuals, mentoring and/or project work.

Main working tasks:

- regular attendance at work meetings and educational courses for mentors,
- assistance with interviews with volunteers,
- assistance at CdM seminar's execution,
- cooperation with the Department they were assigned to, based on their needs for volunteers: working tasks of volunteers, venues, shifts,...
- preparation of their area descriptions and work tasks of their volunteers at their Department,
- active attendance at volunteers's trainings,
- establishment of contact and communication with their team of volunteers,
- execution of trainings for their team of volunteers and preparation for their work at EYOF
- preparation of schedules for volunteers and checking their availability with the team
- providing organizational support of the Department of Volunteers: help with gathering information about arrivals, accommodations, preparation of documents for INFO spots,...

- active cooperation at EYOF: mentor support of volunteers, communication with Head of Department, bringing together all stakeholders,
- finishing volunteering work with volunteers. evaluation, gathering reports about volunteering work, preparation of certificates etc...
- preparation of the final report about including the volunteers at their Department.

Heads of departments

They were in touch with volunteers' mentor, who was assigned to their Department. They met at work meeting, where they thoroughly defined their needs for volunteers: their work tasks, venues, shifts, necessary logistics and materials for inclusion of volunteers.

Some of the heads of departments were in close contact with their team of volunteers before and during the Festival, while in other Departments, the volunteers worked only with their coworkers from their Department or other people.

Main working tasks:

- communication with volunteers' mentor
- regular informing about possible changes (volunteers' needs before the Festival)
- ongoing communication with mentor during the Festival for coordinated work with volunteers.

Trainings

In the preparation to include the EYOF volunteers, we carried out multiple trainings for various stakeholders. A part of training was focused on the organizational committee, separated from training for mentors and Heads of Departments and their coworkers, who were in touch with the volunteers during the event. The other part of the training was meant for the volunteers – their inclusion and preparation for the event.

Trainings for volunteers' mentors

The training for mentors was the most extensive in terms of both content and time. The aim of those meetings was to prepare and train mentors to work independently with volunteers and to establish a cohesive and supportive way of working together. The meetings took approximately 2 or 3 hours and were separated from work meetings of the team. We set the work methods to be experiential and with plenty of practical cases, with the intention of enabling the mentors to transfer the methods also on their work with the volunteers. Our meetings began approximately 4 months before the Festival.

Topics of meetings:

1. Introduction - a meeting to get acquainted with fellow mentors and to network
2. introduction of good practices from Banska Bystrica
3. familiarization with EYOF structure and preparation for CdM seminar
4. preparation for interviews with volunteers and promotion of EYOF

5. familiarizing with their area of work - preparation for meeting with Head of Department and first meetings
6. working with volunteers - mentoring and team dynamics
7. volunteering - rights, responsibilities, Volunteering Act
8. Preparation for group training with volunteers - individual parts of presentations
9. Teambuilding meeting
10. Mentors' meetings with volunteers during preparations for the Festival
11. Final evaluation with social networking

Trainings for Heads of Departments and their colleagues

1. **Volunteering: Rights and responsibilities of all stakeholder, Volunteering Act in practice, tasks and roles of different stakeholders**

Through various examples of good practice, we addressed the Heads of Departments and introduced aforementioned topics. It was important to remain aligned on all levels of volunteers' involvement - how we see and understand the volunteers - as the Volunteering Department, mentors, Heads of Departments and volunteers.

We also addressed the topic of work distribution and roles in cooperation between mentors and Heads of Departments – emphasis given on how the mentors' work is primarily coordination and mentoring of volunteers, not an additional help in their Department.

Furthermore, we highlighted a few previously-identified challenges:

- which tasks can be performed by the volunteers, and which are deemed to be too complex, carry too much responsibility or are too specific, and it would be appropriate for someone, who is an employee, to perform them.
- can volunteers provide transport to EYOF participants
- how can we ensure the volunteers' rights are being respected in the following cases: working at night, working in shifts and/or on locations, from where they cannot go for lunch or dinner...

In the continuation of this chapter, we are separating the concept of rights and responsibilities of all stakeholders, which was established based on the Volunteering Act and reflected on EYOF.

Volunteers:	
RIGHTS: free shuttle service around Maribor 2 hot meals during working hours insurance for the duration of the event free accommodation, in case of greater distance from Maribor certificate of participation and completion volunteering agreement work schedules in advance reimbursement of travel expenses (if you are not from Mb) training to work in your field	RESPONSIBILITIES : wearing uniform and accreditation while on duty punctual arrival at work and adherence to the timetable prompt notification in the event of lateness or cancellation taking the work extremely seriously and responsibly following the instructions of your mentor contacting my mentor if I need support or have questions being available to my mentor by phone being available for work during working hours sobriety at work and when wearing my uniform

Volunteers:	
RIGHTS: mentoring support and assistance work up to 8 hours/day respect and non-discrimination: race, ethnicity, age, gender and sexual orientation, disability	RESPONSIBILITIES : taking care of myself respecting GDPR active participation in training
Organizer (EYOF/MKC):	
RIGHTS: demand punctuality, seriousness and accountability from volunteers the possibility of terminating the volunteering relationship and the volunteering agreement	OBLIGATIONSS : the rights of volunteers listed above are consistently respected and upheld in practice

Trainings for volunteers

We have decided to record this section of the training as thoroughly as possible, with the intention of creating guidelines which could be used by other EYOF organizers in the future, should they see the parts of it as relevant and useful for their practices.

1. Interviews for volunteers-candidates

Purpose of the meeting: there were two main purposes of the meeting – introduction of general information about the Festival and areas of work to the volunteers-candidates. At the same time, we wanted to get to know them in person, their motivation for their application, learn about their potential previous experiences, their strongholds and reach the best possible agreement with them, regarding their preferred working areas.

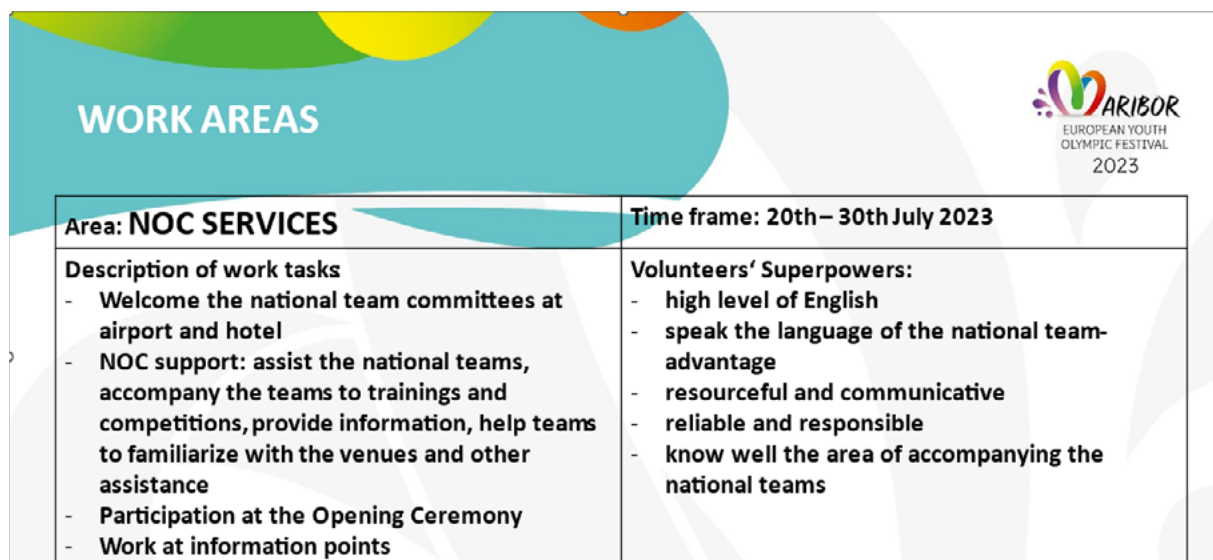
Duration and method of the meeting: First part of the meeting was about general information and everyone was present. It lasted between 30 and 45 minutes, depending on the discussion. The second part was longer. Every volunteer had an individual interview with the Head of the Meeting for 5-10 minutes per candidate. The interviews were conducted live and online. We invited up to 15 candidates for face-to-face interviews, and they were carried out by at least three interviewers (coordinators and volunteers' mentors). At the same time, we invited up to 5 candidates to online interviews. By doing that, we realized we perform with the most efficiency if the individual part is conducted by 2 interviewers at the same time.

Meeting timeline:

Duration	Activity
5'	<p>INTRODUCTION</p> <p>Words of welcome</p> <p>A few words about meeting attendees</p> <p>Purpose, content and timeline of the meeting:</p> <ul style="list-style-type: none"> • to get to know everyone • to get more information about EYOF, especially about fields of work • to pick their 3 priority working fields • to check our expectations - to see if we are a good match to work together.
10'	<p>GETTING TO KNOW EACH OTHER</p> <p>Each of the volunteers shared with the others:</p> <p>Name + Where are they from + Why they decided to apply</p>
15'	<p>EYOF and FIELDS OF WORK</p> <p>General information about OFEM:</p> <ul style="list-style-type: none"> • Festival date, • sports and venues, • sports village, • what we offer to volunteers: food, transport, accommodation, certificate, • structure of the volunteering area: individual area + 20-50 volunteers + 1-2 mentors, • mentor's role - support, information, communication, schedules, etc. <p>Areas - introduce all areas and include information:</p> <ul style="list-style-type: none"> • main tasks, • timeframe of the work (dates and times of the day), • the "super-powers" of the volunteers we are looking for in each area (and possible limitations, if any).
5-15'	<p>TIME FOR QUESTIONS</p> <p>In this time, we open topics or questions that are relevant for everyone, while the more specific questions will be answered later, individually.</p> <p>Questions are followed by instructions about the following steps at the meeting. We emphasize the recruits would be coming in one by one, individually. Before we go our separate ways, we set the order for the second part.</p>
5-10'	<p>INDIVIDUAL PART</p> <p>Participants line up individually for 5-10 min, the trainer asks each participant about the following things, which are written down:</p> <ul style="list-style-type: none"> • impression of what they heard, concerns, wishes, • desired areas of work - 3 priority wishes, • previous experience and competences in the selected areas, • is there anything else you should know about them (health, allergies, limitations, other ...), • their time availability and other technical things (how many days, when in the day, etc.) <p>Conclusion, thank you, tell them we will get back to them soon with more information.</p>

Additional materials:

- example of one of the slides at the presentation of the work areas



WORK AREAS	
Area: NOC SERVICES	Time frame: 20th – 30th July 2023
Description of work tasks <ul style="list-style-type: none"> - Welcome the national team committees at airport and hotel - NOC support: assist the national teams, accompany the teams to trainings and competitions, provide information, help teams to familiarize with the venues and other assistance - Participation at the Opening Ceremony - Work at information points 	Volunteers' Superpowers: <ul style="list-style-type: none"> - high level of English - speak the language of the national team- advantage - resourceful and communicative - reliable and responsible - know well the area of accompanying the national teams

Picture 67: Example of one of the slides

- application form for individual part of the interviews
 - During the individual interviews, we filled out the enclosed form for every participant. The form served us as a tool to put the information on the platform and assigning the volunteers to their area of work later on

Name and surname:	Country:	Date:
Departments/fields of work (rate 1st, 2nd, 3rd wish):	General impression: 1 2 3 4 5 6 7 8 9 10	
___ Marketing	English: 1 2 3 4 5 6 7 8 9 10	
___ Accreditations	Other languages: _____	
___ NOC (country): _____	Experiences in 1. wish: 1 2 3 4 5 6 7 8 9 10	
___ VIP	Motivation: 1 2 3 4 5 6 7 8 9 10	
___ Ceremonies	Important information (health, dietary challenges, accommodation ...)	
___ Accommodation	Date of arrival to Maribor:	
___ Logistics	Do they need accommodation from us: YES / NO	
___ Security	Is the candidate suitable to be a volunteer: YES / NO	
___ Catering	Other relevant/important information:	
___ Sport (which): _____		
___ Administration		
___ Anti-doping		
___ Infrastructure		
___ PR & media		
___ IT department		

2. Trainings for volunteers


Purpose of the meeting: meet the volunteers in person, introduce more specific information about the Festival, organizational aspects of cooperation, introduce their rights and obligations and lastly, sign an agreement of cooperation in the first part of the meeting with all of the volunteers together. In the individual part of the meeting, the volunteers got to know their mentors (at this point, the volunteers had already been informed about the selection and their area of work), got more information about their work area and their work tasks. During the venue tour, they saw all of the key

locations of the Festival and other important venues, while also receiving additional important information from their mentors. The informal part of the meeting was planned for informal socializing, fun and educational quizzes.

Duration and method of the meeting: Firstly, the volunteers had an all-day meeting together. It lasted from 9.30 in the morning to 5 in the afternoon, with 4 main sections: group part (90 minutes), individual area introductions (60 minute), guided venues tour (90 - 120 minutes) and informal part with lunch, socializing and quiz (120 minutes). The event, as described, was carried out twice for the volunteers from Slovenia. At both meetings, around 150 to 200 volunteers were present. For everyone, who was unable to attend the meeting and other foreign volunteers, we held three shortened version of the meeting online, which consisted of group part and an individual presentations (at the same time in different "rooms")

Meeting timeline:

Duration	Activity
9.30-10.00 (30')	GATHERING AND REGISTRATION
10.00-10.15 (15')	INTRODUCTION INTO SHARED SECTION OF THE MEETING Welcome Introduction of coordinators and volunteers' mentors Purpose and the course of the day and how we want to work together today
10.15-10.20 (5')	GET TO KNOW YOUR NEIGHBOR Invite participants to get to know the neighbor sitting to their left and right
10.20-10.40 (20')	INFORMATION ABOUT EYOF Through PPT presentation, which also includes visual materials, we introduce the following information: <ul style="list-style-type: none"> • venues and sports • accommodations for volunteers (student dorms) • Sports Village • shuttle lines • main medical center • accreditation office • tents with food and eating during the Festival • athletes and volunteers' security 24/7 • INFO sport and selling of EYOF merchandise • Opening and Closing Ceremony • European Active, Happy and Healthy Volunteers Project At the end of the presentation, there is time for questions, related to the topic.

Duration	Activity																										
10.40-11.10 (30')	<p>Voting results: responsibilities of volunteers at EYOF</p>  <table border="1"> <caption>Responsibilities of volunteers at EYOF</caption> <thead> <tr> <th>Rank</th> <th>Responsibility</th> </tr> </thead> <tbody> <tr><td>1st</td><td>BEING ON TIME AND RESPECTING THE TIMETABLE</td></tr> <tr><td>2nd</td><td>TAKING WORK VERY SERIOUSLY AND RESPONSIBLY</td></tr> <tr><td>3rd</td><td>FOLLOWING THE INSTRUCTIONS OF YOUR SUPERVISOR(S)</td></tr> <tr><td>4th</td><td>WEARING UNIFORM AND ACCREDITATION WHILE WORKING</td></tr> <tr><td>5th</td><td>BEING READY FOR WORK DURING WORKING HOURS</td></tr> <tr><td>6th</td><td>SOBRIETY WHILE WORKING AND/OR WEARING UNIFORM</td></tr> <tr><td>7th</td><td>IMMEDIATE NOTIFICATION IN CASE OF BEING LATE</td></tr> <tr><td>8th</td><td>SELF CARE</td></tr> <tr><td>9th</td><td>FOLLOWING THE RULES OF GDPR</td></tr> <tr><td>10th</td><td>CONTACTING YOUR SUPERVISOR IF YOU HAVE QUESTIONS AND NEED SUPPORT</td></tr> <tr><td>11th</td><td>BEING AVAILABLE TO YOUR SUPERVISOR BY PHONE</td></tr> <tr><td>12th</td><td>ACTIVE PARTICIPATION ON THE TRAININGS</td></tr> </tbody> </table>	Rank	Responsibility	1st	BEING ON TIME AND RESPECTING THE TIMETABLE	2nd	TAKING WORK VERY SERIOUSLY AND RESPONSIBLY	3rd	FOLLOWING THE INSTRUCTIONS OF YOUR SUPERVISOR(S)	4th	WEARING UNIFORM AND ACCREDITATION WHILE WORKING	5th	BEING READY FOR WORK DURING WORKING HOURS	6th	SOBRIETY WHILE WORKING AND/OR WEARING UNIFORM	7th	IMMEDIATE NOTIFICATION IN CASE OF BEING LATE	8th	SELF CARE	9th	FOLLOWING THE RULES OF GDPR	10th	CONTACTING YOUR SUPERVISOR IF YOU HAVE QUESTIONS AND NEED SUPPORT	11th	BEING AVAILABLE TO YOUR SUPERVISOR BY PHONE	12th	ACTIVE PARTICIPATION ON THE TRAININGS
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11.10-11.20 (10')	<p>TIME FOR QUESTIONS</p> <p>To ensure easier organization of the meeting, we gathered questions through Google forms and answered stated questions at the meeting.</p>																										
11.20-11.30 (10')	<p>COMPLETION OF THE GROUP WORK AND CLASSIFICATION BY CLASSROOM</p> <p>With all the questions answered, we concluded the first part of the training and gave the volunteers instructions on how to be assigned to the classrooms for the next part.</p>																										
11.30-12.00 (30')	<p>BREAK</p>																										
12.00-13.00 (60')	<p>INDIVIDUAL PRESENTATIONS BY WORK AREAS</p> <p>Introduction to the meeting:</p> <ul style="list-style-type: none"> Welcome Introduction of the mentor and the area leader and their role at OFEM Course and content of this part of the meeting <p>Getting to know each other and networking:</p> <ul style="list-style-type: none"> Name, are you happy with the area, where are you? Ranking from first to last according to: initial of name, size of foot, date of birth, etc. <p>Introducing the area:</p> <ul style="list-style-type: none"> General about OFEM, what is relevant to the specific field of work Timeline of work in the field Shifts and locations At this point we stress the importance of their role and participation and that an event like OFEM is a living thing - things will change, so it is important to be prepared for change and to be flexible. <p>Agree on participation in advance:</p> <ul style="list-style-type: none"> Do you have any preferences regarding participation? How will we communicate? Do you see yourselves working together as volunteers? <p>Next activities and volunteer group meetings</p> <p>Conclusion:</p> <ul style="list-style-type: none"> What impressions, feelings do you leave here with? 																										

Duration	Activity
13.00-15.00 (120')	<p>VENUES BUS TOUR</p> <p>In this part, we split up into 5 groups, based on the area of work, on five buses. Each bus had 2-4 groups from different areas, and we tried to spread them out as evenly as possible. Each bus had 2-3 mentors who led a tour of the venues; we looked at:</p> <ul style="list-style-type: none"> • sports venues, • sports village, • most of the accommodation for athletes, delegates and EOC family, • the shuttle bus lines that ran during the festival and the main points of the bus stops, • the location of the Opening and Closing Ceremonies, • the location of the Accreditation Office • the location of the main media center, • the food tent for athletes and volunteers, • the location of the emergency room and the on-call pharmacy, • some local attractions in the city, • a shopping center, where to go for lunch and coffee, etc
15.00-17.00 (120')	<p>INFORMAL SOCIALIZING</p> <p>In the final part of the meeting, we had lunch, some time for informal socialising, and we finished the day with a quiz, which took place in groups of 5-10 volunteers. The themes were OFEM in Maribor, Olympism and the achievements of Slovenian athletes.</p>

3. I. Training with mentor: getting to know the team and socializing, overview of work tasks and locations

Purpose of the meeting: The volunteers and their mentors get to know each other better and connect, while familiarizing themselves with their work tasks during the Festival.

Duration and method of the meeting: It lasts approximately 120 minutes, it can be done either live or online - that depends on how many foreign volunteers are working in the area. Meetings can be conducted by the mentor of volunteers in the specific area with support of one of the coordinators (if the group is too large for one person or for any other reason).

Meeting timeline:

Duration	Activity
15'	<p>INTRODUCTION</p> <p>When volunteers arrive, they write their name on a piece of paper and stick it in a visible place on their T-shirt.</p> <p>Greetings</p> <p>A round of introductions - names, pronouns and how do you feel at this moment?</p> <p>Share the purpose of the meeting with the participants:</p> <ul style="list-style-type: none"> • to get to know each other, • to get to know our work at the festival in more detail, • to answer any questions.
15'	<p>WHY AM I HERE - MOTIVATION</p> <p>Volunteers give their answers to following questions:</p> <ul style="list-style-type: none"> • What brought me to OFEM? • What does it mean to me? • Tell me something else about yourself. <p>One of them starts and the one who connects with one similar thought each continues.</p>

Duration	Activity
10'	<p>HUMAN MACHINE</p> <p>We create a human machine of elements, necessary for:</p> <ul style="list-style-type: none"> • good cooperation, • as volunteers • undisturbed work during the Festival <p>For each theme, one volunteer starts by saying a word and making a movement or striking a pose, which is then joined one by one by the others</p>
45'	<p>INTRODUCTION OF WORK TASKS</p> <p>To begin this part, we recap all the sports and locations that will be relevant at EYOF. The coordinator writes on the posters all the tasks to be carried out in the chosen area. He or she also adds any special skills that are required or desirable to the sets of tasks. If relevant, the location and dates of the work shall also be added for each set of work tasks, if the work will be carried out in several shifts, and the date from which the specific work task will be relevant.</p> <p>Volunteers are invited to approach the poster where they most recognise themselves and would most like to participate. The results can be written down and taken into account when preparing the schedules, if possible.</p> <p>Each group is given a task to get to know their work better (the content of the tasks depends on the area, as the areas are very different from each other).</p> <p>At the end of the group work, each group presents its findings to the others, the facilitator completes the information if necessary and invites members of the other groups to join the discussion.</p>
10'	<p>QUESTIONS</p> <p>Time of the meeting, dedicated to volunteers' questions.</p>
25'	<p>EVALUATION AND CLOSING THOUGHTS</p> <p>The coordinator shares the information about the next meeting and methods of communication until then.</p> <p>Place projection cards (e.g. Dixit) on the floor and invite participants to choose 1 card that associates them with how they feel now and 1 card that associates them with how they experienced this initial meeting.</p> <p>The volunteers and the coordinator share their thoughts and feelings with the group. After the formal part is over, the coordinator says that he/she will still be available in the room for any individual questions.</p> <p>Informal gathering.</p>

4. II. Training with mentor: signing Agreements (work during the Festival), schedules, information transfer about work area specifics

Purpose of the meeting: The volunteers' team connects even more and starts building trust, checking of volunteers' needs, signing Agreements, the volunteers set their own personal goals for development they want to achieve during the Festival.

Duration and method of the meeting: It lasts approximately 120 minutes, it can be done either live or online - that depends on how many foreign volunteers are working in the area. Meetings can be conducted by the mentor of volunteers in the specific area with support of one of the coordinators (if the group is too large for one person or for any other reason).

Meeting timeline:

Duration	Activity
15'	<p>INTRODUCTION</p> <p>Repeat each other's names, saying the name of the participant in the circle together, with the others saying the name, not the participant.</p> <p>Share with the participants the purpose of the meeting:</p> <ul style="list-style-type: none"> • team bonding, • presenting any new work tasks since the last meeting, • checking your expectations and wishes and making joint agreements on the work, • setting personal goals for progress.
15'	<p>NETWORKING ACTIVITY</p> <p>Gordian knot: Stand in a circle, shoulder to shoulder, close your eyes and find the other hand with each hand.</p> <p>Check that each participant is holding the other hand with each hand.</p> <p>We untangle ourselves without letting go of the other person's hand in between.</p> <p>If the group is larger than 15 people, several Gordian knots can be done at the same time.</p>
15'	<p>NEW DEVELOPMENTS AND TIMETABLE</p> <p>Briefly summarize the work packages from last time and update the information if necessary if it has changed in the meantime.</p> <p>Present the volunteers with their work schedule and tell them that we will need precise information from each of them about when they are available during the festival (day and time), the earliest and latest time they can work (if they are coming by public transport, for example) and any other details.</p> <p>We suggest that an online survey is sent to volunteers to provide information when they have their personal work plans with them.</p>
30'	<p>EXPECTATIONS, RESTRICTIONS/POSSIBLE SECOND THOUGHTS, NEEDS AND WORK AGREEMENTS</p> <p>Prepare 3 posters on which participants stick their answers to the topics using post-it notes:</p> <ul style="list-style-type: none"> • My expectations and wishes for EYOF, • my concerns, questions, fears about participating in EYOF, • what do I need to be ready, confident and relaxed? <p>Once everyone has written them down and stuck them on posters, we divide the participants into 3 groups. Each group reads the answers on one of the posters, folds them together by topic and one by one presents the answers to the others. We discuss the answers together.</p> <p>From this, we also sign working agreements about how to work with the group (e.g. mode of communication, punctuality, other needs and wishes, etc.), which we write down and use as a guide for our work together.</p>
20'	<p>COMPETENCE WHEEL</p> <p>Participants write down the competences they would like to strengthen or acquire in the course of their work at EYOF.</p> <p>Draw a sketch of a person on a poster and the title Volunteer in _____ (chosen) field. Invite participants to write on the poster the qualities, knowledge, skills and competences of a good volunteer in your field.</p> <p>In a second step, each person draws a circle and divides it into 8 parts. On the outer edge of these circles, volunteers write down the qualities they would like to strengthen at EYOF, using the ideas on the poster as a guide. In the last step, for each quality, they color in as much of the cut-out as they think they have already developed and after the festival they can look again to see if anything has changed - what they have gained, what they have learnt.</p>

Duration	Activity
20'	<p>EVALUATION AND CLOSING THOUGHTS</p> <p>Before closing the meeting, take a few moments to ask any questions that may arise among the volunteers.</p> <p>The coordinator shares with the group information about the next meeting and methods of communication until the next meeting.</p> <p>Invite the volunteers to share how they experienced today's meeting.</p> <p>At the end of the formal part, the coordinator says that he/she will still be available in the room for any individual questions.</p> <p>Informal gathering.</p>

5. Professional training depending on the field of work

Purpose of the meeting: Give the volunteers necessary specific knowledge and skills to work at their designated fields of work (example given, protocol, ethics, codes of conduct, anti-doping rules, managing scoreboards and other technical equipment at various sport events...)

Duration and method of the meeting: It depends on the field: it can be done live or online, depending on how many lasts approximately 120 minutes, can be done either live or online - that depends on how many foreign volunteers are working in the area. Training can be done for the whole group of volunteers or in smaller groups. Meetings can be conducted by the mentor of volunteers or the field expert. In that case, it is recommended for the mentor to be present, either to hear the content of the course or be there as a support staff.

Meeting timeline:

Duration	Activity
10'	<p>INTRODUCTION</p> <p>Welcoming Words</p> <p>Purpose and course of the meeting</p> <p>Getting to know each other, if any of the participants have not met before</p>
30-90'	<p>PROFESSIONAL TRAINING</p> <p>The content depends on the field, and we suggest making the delivery as practical and experiential as possible, so that volunteers can try things out, as this way the content is much better remembered.</p> <p>Time for questions not addressed during the training.</p>
10'	<p>EVALUATION AND CLOSING THOUGHTS</p> <p>In this phase, we check how the volunteers experienced the meeting, if they feel confident or if there is anything else they need.</p>

6. Mentoring meeting before and during the Festival

Purpose of the meeting: Keeping in touch with volunteers, active support for volunteers before the beginning of the work and during the Festival. The purpose of such meetings is to quickly and timely uncover possible issues, should there appear some.

Duration and method of the meeting: These meetings can be conducted before and during the Festival and can be more or less structured. We would recommend at least two meetings before the event, either together or in smaller groups. The meetings can be live or online (before the event).

Meeting timeline:

Duration	Activity
10'	<p>INTRODUCTION</p> <p>Welcoming Words Purpose and course of the meeting</p>
45-90'	<p>VOLUNTEERS' SUPPORT</p> <p>Themes that can be addressed before the start of the festival:</p> <ul style="list-style-type: none"> • Have you received the timetables? Is everything in order? Do you understand where and when you need to be? • Do you know who to contact in certain situations during the festival? • How do you feel when you think about the start of the festival? Is there anything else you need from your mentor? • Do you have all the information you need about technical things - food, uniforms, shuttles, accommodation, work locations, etc.? <p>Topics that can be addressed during the festival:</p> <ul style="list-style-type: none"> • How do you feel at your workplaces? • How do you feel coming to work? • How is communication at your workplaces? • Do you have any wishes for change? • Is there anything going on that you, as a mentor, should know about? • Are all the technical things running smoothly - meals, uniforms, shuttles, overnight stays, work locations, etc.? • What's the best moment you've had at the festival so far? • What else would you like to experience by the end of the festival? <p>There are several ways to organize mentoring sessions, depending on what is currently on the agenda of the group or the individuals. Possible ways:</p> <ul style="list-style-type: none"> • Open the space and see what arises in the group and respond to it. • Divide the participants into groups of 3-5 people where they have time to discuss certain topics. They write down the messages they want to share anonymously on a sheet of paper and put it in a box. The messages are then read and commented on by the facilitator, who invites others to join the conversation. • If working with a small group or individually, mentoring support can also take the form of one-to-one discussions with the mentor.
10'	<p>EVALUATION AND CLOSING THOUGHTS</p> <p>In this phase, we check how the volunteers experienced the meeting. The mentor remains at volunteers' disposal even after the official/formal part of the meeting.</p>

7. Final meeting with the mentor of the field

Purpose of the meeting: evaluate the experience of the volunteers at EYOF, celebrations of the success and joint winding up of the cooperation.

Duration and method of the meeting: the meeting is conducted after the Festival, ideally in a week or two after the ending. Official part of the meeting is scheduled to last about 90 minutes and can be done either live or online. It can be structured (as introduced below) or informal, if there is no opportunity to gather all of the volunteers for the last time.

Meeting timeline:

Duration	Activity
15'	<p>INTRODUCTION</p> <p>Welcoming Words Purpose and course of the meeting At the beginning, every volunteer shares with the group one word that describes their experience at EYOF.</p>
60'	<p>EVALUATION</p> <p>We bring the volunteers a poster on which they have written their expectations in one of the preparatory meetings. Each one finds his/her own slip and checks with him/herself whether the expectations have been met.</p> <p>Distribute the competence wheels that the volunteers have made for themselves in one of the preparatory meetings. If they have made progress in any of the areas they have written down, they can colour in a larger part of the circle and add the competences they have acquired but had not planned to do so.</p> <p>Divide the volunteers into small groups to share their thoughts and insights.</p> <p>Afterwards, we invite everyone back to the whole group, where they can share something from the group discussion or be asked about one of the following topics if they wish:</p> <ul style="list-style-type: none"> • Favourite OFEM moment? • What am I taking away? • What am I most proud of about myself? • What did I gain, learn and what is most important to me? • What surprised me the most?
15'	<p>CLOSING THOUGHTS</p> <p>Closing thoughts in circle. Socializing, celebrating and saying goodbyes</p>

Final evaluation of our work with volunteers: challenges and good practices

Generally speaking, we, at the Volunteering Department, are quite satisfied with our work and our methods of inclusion of volunteers in EYOF activities. In the continuation, we will introduce our main challenges, which we faced, and which we could, with knowledge and skills we possess now, structure differently, and some of our best practices, which we would keep and recommend to our successors.

Our challenges:

- attracting such large number of volunteers for our local area
- volunteers' withdrawals during the selection process, and later, until the Festival
- a large number of under age volunteers, who had little to no experience
- better definition of volunteers' work tasks with the Heads of Departments during the preparations and many information changes in the last moment,
- ever-changing structure of the mentors' team – there has been quite a few last second changes due to cancellations for various reasons,
- better definition of work tasks for mentors and honoring the agreements with Heads of Departments – the mentors are there for better coordination of volunteers and to support them, not to be an additional work force in the Department,

- majority of Heads of Departments and some of the mentors had no previous experiences as volunteers or working with volunteers, which became evident in their attitude towards the volunteers (unrealistic expectations and inappropriate attitude)
- it would be better for volunteers and easier from the logistical aspect, if the accommodation was closer to the city center,
- another great logistical challenge was the location of the food tent for volunteers: some of them needed over 20 minutes to get there, which we had to think about while preparing schedules.

Good practices:

- workshops with presentation of volunteerism at EYOF in high schools of Maribor in vicinity brought us many new volunteers,
- volunteers were very satisfied with food and option of free accommodation and transport to their accommodation, provided by the organizers
- “Base Camp” was open throughout the Festival and was the place the volunteers could go to rest, get some coffee or snacks,
- additional activities and workshops, which were free to attend for the volunteers during the Festival and were well-attended by the volunteers.

Opening and Closing – involvement of the volunteers as participants

Katja Žižek, Doris Špurej

Our volunteering program at EYOF Maribor offered a diverse program of activities for volunteers, which they could join. Our wish was to enable our volunteers to be as involved as possible in the process of organization of the Festival and to feel as part of the experience.

As we know, volunteering has positive influence on the individual, as well as being a great tool to eradicate prejudice and intolerance in the society, which appear as a result of many stereotypes. Without volunteers, it would be difficult to fulfill the values, such as solidarity, encourage mutual understanding, respect and coexistence among people, while simultaneously improving the quality of life in our societies. That is why we have decided to connect the volunteers as much as possible, which we achieved by actively involving them in the Opening in Closing Ceremony.

Volunteering program at EYOF 2023 Maribor was set with ambitious goals, since we strived to raise the level of volunteering in sports to a higher level and give the volunteers an unforgettable experience they would remember forever. We were thinking, what more could we offer them and that is how the idea of including their solemn oath at the Opening Ceremony was born.

It is customary at such events to have athletes', coaches' and officials' oaths; the volunteer has never in the history of large sport events participated in oaths. At the same time, at the protocol part of the Ceremony, guidelines, recommendations and mandatory elements, which are dictated by EOC (European Olympic Committees) must be followed: national anthem, raising of the national flag, athletes' parade, country president's speech, EOC president's speech, EOC anthem and raising of EOC flag, igniting the Peace Flame and aforementioned oaths of athletes, coaches and officials.

We have prepared the following volunteers's oath:

“In the name of all the volunteers, I promise that we shall take part in this European Youth Olympic Festival following the Volunteer Code respecting all the participants, fulfilling our tasks on time, responsibly and transparently. We will always help each other and make sure we represent the volunteers and the European Youth Olympic Festival in the best possible manner.”

and sent it to the EOC, along with our explanation.

EOC granted our request and we became the first EYOF in the history which had volunteers' oath included in the program of the Opening Ceremony. This honor went to a law student from Leeds, Benjamin Cohodar, who made a solemn oath on behalf of the volunteers in front of 9.000 spectators of the Opening Ceremony at Ljudski vrt. Before the Ceremony, Benjamin had on-line practices with the director of the Ceremony, and a week before the event, they had practices on the stage.

The volunteers painted the Ceremony purple

The Opening Ceremony was a great logistical and organizational challenge, where over 150 volunteers from multiple Departments assisted: VIP & PROTOCOL, CEREMONIES, LOGISTICS, EVENTS, CATERING. Before the beginning of the Ceremony, a team of volunteers from the INFRASTRUCTURE Department joined the efforts to prepare an unforgettable experience. Those volunteers, who had no obligations on the day of the Ceremony, were among the spectators. We are estimating that during the Opening Ceremony, over 600 volunteers were present. They, in their purple shirts, ensured the viewers were witness to an even more colorful bunch of participants.

The Opening Ceremony exceeded all expectations

The Opening Ceremony took place on Sunday, July 23rd 2023, at the Ljudski vrt Stadium. It lasted for 85 minutes, together with the athletes' parade. 3.821 participants from 48 countries participated in the parade. The event was broadcasted live by Slovenian national TV, RTV Slovenia, along with the pre-ceremony studio live show. Those who were not able to secure free tickets to see the Ceremony live (eventhough it was free to attend, the tickets had to be reserved in advance due to a limited capacity), could see the livestream of the Opening Ceremony on two large LED screens in the center of Maribor.

The event itself was an impressive display of organization, logistics, attendance and sport. It exceeded all of our expectations. Both athletes and the visitors spoke highly of the event, complimenting it. Furthermore, we have received many praises from the EOC delegates and members of the participating NOCs as well.

Among the most praised was a young and experienced director, Nejc Levstik, one of the most perceptive Slovenian directors and screenwriters, who, with every project makes a name for himself among the artists of the wider European region.

The Ceremony was the evening of superlatives. Over 200 performers participated, who, under the motto "Young for Youth" created an unforgettable, extraordinary program. All of the performers, excluding the amazing Orchestra of Slovenian Armed Forces, who provided an amazing musical background, were younger than thirty years. Many spectators had misty eyes and goosebumps during Raiven's rendition of Ode of Joy. Bolero Dance Group, accompanied by 20 drummers and 20 accordionist gave 'Golica' a completely new, youthful rendition. Furthermore, currently the most popular Slovenian group Joker Out performed their well-known Eurovision hit Carpe Diem and the official EYOF anthem. Honorary patron of the Festival, president of Republic of Slovenia Nataša Pirc Musar, officially opened the Festival. The flag was raised by Tina Maze, Slovenian Olympian and the best alpine skier in the history of Republic of Slovenia. The Flame was lit by Tim Marovt, whose life story is an inspiration to millions of people all across the globe.

Around 9.000 spectators saw the Opening Ceremony in person at the Stadium, while it is estimated the stream was viewed by over 47.000 spectators.

Closing Ceremony brought together athletes, volunteers and members of the Organizational Committee

The Closing Ceremony took place on Saturday, July 29th 2023 at the Freedom Square in the city center. It was of a “closed type” and meant only for the athletes and other members of national teams, volunteers, organizational committee and invited guests, who left the venue after the official part of the Ceremony.

As dictated in the EOC guidelines, all of the mandatory elements were included: national anthem, lowering of the national flag, flag bearers parade, EOC president and Mayor of Municipality of Maribor speeches, official closing of the Festival, EOC anthem and lowering EOC flag, extinguishing the Flame of Peace and handing over the EOC flag to Skopje’s mayor, representative of the next Summer EYOF host. The official part concluded with raising the national flag of the next host country. The Closing Ceremony – the official part of it – lasted for 30 minutes, and after that, the final party with a program, designed for young athletes and volunteers, commenced.

Similar to the Opening Ceremony, a few volunteers were also closely involved with the organization of the event. They were the volunteers, working in EVENTS, LOGISTICS, NOC and VIP & PROTOCOL Departments. Their tasks were not as complex as during the Opening Ceremony, and they were able to join their peers after the official part and celebrate the extremely successful event.

Volunteering is not beneficial for an individual or organization on the receiving end of the help, but also greatly for the volunteers themselves. Positive effects of volunteerism, such as feeling useful, possibility of meeting new people and widening one’s life horizons, learning new skills, obtaining new knowledges and experiences, which will be useful for the volunteers during their search for the first employment are only a few of factors the volunteers experienced at European Youth Olympic Festival.

We are aware that without the help of the volunteers, it would be impossible to successfully execute the event. That’s why we wanted to express our gratitude for their hard work and dedication by including them in the Opening and Closing Ceremony. It is a great honor for an athlete to carry their national flag and is a part of the Ceremony, and we believe our volunteers felt the same way.

Analysis of the state of volunteers in the field of active and healthy living and the interest of volunteers to be included in the accompanying activities of EYOF Maribor

Katja Žižek, Tanja Veber

We prepared the plan for the implementation and organization of EYOF Maribor accompanying activities intended for volunteers already in the early phase of the project implementation. In any case, we were aware that we would have to adapt the final plan to the actual situation, interests and wishes of the volunteers.

With the aim of good planning and implementation of useful and desired activities, we conducted an extensive survey among volunteers about their knowledge of the importance of a healthy lifestyle, knowledge of sports industries and their lifestyle. We also wanted to find out if they already have experience with sports and what they want to get to know better.

The implementation of workshops/trainings and lectures for volunteers was one of the more extensive and important activities that we carried out as part of the AHHV project. Volunteering is one of the key factors that influence the success of large sports events, so we wanted to create a friendly environment that enabled their successful integration into the organizational structure.

In order to get as close as possible to their wishes and needs, we had to get to know them better, get to know their lifestyle and their habits. Important elements of a healthy lifestyle include: physical activity, diet, stress management, drug use (alcohol, tobacco, illegal drugs), sleep, hygiene and safety.

We did this by sending a Google forms questionnaire to all volunteers, which we then analysed. We sent it to 559 volunteers; 182 foreigners and 377 Slovenians. The questionnaire was divided into three sets.

In the first part, we were interested in whether our volunteers are active in sports, what is their opinion about healthy eating, if they have already had sports injuries and which sports discipline at OFEM is closest to them

In the second part, we were interested in whether they would like to join the sports activities that we will prepare for them and which.

In the last set, we asked them if they would like to join the lectures that we will prepare for them.

AHHV - Questionnaire

Are you active in sport?

- YES
- NO

How many times a week are you active in sport and exercise?

- 1 -2 per week
- 2 – 3 per week
- More tahn 4-times per week

Do you want to learn new sports and sports skills?

- YES
- NO

How do you like to do sports?

- on my own
- in pair
- in a group

Do you think a healthy diet is important for a healthy life?

- YES
- NO

Have you ever had a sports injury?

- YES
- NO

Which EYOF 2023 Maribor sport discipline you like the most? (multiple answers are possible)?

- Swimming
- Tennis
- 3x3 Basketball

- Judo
- Athletics
- Artistic gymnastics
- Mountain bike
- Road cycling
- Volleyball
- Handball
- Skateboarding

Do you want to join the EYOF 2023 Maribor volunteer sports activities?

- YES
- NO

If you answered YES, please mark which ones you would be interested in (multiple answers are possible):

Do you want to attend workshops and lectures for volunteers during EYOF 2023 Maribor? Lectures will be given by renowned experts in the field of sports psychology, elite sports nutrition consultants and a renowned orthopaedic doctor from the University Clinical Centre Maribor)

- YES
- NO

If you answered YES, please mark which ones you would be interested in:

- Presentation of healthy lifestyle, motivation and prevention from consuming alcohol, smoking
- Presentation of healthy nutrition and food in daily life
- Preventing sports injuries

Poll results

We received a total of 434 responses; of which 301 responses were from Slovenian volunteers and 133 responses from foreign volunteers, which we were very positively surprised by. Such responsiveness only confirmed the fact that we have assembled a driven and motivated team of volunteers.

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165 

Volunteers' motivation

Dr. Maja Smrdu

Motivation means the process of encouraging an individual to work in a desired way. In volunteerism, motivation means encouraging and addressing people to join, best to their abilities, the project, events or organizations to achieve its goals.

Individual's decision to respond to the needs of others in society, is a specific altruistic trait. There are many factors that affect one's decision to become a volunteer. Generally, when one's individual interests and the level to which volunteering's experience match them, it is more likely the individual will continue working as a volunteer in the future. In such experience, the volunteers find satisfaction in their new role and are more willing to continue their volunteering work.

Knowing what motivates someone to become a volunteer, can help volunteer coordinators to meet their needs and wishes – such as adjust working tasks, environment and their organizational/delegating style. Volunteer supervisors can learn more about volunteers' motivation by talking to them and concluding what they want to gain with their experiences and what they can contribute. From then on, the volunteer supervisor can find tasks and obligations, which are in accordance with the individual's values and capabilities. It is important to understand the motivation and values of volunteers change with their age, employment status and other factors. At the same time, one of the key factors is also society's (wider and closer society - e.g. family) attitude towards volunteerism. If the volunteerism is part of one's early upbringing, the possibility they would continue volunteering in the later years as adults as well.

In the continuation of this chapter, we will explore what motivates people to take up volunteerism, as the functional approach is the most influential approach to it – meaning the volunteer knows he or she can do something good for the others and himself/herself. Following that, the motivation is greater if the volunteerism improves one's well being and self-confidence. One of the key factors is also ego, which is always a part of one's decision to take up volunteering. It can be attributed to an individual's wish to be needed and at the same time, to satisfy their need to help others (Tschirhart & Bielefeld, 2012).

Volunteer's motivation is not limited to solely one motivation. Furthermore, their motivations can change through time. It is important to understand how the volunteer values the experience of volunteerism as well as how the others perceive it. To conclude, if the organization is perceived largely in a positive light, it should be easier to attract volunteers. At the same time, it is important how the organization's/event's values are synchronized with the volunteer's personal values.

To do the right thing

A sense of social duty or a belief in the common good or a desire to help others is one of the most common reasons for volunteering and for individuals to give their time (Bang et al, They are driven by the value of "being useful to society and doing something for others", which is usually a primary altruistic value (Bocsi, Fenyés & Markos, 2017). Volunteers with this value believe that volunteering is the right thing to do for their community or for the well-being of another specific social group (Shachar et al., 2019). As a result, these volunteers are highly intrinsically motivated (Cloyd, 2017) and

are thought to be more likely to join organizations whose mission or programme goals are aligned with their altruistic values, repeatedly and for longer periods of time.

This motive is stronger when volunteering for projects or organizations that involve minorities or groups that may be perceived as disabled in one way or another by the rest of the society. The motivation to do so originates from the perception that such groups are more in need of and/or more deserving of extra help. Additionally, the volunteers may be motivated to help 'less fortunate' populations because of their feelings of guilt, the sense that they have been luckier in life than others and therefore have a duty to help (Stukas, Snyder & Clary, 2016). In a sporting context, this may be most evident in the context of para-athletes. Whatever people's altruism, the fact is that we do things, or at least prefer to do them, when they also have some benefit to us. Thus, solving one's own problems or escaping from the volunteer's personal problems can be an additional aspect of the motivation to help others (Chacon et al., 2017; Guntert et al., 2016).

As part of this motivation, it is crucial that calls for volunteers specifically emphasize the importance of the volunteer's contribution for the benefit of the community or group, and it is useful to highlight both short-term and long-term impacts. Volunteers will create stronger connections and commitment to an event or organization when they are connected and proud of the work that the event or organization is doing to support a particular community.

Part of personal development and building of an individual's future career

Part of the motivation to learn through volunteering is that volunteers can also learn something for themselves. Individuals who are motivated by knowledge and understanding have, in addition to learning about the world and other people, a desire to learn, practice and improve their knowledge and skills. Newly acquired knowledge and skills may be of relevance only to the individual or they may have social relevance and thus contribute to the individual's career credentials. Career motivations are those that are oriented towards the acquisition of specific knowledge, skills and experiences related to a professional or academic field of interest (Bocsi et al., 2017).

Once this is achieved, the volunteer hopes that the volunteering experience will translate into the best possible job opportunities (Jardim & Silva, 2018). This is a type of volunteering sometimes referred to as career-related CV volunteering, where individuals use their volunteering experience to build cultural and social capital, which can be translated into material capital in the form of higher salaries and better jobs (Bocsi et al.), Volunteers oriented in this way are more likely to remain active in the organization if they consider their experience valuable (Bang et al., 2009), which is why it is important for organizers to ensure that volunteers know how their assignment impacts on the organization's outcomes and how this can help them in their career or personal journey.

Adequate training will be a key contributor to improving their skills, enhancing the satisfaction of the volunteering experience and, consequently, organisational effectiveness (Hager & Brudney, 2013). Volunteers work because they want to help, but many receive limited training that prevents them from developing their potential. Investing in the personal development and training of volunteers not only gives them a better understanding of their role, but also motivates them to grow and strive to become better. Individuals with this motivation need their own sense of achievement, welcome challenges and are driven by their own results. They will benefit from regular feedback to monitor and validate their achievements. They will particularly excel if they are able to perform tasks independently, or with other successful people, or in a clear structure with well-delegated tasks.

This type of volunteering is also reinforced by social rewards and recognition, such as the Best Volunteer Award, recognition or certificates for active participation, for helping to make a project a success, certificates of completion of additional skills courses, and material rewards and letters of reference highlighting the specificities of each volunteer can also be important (Bocsi et al., 2017) (Bocsi et al., 2017).

In the case of this year's EYOF, this could be training in communication, nutrition, relaxation techniques, injury prevention methods, different sports, etc., and when presenting the training, it is important to indicate how it can help them now and in the future.

For example, when presenting training on relaxation techniques, it can be explained that stress is an important factor that reduces everyone's well-being and functioning, and can also have serious physiological consequences. For this reason it is important to know how to recognise it and how to deal with it constructively.

The taught techniques help in all aspects of life - study, work, sport - and can be applied throughout the whole life. Having learned those relaxation approaches, you will be able to use them later in your life and you will be able to pass them on to others. Should you ever become a coach or work as one, you will be able to educate your athletes and teach them those methods (thus also taking into account the motive of helping others).

Fun

All volunteers, especially younger generations, are more likely to choose to volunteer if they find it fun. It is important to be as close to the "action" as possible. Such activities allow volunteers to spend time with others, which reinforces the social aspect of volunteering (Patrick et al., 2021). Part of this is building team spirit, and creating a sense of community within a team of volunteers is the key to maintaining high levels of motivation. Organizers cannot always be with the volunteers and ensure that each volunteer feels comfortable, but fostering relationships within the rest of the team means that they will help to encourage and motivate each other. Accordingly, organizing certain rituals, e.g. morning fun sessions, or regular social events, such as a meal out or morning coffee, to encourage volunteers to get to know each other outside of their volunteering duties.

A sense of belonging and acceptance is one of the strongest motivators, so it is important to focus on developing harmony among the volunteers. This will also develop internal, intergroup norms that will further contribute to quality volunteering and, consequently, lead to better social interactions.

Belonging is also reinforced through thank-you notes, small gifts, themed T-shirts, social gatherings, name badges, team projects, special events. For volunteers who have a higher desire to be accepted, it is important to give instructions and possible criticism in a soft and calm way, with sufficient acknowledgement.

Volunteer supervisors should assign tasks that their volunteers enjoy and have at least a little fun with, otherwise they are unlikely to come back and perform their duties with less quality and dedication as they normally would. By focusing on the motivations of fun-seeking volunteers, volunteer supervisors can harness their enthusiasm in productive ways, and sport event volunteers in particular often report that social activities were the most common motivation for their involvement in volunteering (Nichols et al., 2019).

Attention

For some people, volunteering is a way to impress others, such as friends, family, romantic interests or a potential employer. Visibility is key to gaining attention, so volunteers seeking attention or exposure are often interested in public activities such as managing a stall.

It is important for volunteer managers or organizers that volunteers feel that their efforts are noticed and, accordingly, one of the most effective ways to retain these volunteers is to make them feel publicly recognised (Walk et al., 2019). A social media post with a photo of the volunteer at work, an article in the local newspaper mentioning the volunteer's name, or an award ceremony can all contribute to volunteers feeling valued (Hager & Brudney, 2015).

These volunteers will benefit from being given small leadership roles (where appropriate) where they can use some of their ideas and put them into practice, but be wary of volunteers who may have an overwhelming need for power and recognition, as these tend to disrupt the atmosphere in groups and make them less suited to volunteering.

EYOF 2023 Maribor project

At EYOF Maribor we tried to take into account all the motivations described above, but in particular the focus was on acquiring different skills and promoting social cohesion among the volunteers. For the latter, there have designated several indoor and outdoor spaces for socializing, permanent opportunities for various sports activities such as table tennis, basketball, virtual reality rooms, etc.

In education, they were offered a series of workshops, with clear practical knowledge that could be useful to them immediately as well as later in life. In order to find out which training workshops would suit the volunteers best, they tried to find out more about their lifestyle, attitudes and preferences. We found that most of the volunteers who signed up were very active in sport, with a more social orientation, and who wanted to gain additional skills in different sports as well as in various other sport-related skills.

For example, 91% of volunteers said they wanted to learn about other sports and 99% said they were interested in learning more about healthy eating. Accordingly, they were asked more specifically which other sports they were interested in and were offered workshops in the areas in which they expressed a majority interest. Accordingly, workshops were organized on healthy lifestyles, alcohol and tobacco prevention, relaxation techniques, healthy eating and nutrition in everyday life and sport, prevention of injuries in sport, and they were given the opportunity to participate in a variety of sports and training activities, including more modern or less traditional ones such as skateboarding and mountain biking. The workshops also encouraged the volunteers' participation and social belonging.

While different methods to promote altruism and reward (t-shirts, awards, small material rewards, etc.) are usually an automatic part of the engagement with volunteers, according to the feedback from volunteers, offering different workshops tailored to the volunteers' interests in particular proved to be crucial for their satisfaction and sense of meaningfulness when participating in EYOF Maribor. Based on this experience, we encourage other organizers to follow a similar orientation.

Planned accompanying activities for volunteers at EYOF 2023 Maribor

Aleš Šolar

During our preparations for EYOF Maribor 2023, we realized the importance of involving volunteers at a large non-profit event. We recognized the diversity of fields of work the volunteers would perform and most importantly, we would not be able to provide financial compensation for such a large crowd of employees.

However, we wanted to give some attention to our volunteers, full inclusion in various activities of the event, an opportunity to gain new knowledge and experiences, and, most importantly, their physical activation. To follow the BeActive motto together.

Based on that, we have created a new name for the project Active, Healthy and Happy Volunteers at EYOF Maribor 2023.

Following that, we created many accompanying activities, designed for the volunteers:

- activation through physical activity and sports trainings for volunteers,
- execution of various workshops,
- full inclusivity in the EYOF project, especially at the Opening and Closing Ceremony.

By offering many different activities, we offered the volunteers extraordinary opportunities to familiarize with new sports, while at the same time teaching them the importance of regular physical activity, healthy nutrition and prevention of sports injuries.

Sports activities were aligned with the EYOF program and almost all of the sports at the Festival were introduced. Those activities were performed either at competition venues or other sports infrastructure in Maribor.

Educational workshops were related to the importance of active lifestyle, healthy nutrition and different methods of healthy relaxation, motivation for exercise, prevention of substance (ab)use (alcohol, cigarettes, vaping) and also the prevention of sports injuries.

We expect those activities and workshops will have a long lasting influence on the quality of volunteers' lifestyle and also their interest in their future volunteering at sport events.

In the continuation, we will present more articles, in which will more closely explore the execution of educational courses and sport activities for volunteers at EYOF Maribor.

We would like to especially emphasize the workshops and activities that were done with the help and cooperation of internationally highly recognized experts and world-renowned athletes, who have already concluded their professional sports careers. Furthermore, we included young ambassadors from 35 countries and their coaches. Consequently, that demanded socially responsible behavior from everyone included in the organization of the event. We strived to ensure that young athletes can also appreciate the importance of volunteering and the effort volunteers make to ensure an enjoyable experience for young competitors. Planned accompanying activities for volunteers at EYOF 2023 Maribor

Execution of accompanying activities

Bojan Jurović

It is nearly impossible to carry out large international and national sport events without the volunteers, as the organization of such events demand plenty of human resources in many different fields (logistics, transfers, accommodation, nutrition, organization of the competition, venues, medical,...), where the organizers require assistance.

The needs of the aforementioned staff are extremely wide ranging, from the smallest details such as access to official venues, litter picking, carrying competition results, assisting with accommodation for competitors and teams, to the awarding of medals at official ceremonies, transport to/from airports, train and bus stations and so on. The breadth of the competition then determines how many staff (volunteers, professionals, municipal workers, sports officials, etc.) are needed to cover all the needs of the event.

The more volunteers we have, the easier and more efficient it is to successfully carry out the event. Without a doubt, the prerequisites are a successful coordination of the volunteers and clear distribution of tasks, where and what someone will work. Furthermore, one of the key factors is also the correct approach to teaching the obligations of individual volunteers, taking responsibility and quality execution of one's own work, while successfully coordinating from the organizers of the event, which ensures the presence of professional coordinators for a correct management and coordination of the volunteers.

We are grateful for the volunteers, for their contribution at EYOF, their dedication and engagement, their spare time, dedicated to the needs of the event. That is why it's only fair to express our gratitude in multiple ways. Beside traditional thank-you in a form of certificates and awards, we, at the organizing committee of EYOF, wanted to thank the volunteers by giving in a more contextual and experiential way.

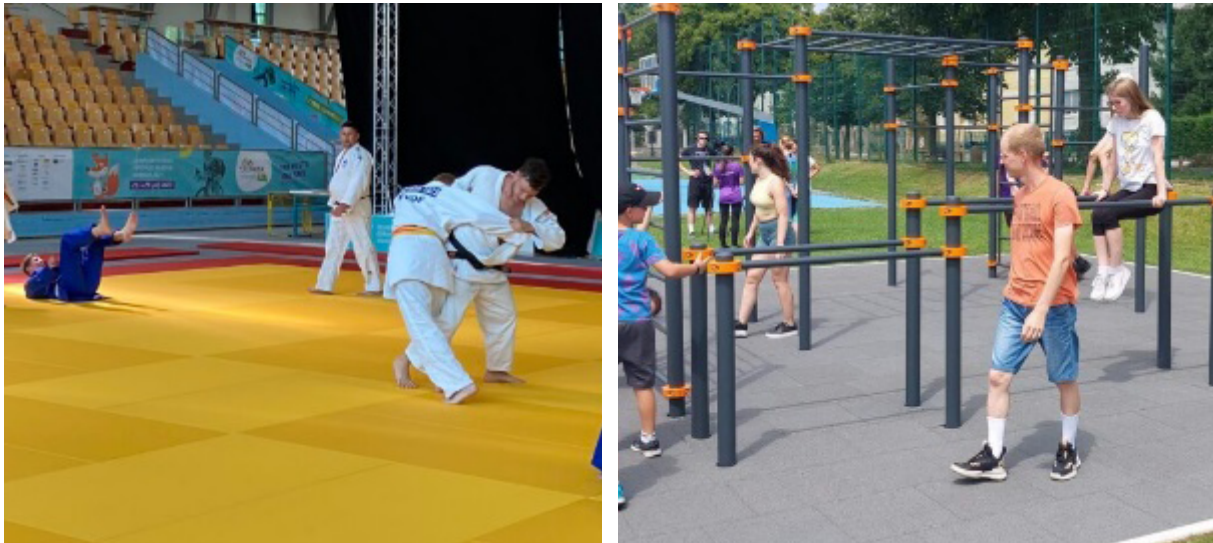
We offered them a possibility for their active activation and participation even during their off-duty time. Foundations of the project were based on the previous questionnaire, which was sent to all of the volunteers before their arrival to the venue. Among other things, we inquired about the sports which are the closest to them - which sports would they like to partake in and try them out. That is how we had excellent feedback regarding their personal interest for sports and at the same time, an appropriate and good basis for preparing the program of additional activation of the volunteers in their spare time.

Analysis of the project timeline by steps:

1. Among sports, introduced to the volunteers, both theoretically and practically, was a wide palette of sport activities, related to the sports, represented at EYOF. Practically that meant picking sports, which were also a part of the main event of EYOF - sports competitions. The final selection included mountain biking, judo, swimming, athletics, gymnastics, 3x3 basketball, roller skating, volleyball, handball and motor skills.
2. For each of the selected sports, the organizers of EYOF 2023 accepted agreements for activation of suitable

professional staff. The organizers selected mainly recognised and successful sport clubs in Slovenia. By doing that, they provided the maximum quality and professionalism, combined with a top-notch practical approach and theoretical introduction. Among selected professionals were, beside former athletes, former members of olympic teams and world-renewed coaches.

3. The next step was to schedule the workshops. Good cooperation with the event organizer and competition system was the key factor of date and venue determination.
 - a. It was important to have all of the venues at the time of the workshops, available and unoccupied. We cannot and must not ignore the fact EYOF Maribor 2023 was organized and concluded in a very short time frame - only seven days from the Opening Ceremony to the Closing Ceremony. Consequently, that means the venues were in use almost all the time, with a few exceptions. If there were no competitions, it was very likely the venue was used for training of the teams. In some cases we had to adjust to that during the project with the volunteers and seek suitable venues elsewhere. We found them in the outdoor venues and by doing that, we extended our workshops also on natural polygons, outdoor playing fields and other outdoor surfaces. Our intention was to create the most access-friendly workshops, and sometimes, some activities were organized in front of some of the volunteers' accommodations. By doing that, we provided them much easier access and minimized the time required for their trip to the venue and back.
 - b. Picking the best time for the workshops was of vital importance as well. The volunteers had their schedules specified to their field of work. Some of them were active only in the mornings, some of them only in the afternoons, the third group worked only evenings and some of them had their schedules combined and changed daily. Consequently, we have decided to hold some of the workshops multiple times, in various different time slots. Our decision was based on the answers, received through the questionnaire. Workshop with sports the volunteers deemed less interesting were done only once, while the others with more interest had two (or more) different terms and even at different dates.
 - c. Beside theoretically-practically oriented workshops, we also organized educational courses, led by the best professors and professionals in specific fields. Our purpose was to provide the volunteers the best experience and to give them plenty of useful information beside experiencing new sports.
4. One of the key steps in the project of volunteers' activation is preparation of the suitable communication and informing model. We chose Viber as our main application to give information, as the access to all of the contact provided us with the fastest and most effective method to reach everyone about terms of the courses, attendance and usage of graphic materials. Furthermore, it enabled us enough creativity, simplicity, time-effectivity (in case of schedule or location changes due to various reasons - not enough attendees, too many attendees...) as the project was 'live' and it required constant communication throughout the event
5. Last, but not least, we set a few ground rules for applying to workshops. The volunteers received their schedules only upon their arrival to the Festival, and we waited with information about workshops until the last moment. When we received an information the majority of volunteers arrived and received general information about their work and their time at the Festival (accommodation, food, transport schedules, contact information...), we commenced the project of volunteer's workshops in their free time.



Picture 67 and 68: Volunteers participating to side activities of event

6. Through the app, we sent them information about workshops and their terms. We limited the number of applications per workshop up to 10, in some cases up to 30, volunteers, depending on the type of the workshop and method of work. After the spots were filled, the app automatically closed the applications. If someone changed their mind after already applying for the application, they could release their spot for the next in line by cancelling their application.

SCHEDULE OF WORKSHOPS AND THEORETICAL COURSES:

Day 0	<ul style="list-style-type: none"> skating – two terms, location: competition polygon
Day 1	<ul style="list-style-type: none"> judo – two terms; location: sports hall gymnastics – two terms; location: iron polygon in sports park development of motor skills – two terms, location: city square
Day 3	<ul style="list-style-type: none"> volleyball – two terms; location: sports hall
Day 4	<ul style="list-style-type: none"> course about healthy lifestyle and healthy nutrition; location: classroom
Day 5	<ul style="list-style-type: none"> athletics – one term; location: in front of the student dorm development of motor skills – one term; location: in front of the student dorm mountain bike – two terms; location: competition venue basketball 3x3 – two terms; location: competition venue (Maribor town square) handball – two terms; location: sports hall course about methods of relaxation; location: classroom
Day 6	<ul style="list-style-type: none"> athletics – one term; location: in front of the student dorm course about sports injury prevention; location: classroom
Day 7	<ul style="list-style-type: none"> swimming – two terms; location: swimming center

The project of volunteers activation in their free time with the intention of widening their sports horizons, knowledge and experiences was a hit. Some of the courses and workshops were completely full, some of them a little less, but

all of them had the same result. Happy and satisfied volunteers, who gained an invaluable experience from extremely professional and competent coaches, among which were former professional athletes, olympians, world and european champions and the leading professionals in the field of nutrition, psychology and health.



Picture 69 and 70: Volunteers participating to side activities of event

During the project, we have faced a few unexpected challenges, which could, with better organization be avoided or mellowed. One of the greatest challenges was the unfinalized volunteers' schedule, which was changing daily, based on the needs of the organizers. Consequently, some of the volunteers that signed up for activities were unable to attend. Since some of them forgot to inform us about the changes, some of the activities were not attended in full.

Furthermore, we cannot ignore the weather. Bad and rainy weather diverted many volunteers from attending the workshops or classes (both in covered spaces, as well, and especially on outside activities).

There were a few back up plans to carry out the project as best as possible. Among them was a previous coordination with the organizer of the Festival and agreements about venue reservation - both sports halls, as well as outdoor venues. Based on that, we were able to timely inform the volunteers about the program and all their options.

As a result, the volunteers can prepare for the workshops and upon receiving their work schedule, react quickly and more efficiently, signing up for their desired activities and dates that fit their schedules. It is also worth considering a broader explanation of the content of the individual workshops and, in particular, of the providers, trainers, lecturers, their references, results, successes and competences.



Picture 71 and 72: Volunteers participating to side activities of event

Use of information and communication technology – apps to work with the volunteers

Martin Tuš

Within the AHHV project, to ensure a successful execution of accompanying events, it was important to create a tool, which would be primarily directed towards easier scheduling and communication of events, organized for the volunteers. The tool was developed on the Lyform platform.

Advantages of the Lyforms platform

- Lyphp framework
- Tenancy
- Mobile first
- PWA capable
- Process tracking
- Advanced reporting
- Multilingual
- Open for further development



Slika 72: QR code

Progressive web application -- PWA

In cooperation with D-spot, we have developed a tool, based on the so-called Progressive Web Application - PWA.

- A Progressive Web Application (PWA) is a browser application that has become an alternative to a native mobile application.
- PWAs are web applications that "look and feel" similar to native mobile applications.
- PWAs have certain advantages that have made them a popular alternative to native mobile apps. They can be used in any browser and have a highly responsive build and can have all the capabilities and mobile design of native mobile apps.
- All updates can be achieved remotely (on server) without user interactions.

By doing that, we enabled the volunteers to access the application through their preferred web browser, they did not have to download the app. We wanted to simplify the access and registration process, so we sent them a direct link on their emails and added QR, which was also physically published on multiple locations, but especially in the volunteers' base camp.

Entry and registration

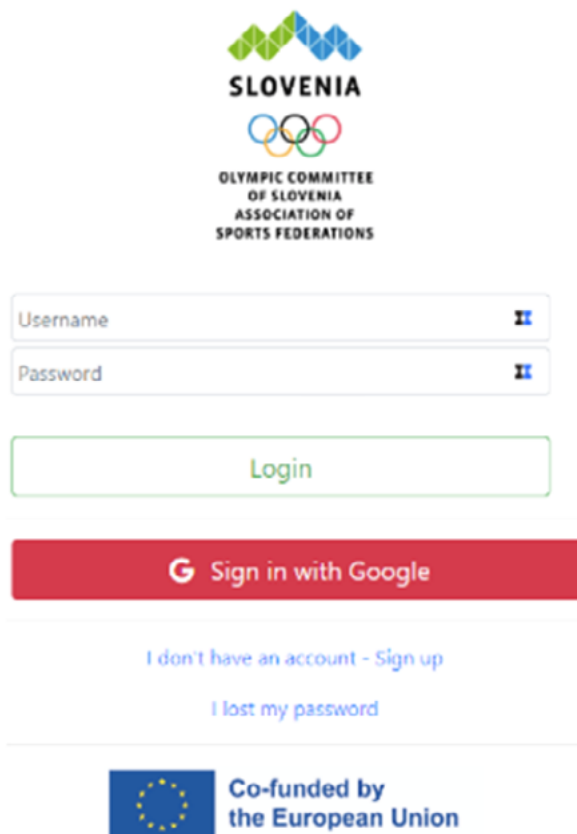
Upon entering the app, the volunteers had two methods of signing up and registration.

1. Registration with their email and setting up their password.

The advantage of this method was that, with an exception of valid email address, the volunteer did not need any additional user accounts or subscriptions that would condition the registration.

2. Registration with their Google Account

By registration with Google Account, the volunteer did not have to enter their entire email and create a new password, but had to use his existing Google Account, which was used for registration and consequent identification check. Furthermore, the entry page enabled other standard functions, such as “forgotten password”.



The screenshot shows the registration interface of the app. At the top, there is a logo for SLOVENIA, OLYMPIC COMMITTEE OF SLOVENIA, ASSOCIATION OF SPORTS FEDERATIONS. Below the logo, there are two input fields: 'Username' and 'Password', each with a small 'X' icon on the right. Below the input fields is a green 'Login' button. Below the 'Login' button is a red button with the Google logo and the text 'Sign in with Google'. Below the red button are two links: 'I don't have an account - Sign up' and 'I lost my password'. At the bottom, there is a logo for the European Union and the text 'Co-funded by the European Union'.

Picture 74: Registration to app

At the registration, the volunteers had to provide basic information, of which only name, surname and mobile number were mandatory. All the other data was not mandatory.

First Name:

Last Name:

POSTAL INFO:

Street or P.O. box:

Zip:

City:

Country:

CONTACTS:

Email: ?

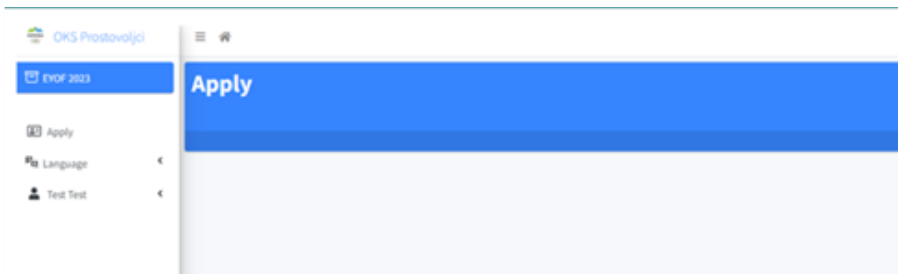
Mobile number:

DATA CONFIRMATION

Data I confirm the data entered is correct

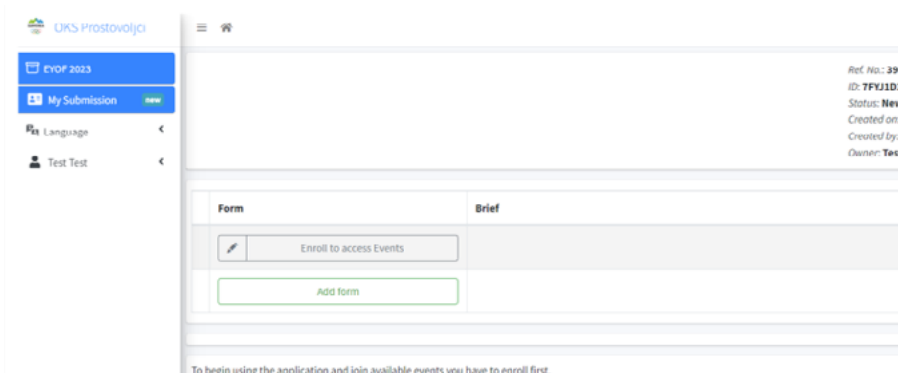
Picture 75: Data entry

After giving their information and confirming the information by pressing the button “Apply”.



Picture 76: Data entry

The volunteer had to sign up for the right event – in our case, European Youth Olympic Festival, Maribor 2023.



Picture 77: Events details entry

By agreeing with legal notice and pop-up notification about GDPR, the volunteer was able to sign up for an actual event.

Enroll to access Events

VOLUNTEER

* Firstname:

* Lastname:

* E-mail:

* Mobile:

GDPR

I, hereby agree that Olympic committee of Slovenia and Organizing committee of EFOY Maribor 2023 can use my information for the purpose of managing events held for volunteers, during EYOF Maribor 2023.

* I agree:

YES

SAVE AND CLOSE

CANCEL

Picture 78: Data and GDPR

The last step was to pick workshops and courses the volunteer wanted to attend.

Picture 79: Selection of events, workshops, trainings

Backoffice

- Role based access
- Advanced options
- Volunteers management (assignments, communications, interactions)
- Reporting (metrics, excel export, analytics)
- Documents (participants list, official reports,...)
- Statistics of app use

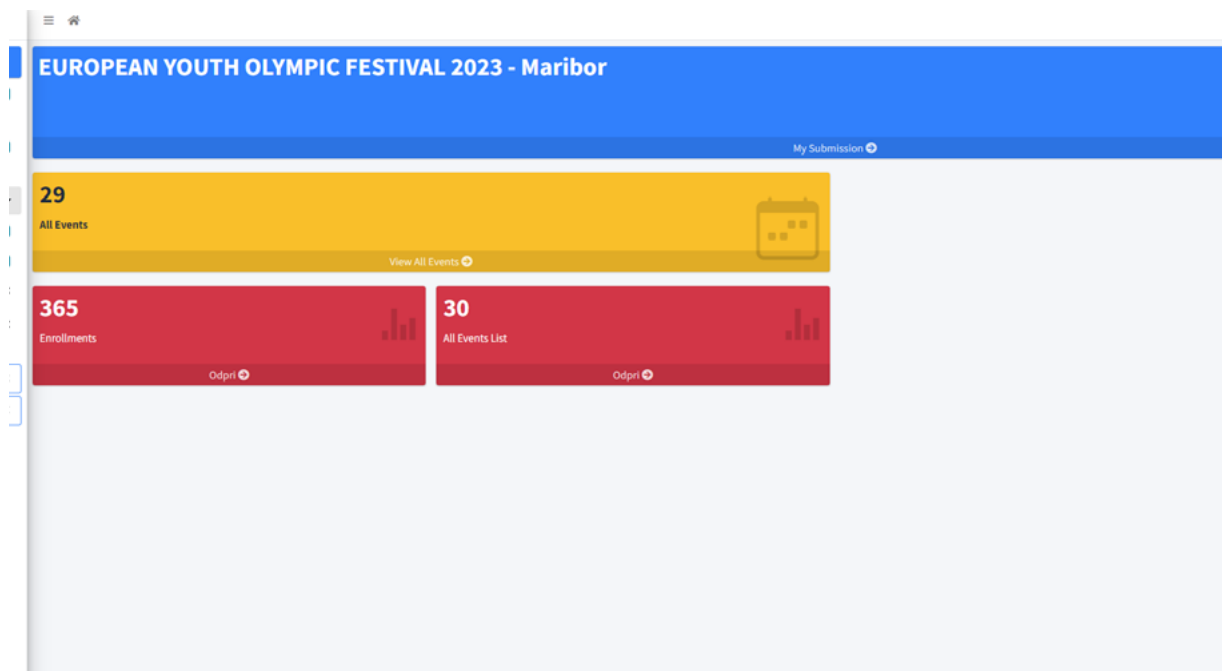
Backoffice – calendar management

- Intuitive and fast
- Basic metrics
- Drag and drop
- Tools shortcuts

Backoffice - reporting

- Pivot reports
- Datables reports
- Detailed analytics
- Participants satisfaction
- Volunteers hours
- Custom reporting

At EYOF 2023, 862 volunteers participated. Out of 862, 365 registered in the application, which represents 42% of all volunteers.



Picture 80: Selection of workshops or trainings

Out of 365 volunteers, 161 attended 24 practical courses and workshops. That represents 44% of the volunteers that signed in the app. Among those 161, 20 volunteers attended 5 workshops or more.

The volunteers determined the app as useful, which is also supported by the statistics of the sign ins. The fact that only 44% signed up in the app can be, primarily, related to diverse work tasks and obligations and consequently, different work schedules. We can conclude many could not attend the workshops due to their busy schedules.

Establishing a network for long-term cooperation with volunteers

Martin Tuš

Through AHHV project, we set great foundation for continuous systematic work in the volunteering field. We have established a large base of volunteers, and we believe many of them will respond to any future invitations. We are confident many will return as we raised the bar in recruiting and working with volunteers. EYOF 2023 had many successful stories, with the volunteers among the largest stories of the Festival.

Every house must be built on strong and reliable foundation. That is what we believe we have achieved with AHHV project and successful use and implementation of the project in EYOF 2023 Maribor. We have set sturdy foundation for future work in systematic and organizational aspects of volunteerism in sport in Slovenia. Furthermore, the project contributed greatly to establishing a volunteer network, with volunteers, who will be motivated and qualified to support large non-profit sport events all across Europe.

Analysis Summary of volunteering aspect of sport in Slovenia

Olympic Committee of Slovenia as the umbrella organization for Slovenian sport, is responsible for development of sport. That includes volunteerism. We see our role not only in organized and systematically organized volunteerism in our own organization, but also in systematic support of all sports organizations in Slovenia and encouraging wider sports public for volunteerism. In the continuation, we will further argue and define the role.

NOC Slovenia can, due to its structure – it includes 183 sports organization (national and local sports associations and other sports organizations) and cooperates with 15 regional offices on a local level, which are included in the organizational structure of NOC Slovenia – effectively implements actions at both national and local level, while at the same time advocating to the state and supporting its members, the local sports federations, in dialogue with local communities, which are an extremely important supporter and co-funder of Slovenian sport.

Based on data by CNOVS, there were over 27.500 non governmental organizations registered in Slovenia on December 1st 2022. Almost 20% (85.072) of which were described as organizations, related to sport activities.

Based on the questionnaire about sports volunteerism in Slovenian sports organizations, which was conducted in April 2021, 64% of all organizations does not have full-time employees. That means their work critically depends on volunteer work. We are not surprised by the fact that every interviewed individual, who works in a sports organization, estimates that volunteering in sports is vital for the organization and it is present in 95% of all Slovenian sport organizations.

At the same time, only 34% of all sport organizations are in the register of volunteer organization. The register is led and updated by AJPES. Only 32% are familiar with Volunteering Act, while 13% do not even know such act exists. Percentages are low, mostly due to beliefs the sport organization has no benefits for recording volunteering work. Furthermore, it is important to notice 70% of all organizations do not have a person responsible for the volunteers within their organization.

As the sport is developing rapidly, it consequently demands more resources. At the same time, public funding, due to many worldwide challenges (epidemics, recession, war and intolerance...) cannot keep up with growing demands and the trend. Consequently, many organizations found themselves at the brink of the survival. Considering the fact almost of non governmental organizations do not have a full time employees, is volunteering in sports of key importance for their work in the future and development of Slovenian sport. Volunteering is heavily present in 95% of all Slovenian sport organizations, however, the topic of volunteering is approached on demand and with improvisation, without any basic professional or systematised direction. There is not enough professional support to provide that. Over $\frac{3}{4}$ (77% to be specific) of sport organizations do not implement training programs for the volunteers, they are hired on occasions. Only 15% of organizations keep the register of volunteering work, whereas at the same time, over $\frac{1}{2}$ (52%) stated that the number of volunteering hours has been steadily rising recently.

Plans for the future

NOC Slovenia as the umbrella organization for Slovenian sports, is obligated to create and provide system support for successful operation and development of sport organizations. Among the most important areas of work that need to be improved, is also volunteering.

NOC Slovenia designed the following goals in its strategy and focused on volunteering:

- informing public about the importance of voluntary work in sports,
- training professional staff to provide quality performance of tasks,
- appropriate evaluation of volunteering.

Based on that, we have established following measures to achieve set goals:

- design mentoring programs for efficient system support and volunteering management and implementation at local level, empowering sports organizations to work effectively in the field of volunteering.

We set a realistic goal, as NOC Slovenia connects 183 sport associations/federations of national and local level, and it can, through its 15 regional offices and its professionals successfully implement the measures on local level, while at the same time, quickly and efficiently detects the needs, which enables quick adjustments of the programs and activities.

- Provide the tool for sport organizations to enable efficient and administratively simple record keeping about the volunteers and their work.

The tool will primarily serve as a national database of volunteers in sport to be contributed to and drawn from by all non-profit organizations in need of volunteers in the field of sport. In addition to the database, it will also serve as a

management tool for large events where volunteers are key to the success of the event. It will also allow the recording of volunteer hours, which will be used for the purpose of preparing reports on volunteer work.

- Create new programmes to encourage new volunteers and strengthen relationships with existing volunteers

It is not solely about about media campaigns, through which we would encourage volunteering, but also about a creating a programme of regular relations with volunteers, such as: the possibility of free training within the programmes implemented by the NOC Slovenia (training in sport, Advanced Sport Management Course funded by the International Olympic Committee; invitation to the reception of the Olympic team, Athlete of the Year event; special benefits for the purchase of sports equipment - the Olympic collection, etc.).

In this context, NOC Slovenia will also strive to ensure that volunteering is properly valued through various measures, such as:

- Recognition of volunteering work as an eligible cost for public co-funders.
- Concessions for employers who support employees in volunteering (e.g.: payment of contributions for the time of special leave granted by the employer to the employee for volunteering).
- Awarding certificates for voluntary work and recognition by employers of the added value of the certificate in recruitment.

This will ensure that NOC Slovenia provides a significant systemic organized volunteering within its own organization and in parallel support other sports organizations, create programmes to motivate and satisfy volunteer workers and encourage a significant increase in the regulated volunteer base for regular or occasional work in sport. This will ensure that volunteering in sport is well organized and sustainable and will provide an important part of the professionalization of the non-governmental sector in sport.

Recommendations for future organizers of sports events

Aleš Šolar

Volunteering in the field of sport is very important and is closely linked to the day-to-day activities of running a sports organization, organizing its work, providing support for the delivery of sports training and, in particular, the planning and delivery of sports competitions and events.

It is certainly not easy to recruit a sufficient number of volunteers who will carry out their tasks conscientiously, responsibly and perform their tasks to a high standard. Event organizers continuously encourage and address locals to join and volunteer for an event, occasion or other sporting activity.

The AHHV project has developed a system to encourage and motivate volunteers through the implementation of accompanying activities for volunteers and their active involvement in the event programme.

The experience from EYOF Maribor 2023 is certainly very positive as we had an excellent response in terms of the number of volunteers involved, the tasks well performed and the overall event successfully implemented.

We can say that the objectives of the project, which stem from the title of the project, were definitely pursued and realized.

The volunteers were involved and satisfied. The volunteers felt good, they were happy, they were active in sports, they networked with others and, through the educational workshops, they gained a lot of new knowledge and information.

We are happy to share our project results with other potential event organizers. However, there are some recommendations we would like to additionally emphasize:

1. Maintain regular communication with the volunteers. Use modern technology, which will help you plan training, activities, participation, and to communicate with everyone involved
2. Offer the volunteers a possibility to be included in the activities and company at the event(s).
3. Offer the volunteers an active cooperation on accompanying activities and by doing that, enable them to familiarize themselves with new sports, activation and motivation for regular exercise.
4. Involve the teams and the event participants in the implementation.
5. Invite also top professional athletes - either those who are still active or those who are retired from professional sports.
6. Monitor, record and report on progress. Include all this in your regular communication.
7. Build a strong, reliable network of volunteers.

8. Emphasize the importance of volunteering both among the general target groups and among the participants, and the importance of socially responsible behavior.
9. Accompanying activities must not interfere with the timetable and the whole process of the competition or event. The competition or event is the priority and should not be interrupted, however, you must not neglect the importance of involving volunteers in the event and designate a person responsible for the task.