LEEDS BECKETT UNIVERSITY

Exploring the experiences and impacts of volunteer applicants for the Glasgow 2014 Commonwealth Games

February 2016

Dr James Woodall
Professor Jane South
Dr Kris Southby
Karina Kinsella
Ellie May
Dr Anne-Marie Bagnall
Susan Coan

www.leedsbeckett.ac.uk

LEEDS BECKETT UNIVERSITY

Acknowledgements

Executive summary

Volunteers have become a recognised part of staging mega-sporting events. Mega-sporting events are defined as those which yield high levels of tourism, media coverage, prestige or economic impact for the host community. Examples include events such as the Olympic Games, Commonwealth Games and Football World Cups.

The Centre for Health Promotion at Leeds Beckett University were commissioned by the Glasgow Centre for Population Health to review existing literature on the impacts of mega-sporting event volunteering and to undertake a qualitative study to investigate the experiences of volunteers at the Glasgow 2014 Commonwealth Games (known as 'clyde-siders'). The study sought to identify the impact of the volunteering experience, including the development of social networks, sports participation and health and wellbeing. The study also set out to explore the experiences of those who applied to be a clyde-sider but were not successful with their application (referred to as non-clyde-siders). The overarching aims of the research were:

- To summarise relevant research on the experiences and impacts of volunteering for a mega-sporting event.
- To explore experiences and impacts of those who volunteered as a clyde-sider for the Glasgow 2014 Commonwealth Games.
- To further explore experiences and impacts of those who applied to volunteer as a clyde-sider but were not successful or withdrew their application.

Methodology

The methods used to undertake the review of literature involved a series of stages. Key search terms and the inclusion and exclusion criteria were agreed and searches were conducted using appropriate academic databases. Three members of the evaluation team were involved in reviewing the identified literature. To ensure rigour a common data extraction framework was used.

In parallel to the review, focus groups were undertaken with clyde-siders and non- clyde-siders. Semi-structured interviews were also undertaken to capture the volunteer experience. The sampling frame was clyde-siders and non-clyde-siders who had applied to be a Games volunteer, completed a pre-Games online baseline questionnaire, completed a post-Games follow-up questionnaire and who agreed to be contacted for future research in the follow-up questionnaire. Purposive sampling techniques were employed to capture the diversity of clyde-siders and non-clyde-siders.

Three cities within Central Scotland (Glasgow, Edinburgh and Stirling) were selected to host eleven focus group discussions (7 group discussions with clyde-siders and 4 with non-clyde-siders). In total, 41 participants (35 clyde-siders and 6 non-clyde-siders) contributed to discussions. Individual interviews were also conducted after the focus group discussions. While both clyde-siders and non-clyde-siders were invited to participate in the interviews, clyde-siders were more willing to take part. In total 11 interviews were conducted with clyde-siders and one interview with a non-clyde-sider.

Key findings from the literature review

Fifty six publications were identified from the literature review – these publications drew on research from a range of mega-sporting events, but most commonly from the Olympic, Paralympic and Commonwealth Games.

Process issues such as the recruitment and training of volunteers, and also working relationships among volunteers and paid staff, were identified as significant factors in ensuring a positive experience for event volunteers. According to evidence from the review, event organisers should be mindful of the following when utilising volunteers for mega-sporting events: implementing a strong volunteer retention policy; making explicit how volunteers can apply the skills acquired through training to other contexts; recognising the different motivations and commitments of volunteers and being flexible to accommodate this; providing volunteers with opportunities for social enrichment and tangible rewards for their efforts; and recognising and alleviating barriers that certain social groups face in applying for mega-sporting event volunteering.

The identified literature suggests mega-sporting event volunteering yields health and social outcomes both for individual volunteers and the host community. Mega-sporting event volunteering can positively impact on mental health and wellbeing outcomes and provide opportunities for skill acquisition. There is evidence that volunteering at mega-sporting events can be a catalyst for future intentions to volunteer and can help people to feel more socially connected. However, there has been a lack of longitudinal research following volunteers after mega-sporting events and therefore there is currently little understanding of longer-term impacts of volunteering at mega-sporting events.

The weight of evidence in this review suggests that the process of mega-sporting event volunteering is relatively well understood. However, gaps remain with regard to the longer-

term outcomes of mega-sporting volunteering for individual volunteers (and those who apply but do not go on to become volunteers) and for communities.

Key findings from clyde-siders and non-clyde-siders

The volunteer journey

The notion of a 'volunteer journey' was applicable for clyde-siders and non-clyde-siders. Both clyde-siders and non-clyde-siders suggested that the opportunity to participate in a unique and prestigious event that was unlikely to return to Scotland during their lifetime was a motivating factor to apply for the volunteer role. In addition, many individuals had also been inspired by watching the London 2012 Olympics and the central role that the volunteers (the 'Games Makers') played at this event.

There was variability in people's experience of the application and interview process. While several participants suggested that the experience was efficient, friendly and helpful, a higher proportion of people found it to be a long, drawn-out and slow process. Some non-clyde-siders reported being unclear as to why they had not been selected to take part in the Games. Individual feedback was not routinely given and the lack of clarity in how decisions were made was a frustration for some.

The clyde-sider role varied considerably, ranging from spectator service positions to roles that were more 'behind the scenes' and logistics based. Those involved in this research generally felt well-equipped and trained. Participants were clear that the volunteers added an important dimension to the Glasgow 2014 Commonwealth Games. Within their respective roles, clyde-siders perceived that the volunteers brought three main assets; transferrable skills from their professional background; a personal touch; and understanding of the local area and context (particularly those from Glasgow and the surrounding areas).

Individual outcomes for clyde-siders and non-clyde-siders

Both clyde-siders and non-clyde-siders reported a range of positive individual outcomes as a result of their experiences of the Glasgow 2014 Games. Clyde-siders particularly described the immediate growth of their social networks. This included developing new friendships, but also connecting with others from different social and cultural backgrounds. For example, participants described meeting people whom they would rarely have the opportunity to interact with (e.g. individuals from different countries). Some volunteer roles were less conducive to the development of friendships, and so not all volunteers were able to develop

their social networks. The social networks that had been fostered often continued through social media after the Games had finished.

Participation at the Glasgow 2014 Commonwealth Games was perceived to have increased clyde-siders confidence. These gains were commonly reported in terms of interpersonal communication and interaction with people. For some clyde-siders, volunteering at the Games had changed their outlook and perspective, giving them confidence to try new things.

Volunteers who were unemployed or in education suggested that the experience of participating at the Games would be beneficial to their future employment prospects. Many suggested that the skills developed could be applicable to future positions. Some non-clyde-siders highlighted that they had drawn positives from applying to be a volunteer.

Participating as a volunteer was reported to have provided a 'feel good' factor. Many respondents mentioned the 'buzz' and energy within the city and the impact that it had on the collective 'positivity' of spectators and communities in Glasgow. Non-clyde-siders also reported a sense of excitement and euphoria during the application and interview process, feeling part of the build-up to the Games.

Wider social outcomes
The contribution that the volunteers made to the Games went beyond personal gains into wider social impacts. The experience of being involved in the Games (either as a clyde-sider or non-clyde-sider) had stimulated and encouraged people to continue to volunteer in the future. Some individuals were keen to volunteer again at mega-sporting events, but acknowledged that due to the personal costs – in terms of travel and accommodation – doing so would be prohibitive. While few non-clyde-siders had not been deterred from volunteering in general, a minority had been put-off volunteering at mega-sporting events as a result of their experiences.

Both clyde-siders and non-clyde-siders suggested that the reputation of the city had been enhanced, in part, by the role that volunteers played in showcasing Glasgow to a global audience. Some argued that this had gone some way to reconfiguring pre-conceived perspectives and attitudes toward the city. Perhaps indicative of the increased pride in the city was a greater sense of community spirit and cohesion, both during the Games and for a period of time after the Games had finished. Finally, some participants suggested that volunteers had contributed positively to the economic impact on the city as a result of hosting the Commonwealth Games. The positive way in which the volunteers had

represented the city and made visitors welcome was expressed as being important for stimulating future tourism.

Conclusions

The qualitative research gathered from clyde-siders and non-clyde-siders supports evidence gathered in the literature review that volunteering at mega-sporting events can lead to a range of individual outcomes. This includes increased confidence, knowledge and skills. These outcomes were frequently more pronounced in clyde-siders, than non-clyde-siders, but this was not always the case. Additionally, there were wider perceived impacts reported as a result of the volunteer contribution at the Glasgow 2014 Commonwealth Games, but this qualitative research, like previous mega-sporting event volunteering research, does not provide strong evidence of impact in this area. Increased social networks and social cohesion were dominant themes for the clyde-siders and non-clyde-siders. This builds on findings from other research around the potential for volunteering at mega sporting events to build social capital.

In line with the findings of the literature review, volunteering at a mega-event has been found to be a broadly positive experience. Factors linked to volunteer recruitment, training and supervision indicate the importance of good communication between organisers and volunteers throughout the process. This is important both for those who go on to volunteer and those who are not successful in their application.

The link between place, participation and the social impacts of volunteering at the Glasgow 2014 Commonwealth Games is a distinctive finding from the research. For clyde-siders, benefits were derived from the formal volunteering role and from being part of the collective experience in the city during the Games. These benefits could not be solely attributed to being a volunteer, as non-clyde-siders also reported gaining from being part of the friendly atmosphere generated by hosting the Games. There are wider implications for strategic planning for mega-sporting events based on linking the volunteer contribution to some of the wider benefits for an area and engaging citizens in creating a positive experience, whether through formal roles or informal interactions with visitors.

1. Context

Volunteers have become a recognised part of staging mega-sporting events. Without the contribution of volunteers many sporting events would not take place. Mega-sporting events have been defined by numerous authors. Getz[1] states:

"Mega events, by way of their size, are those which yield extraordinarily high levels of tourism, media coverage, prestige or economic impact for the host community, venue or organisation".

Research exploring mega-sporting event volunteering has focused on understanding volunteer motivations, with the view that understanding initial motivations will lead to effective volunteer management and a positive experience for volunteers[2-4].

There has been increasing policy emphasis on the volunteer legacy of mega-sporting events. For the London 2012 Olympic and Paralympic Games, the Department of Culture Media and Sport (DCMS) stated that the Games would inspire young people to take part in voluntary activity and lead to volunteers going on to support their local communities. In doing so, the Games would 'shape a new culture of volunteering across the UK'[5]. Likewise, policy associated with the Glasgow 2014 Commonwealth Games sought to increase the number of people engaged in voluntary activity within Glasgow and throughout Scotland[6,7].

Given the policy surrounding the potential benefits of mega-sporting events, there is a scarcity of research which examines the volunteer legacy of mega-sporting events in terms of future engagement in volunteering and the impact of the volunteering experience on the individual. Downward and Ralston[8], for example, found that although volunteers from the 2002 Manchester Commonwealth Games planned to continue to volunteer post event, in follow up research only 24% had done so.

1.1 Aims and objectives

This research is embedded within a wider study focussing on Glasgow Commonwealth Games clyde-sider applicants. Previously, an online baseline survey of volunteer applicants had been undertaken and a follow-up questionnaire was issued after the Games to explore the impacts of the volunteering process on both those who went on to become volunteers and those who did not[9].

The Centre for Health Promotion at Leeds Beckett University were commissioned by the Glasgow Centre for Population Health to review existing literature on mega-sporting event volunteering and to undertake a qualitative study to investigate the experiences of volunteers (known as 'clyde-siders') at the Glasgow 2014 Commonwealth Games. The focus was on identifying the impact of the volunteering experience on their life, including the development of social networks, sports participation and health and wellbeing. The study also set out to explore the experiences of those who applied to be a clyde-sider but who did not go on to volunteer at the Games having applied (referred to throughout the report as 'non-clyde-siders').

The overarching aims of the research were:

- To summarise relevant research on the experiences and impacts of volunteering for a mega-sporting event.
- To explore experiences and impacts of those who volunteered as a clyde-sider for the Glasgow 2014 Commonwealth Games.
- To explore experiences and impacts of those who applied to volunteer as a clyde-sider but were not successful or withdrew their application.

2.   Methodology

This section outlines the methods used to undertake the review of literature. Following this, the approach to gathering feedback on the experiences of clyde-siders and non-clyde-siders is provided. Focus groups were the primary method of capturing the experiences of clyde-siders and non-clyde-siders. Focus groups offered an opportunity for individuals to discuss their individual and collective experiences in a comfortable environment. Individual interviews were also undertaken to supplement the focus group data. These interviews were used to illuminate individual journeys and experiences.

2.1   Literature review

The literature review is based on a rapid review of evidence on the experience and impacts of volunteering at a mega-sporting event. The review involved a series of stages from searching to review (see Box 1). Reviewers also highlighted key papers and reports which were considered during the review process. Three of the research team were involved in reviewing the identified literature. To make sure the rapid review process was as rigorous as possible findings from each selected publication were summarised using a common data extraction framework.

Box 1. Stages in the rapid review process

1. Search strategy developed. This involved identifying key terms and synonyms, inclusion and exclusion criteria and agreeing relevant databases.
2. Search conducted using major databases, including: MEDLINE/PubMed, SPORTDiscus, Leisure Tourism, Hospitality and Tourism Complete, IDOX, PsycINFO, CINAHL, Nice Evidence Search, Cochrane Library, Campbell Library, DARE and DoPHER.
3. Screening (see Appendix 1) to identify the most relevant papers and reports concerning the experience and outcomes of volunteering at a mega-sporting event.
4. Development of data extraction forms and framework for synthesis of results (see Appendix 2).
5. Review of identified papers, reports and other significant texts. Information extracted on key fields using a common data extraction framework.
6. Synthesis of findings in relation to the volunteer journey and outcomes of volunteering at a mega-sporting event.
7. Peer review of draft report and evidence based statements.

2.2 Focus groups and interviews with clyde-siders and non-clyde-siders

As well as reviewing the existing literature, this study sought to understand the experiences of clyde-siders at the Glasgow 2014 Commonwealth Games and to capture the experiences of non-clyde-siders.

Focus groups were undertaken with clyde-siders and non-clyde-siders. This research method was deemed appropriate to capture the collective views of clyde-siders and non-clyde-siders and to also explore differences in individuals' journeys at the Glasgow 2014 Commonwealth Games. The use of focus groups as a research method in this context allowed for both the individual outcomes and the wider social and economic impact of volunteering at the Games to be discussed. Complementing the focus group discussions, semi-structured interviews were also undertaken to capture the volunteer experience. Interviews allowed in-depth case studies from individuals to be completed with clyde-siders and non-clyde-siders. Interviews and focus groups covered broad areas of enquiry, shown here in Box 2. The topic guides used for the focus groups and interviews can be found in Appendix 3. All aspects of the research were approved in May 2015 by the Faculty of Health and Social Sciences Research Ethics Committee at Leeds Beckett University.

Box 2. Broad areas of enquiry

Volunteering

- What are participants' volunteer journeys and does participation lead to further volunteering (sport-related/non-sports related; identifying with city; ad-hoc volunteering/participating in formal volunteer roles)?
- How do participants view the culture and ethos of volunteering in Glasgow, and how does this link to social identities within the city and region? How does this compare to participation in other events?
- For non-clyde-siders, was the application process linked to further volunteering? Were there any negative impacts on future volunteering intentions?
- What are the key influencing factors that shape a positive experience of volunteering (including volunteer applications) during and post-Games?

Impact on health and wellbeing

- Is volunteering as a clyde-sider associated with developing new or enhanced skills or capabilities and, if so, how does this personal development affect volunteers' lives?

- Has participation as a clyde-sider or non-clyde-sider influenced the development and strength of social networks post-Games and what is the nature of those connections?

- What are the impacts on individual health and wellbeing and on wider determinants of health?

2.3   Sampling

The sampling frame for this qualitative study derived from a list of individuals who had applied to be a Games volunteer, completed a pre-Games online baseline questionnaire and a post-Games online follow-up questionnaire, and who agreed to be contacted for future research in the follow-up questionnaire.

Purposive sampling techniques were employed to capture the diverse characteristics of clyde-siders and non-clyde-siders. The following demographic factors were considered when sampling individuals to participate in the study:

- Age
- Area of residence
- Employment status
- Volunteer experience (specifically if individuals had volunteered at the London 2012 Olympics or other major sporting events).

Two-hundred and twenty individuals were invited via email to take part in focus group discussions. Participants were recruited exclusively from locations in central Scotland. This was to understand the direct impact of volunteering on those living in close proximity to Glasgow and surrounding areas. Three cities within Central Scotland (Glasgow, Edinburgh and Stirling) were selected to host eleven focus group discussions (7 with clyde-siders and 4 with non-clyde-siders). In total, 41 participants (35 clyde-siders and 6 non clyde-siders) contributed to discussions.

Individual interviews were conducted after the focus group discussions. While both clyde-siders and non-clyde-siders were invited to participate in the interviews, clyde-siders responded more positively. Eleven interviews were conducted with clyde-siders and one interview took place with a non-clyde-sider. The purposive sampling strategy for individual interviews broadly followed the strategy for focus group participants, although a greater emphasis was placed on recruiting those from outside of Scotland, given that most of the focus group participants had been based in the country. Seven of the 12 interviews conducted were with participants based outside of Scotland.

2.4   Data analysis

Data were analysed using Framework Analysis, which was considered an appropriate method given the applied nature of the study and the emphasis on shaping policy and

practice[10]. The term 'framework' relates to the central part of the analytical process, that is, the development of a framework or matrix (see Appendix 4). Concepts and themes in the data are then summarised and charted in the matrix. The matrix was constructed using four major thematic categories and twenty-two subthemes. All of the data were charted and the final matrix and themes were agreed by members of the research team.

3   Literature review

A rapid review of evidence on the impacts and experience of volunteering at mega-sporting events was undertaken. This section draws together key themes from the identified publications.

3.1   Description of included studies

In total 56 publications met the inclusion criteria and were included in the review (see Box 3). The included publications were mostly based on primary research (n=39), with the rest being from government consultation papers/reports (n=3), discussion papers (n=5) or secondary research (n=9). Publications drawing on primary research mostly utilised survey methodologies to gather data (n=27), whilst a smaller number employed qualitative (n=6) or mixed methods designs (n=6). The publications based on secondary research included literature reviews (n=5) and systematic review and meta-analysis (n=4).

The included publications are based on volunteering at a range of mega-sporting events. Volunteering at the Olympic and Paralympic Games is the mega-sporting event which featured most prominently (n=17), followed by the Commonwealth Games (n=10), the Winter Olympics and Paralympics (n=5), World Masters Games (n=2), Special Olympics (n=2), national Special Olympic events (n=2), UEFA European Championships (n=2), and other mega-sporting events (n=6). Five publications cover the experience of volunteers at multiple mega-events, whilst three publications refer to mega-sporting events in general terms rather than a specific event. The experience of volunteering at the London 2012 Olympic and Paralympics was the most prominent individual mega-sporting event in the identified publications (n=10).

The volunteer workforce at a mega-sporting event comprises a range of roles. A relatively small number of the identified publications refer to the experience of volunteers in specific roles, including 'event volunteers' (i.e. those helping during a given sport) (n=2), 'event services' (e.g. drivers) (n=3) and nursing/medical volunteers (n=2). The remaining papers discuss volunteers more generically.

Thirty eight of the identified publications report individual outcomes for volunteers at mega-sporting events. Comparatively, only twenty two publications report the wider social outcomes of volunteering at mega-sporting events. Thirty six publications describe process issues, such as volunteer recruitment, selection, support and satisfaction. Only two of the

papers discuss outcome or process issues for unsuccessful mega-sporting event volunteer applicants.

Box 3. Flow chart of identified and excluded studies
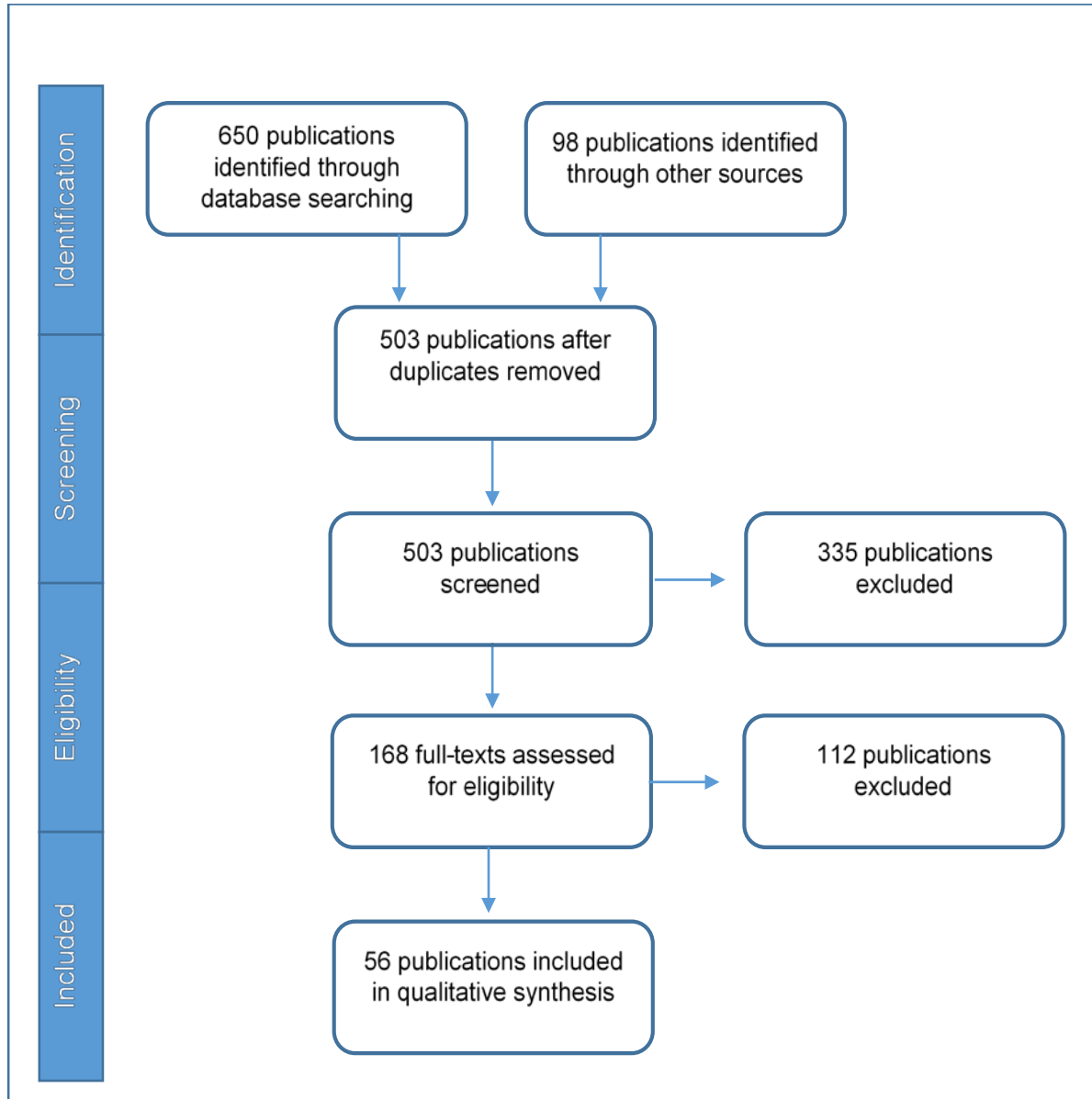
3.2 Volunteer characteristics

It may be assumed that volunteers at mega-sporting events will 'exhibit some of the characteristics as those committed to volunteering in other contexts'[11]. The high profile and time-bound nature of a mega-sporting event, however, means that volunteers could also feature divergent characteristics from those who volunteer elsewhere[12]. The identified publications present no consistent picture regarding who volunteers at mega-sporting events.

- **_Age_ –** While many of the identified studies report the age of the volunteers in their sample, there is no consistent picture regarding the age of mega-sporting event volunteers; some describe volunteers as being most commonly aged between eighteen and thirty[13-15], others indicate between thirty and forty[16-19], whilst others suggest over forty[20-22].

- **_Gender_ –** The gender division of mega-sporting event volunteers is also a mixed picture. Wang[23] and Alexander _et al_[22] describe more female volunteers at the Sydney 2000 and London 2012 Olympics and Paralympics respectively. In contrast, findings from the 2004 Athens Olympics and Paralympics[24], 1995 Skiing Wold Cup in Whistler[25] and the 2002 Salt Lake City Winter Olympics and Paralympics[19] indicate more male volunteers. Kim _et al_[26] and Downward _et al_[27] describe a more gender neutral division of mega-sporting event volunteers.

- **_Employment_ –** According to the identified literature, mega-sporting event volunteers are most likely to be in paid employment[16,18], retired[28] or in full-time education[14,15,29]. Minnaert's review identified that people already in employment are far more likely to fit the model of what mega-sporting event organisers are looking for[30].

- **_Relationship status_ –** In the small number of publications where relationship status was reported, between 72% and 93% of mega-sporting event volunteers were described as 'single'[13,15,17].

- **_Previous volunteer experience_ –** There is a mixed picture with regard to mega-sporting event volunteers' previous volunteer experience. A review by the Scottish Government found that most mega-sporting event volunteers have volunteered previously[31]. Evidence from the London 2012 Olympic and Paralympic 'Games Makers' suggests most had volunteered previously[16,32]. Of those with previous volunteering experience, as many as 66% had sport-based volunteering experience[16] and as many as 50% had previously volunteered at a mega-sporting event[20]. In contrast, the majority of volunteers at the 2006 Malaysian Paralympiad[14], a national Special Olympic Event held in 2007 in the United States of America[18], and the 2010 FIFA World Cup in South Africa[17] had no previous volunteer experience.

- **_Ethnicity_ –** Evidence identified in this review indicates that minority ethnic groups may be underrepresented in mega-sporting event volunteering. Around 80% of volunteers at the London 2012 Olympic and Paralympic Games[22,32] and between 91% and 94% of volunteers at the Manchester 2002 Commonwealth Games[33] described themselves as 'White British' compared to 59.8% of the Greater London population and 86% of the population of England and Wales[34]. During the Athens 2004 Olympics and Paralympics

80% of volunteers described themselves as 'Greek', compared to 93% of the overall population[35]. However, since Greek demographic statistics only record 'citizenship', it is not possible to compare the proportion of volunteers at the Athens 2004 Olympics and Paralympics from minority ethnic backgrounds with that of the general population.

- *Educational attainment –* The identified literature suggests that between 37% and 65% of mega-sporting event volunteers have at least a bachelor's degree[17,18,20].

3.3   Motivations and expectations of mega-sporting event volunteers

A systematic review of mega-sporting events conducted by Weed *et al* identified how the decision to volunteer at mega-sporting events is carefully considered by potential applicants[36]. The decision to take part is informed by a blend of personal, social and material factors[22,23,37] and mega-sporting events may elicit unique motivations over and above other volunteering opportunities[24].

Intrinsic motivations, such as previous interest in the sport or a desire to contribute to the event, are generally more important than extrinsic motivations, such as tangible reward or career progression[24,25,38-42]. The research also described how area of residence, occupation and gender can shape the motivations of volunteers (Box 4).

Box 4. Specific motivations for mega-event volunteers

- Health volunteers demonstrate 'service orientated' motives[19] - they value the opportunity to contribute to the success of the games and positively affect the athletes and, in the case of London 2012, a desire to demonstrate the quality of National Health Service provisions[43].
- Local residents of host venues ranked a chance to 'contribute to their community' as the most motivating factor[25].
- Females are likely to be more motivated by personal growth[13,21], socialising[25] and building social and human capital[44].
- Males may be more concerned with career progression[13] and feeding a personal interest in the sport[44].

During a mega-sporting event, volunteers expect opportunities to pursue other on-site leisure activities, such as watching events and socialising with colleagues[25], and to have their day-to-day needs (i.e. food, refreshments) satisfied[45]. Failing to meet these expectations can lead to volunteers withdrawing from the event[40].

3.4   Recruitment and application processes

Recruiting mega-sporting event volunteers is a complex and lengthy process[45]. Mega-sporting event organisers working with well-known public figures or community groups can inspire and attract large numbers of volunteer applicants. Kikou described how the organisers of the 1996 Atlanta and 2000 Sydney Olympics and Paralympics successfully worked with community leaders and volunteer organisations to recruit volunteers[46]. Local universities have also been involved in recruiting for many mega-sporting event volunteer roles[29,47].

For applicants, the recruitment process for a mega-sporting event can be *'long, sometimes inconvenient and often frustrating'*[48]. To counteract these effects a strong 'retention policy' or strategy to keep volunteers interested can serve to prevent attrition[46]. This might involve organisers maintaining effective communication with applicants through a website or call centre, and through frequent correspondence. Organisers should also emphasise the benefits of volunteering, particularly the satisfaction of taking part, rather than extrinsic reward[24,47].

A review by Baum and Lockstone questions whether mega-sporting event volunteering is socially and ethnically inclusive[12]. Applicants from outside of the majority demographic groups may face unforeseen barriers to participation, such as those experienced by applicants with disabilities[49], or be deliberately discriminated against by event organisers[29]. Zhuang and Girginov, for example, describe the preference of the Beijing 2008 Olympic and Paralympics organising committee to recruit volunteers of a certain age and political affiliation[29].

Where mega-sporting events are intended to leave a broad social legacy, it is incumbent on organisers to ensure that all social groups are able to volunteer[50]. This may require selective recruitment[39] as well as extra training, funding and associated qualifications[51]. However, such additional steps may still not be sufficient. For example, Darcy *et al* found that even with targeted recruitment the proportion of volunteers with a disability (5%) for the London 2012 Olympics and Paralympics was significantly lower than the proportion in the general population (19%), and many people with high support needs did not even consider applying[49].

3.5 Volunteer training for mega-sporting events

Appropriate training is necessary for volunteers to feel comfortable in their roles and to prevent attrition[46,48]. Job specific training is necessary for inexperienced volunteers[48], although this may be perceived as a waste of time for more experienced volunteers[45].

Training is part of the volunteering experience and serves to create a sense of community amongst volunteers, paid staff and event organisers[48,52]. Training that focuses purely on event delivery with little regard to how knowledge and skills can be transferred to other contexts is reported to be unlikely to enhance the volunteering legacy of mega-sporting events[45].

3.6 Supervision and management of volunteers

The relationship between volunteers, event organisers and paid event staff has been found to be important to the successful delivery of a mega-sporting event and to the positive experience of volunteers at a number of mega-sporting events[22,26,38]. The literature shows that this requires event organisers to understand the needs and motivations of volunteers when recruiting, training and supervising[22,35], including potential conflicts with other commitments[53] and specific issues regarding disability[54].

Research has shown that during the event, both recognition and/or rewards are important to volunteers[25,38]. Tangible rewards are not a key motivation for volunteering, but they can be important to people's experience of volunteering by making them feel valued. The evidence suggests recognition for volunteers may include:

- opportunities for social enrichment
- working with other volunteers
- meeting event participants
- interacting with spectators
- uniforms
- free meals
- transportation
- items given by sponsors

Certain rewards and/or recognition may be particularly valued by certain volunteers. For example, the opportunity to connect with other volunteers was valued by volunteers from outside the host city during the Vancouver 2010 Winter Olympics and Paralympics[48]. Similarly, tangible rewards, such as certificates, were valued by younger volunteers at the 2002 FIFA World Cup, the Busan 2002 Asian Games[24] and a national Special Olympic event held in 2007 in Iowa, United States of America[14].

3.7   Enjoyment and satisfaction

Mega-sporting event volunteering is widely reported to provide a '*great personal experience*'[19,25,36]. A number of factors have been found to be associated with positive or negative mega-sporting event volunteering experience (see Box 5 for a summary of the main issues emerging from the evidence). Wicker and Hallmann assert that 'higher order' factors that have an impact on satisfaction (e.g. personal development) must be satisfied for volunteers to have a positive experience, whilst 'lower order' factors that affect dissatisfaction (e.g. travel, food) must be met to prevent volunteers having a negative experience[44]. Ensuring high volunteer satisfaction appears to be important for reducing volunteer attrition during the event[40] and increasing the likelihood of volunteering post event[26,38].

Box 5. Factors associated with a positive and negative experience

Positive	Negative
• Personal development	• Being poorly utilised
• Helping the community	• Being ill-prepared
• Seeing events	• Personal inconvenience
• Meeting celebrities	• Using annual leave
• Interpersonal relationships	• Self-funding travel
• Knowledge of role	

3.8   Unsuccessful applicants

Only two studies discuss unsuccessful mega-sporting event volunteer applicants. Dickson *et al* state that two thirds of applications to volunteer at the Vancouver 2012 Winter Olympic and Paralympic Games were unsuccessful[39]. Ralston *et al* describe mega-sporting event volunteers withdrawing because of anxieties over adequate transport to early and late shifts during the Manchester 2002 Commonwealth Games[40].

3.9   What impact does volunteering at mega-sporting events have on those who volunteer?

Mega-sporting event volunteering can bring about a range of positive outcomes for volunteers, including social enrichment, community contribution, wellbeing, and personal growth[44,51,53]. However, a review of the health impacts of mega-sporting events found that these impacts may not be felt equally by all volunteers or be sustained longer term[55]. Maximising the benefits of volunteering may require organisers to '*focus, first of all, on promoting and harnessing the personal development of volunteers*'[8].

3.9.1 Mental wellbeing and confidence

Three publications report the beneficial effects on mental wellbeing of mega-sporting event volunteering. The 'Glasgow 2014 – Delivering a Lasting Legacy' highlights the potential for volunteering to increase self-esteem[50]. Findings reported in 'Inspired by 2012: The Legacy of the London 2012 Olympic and Paralympics' indicates that 55% of 'Games Makers' developed confidence from the experience[56]. One study of Olympic volunteers reports that older volunteers in particular felt more confident following mega-sporting event volunteering[57].

3.9.2 Interpersonal skills

Individuals can learn tangible and 'soft' skills through mega-sporting event volunteering, including customer service, teamwork, communication, interpersonal competencies, event management, working under pressure and cross cultural communication[21,31,32]. Evidence also indicates that mega-sporting event volunteering enables individuals to enhance their existing skills[21,43]. For younger people in particular, volunteering at a mega-sporting event may facilitate the development of social skills, provide learning about cooperating with others, increase knowledge of society and improve job specific competencies[57,58].

3.9.3 Employability and skills

The literature suggests a link between taking part as a volunteer at a mega-sporting event and increased employment opportunities[32,43,57]. Thornton's review of the potential impacts and legacy of the London 2012 Olympics and Paralympics argues that mega-sporting event volunteering raises the profile of volunteering as a route back to employment among the general population[59]. A review by the Scottish Government identified an overall lack of evidence that mega-sporting event volunteering benefits individuals' skill acquisition and employability[31], although past research has found that tangible and 'soft' skills that are applicable to other volunteering roles can be developed[21,32,43].

3.9.4 Future volunteering intentions

Evidence in the identified publications suggests that mega-sporting event volunteering can increase people's intention to volunteer again in the future, particularly at another mega-sporting event[19,21,53]. Dickson and Benson found that female volunteers at the London 2012 Olympic and Paralympic Games were more inclined than males to express intentions to volunteer again[32], although Williams *et al* did not find this to be the case among volunteers at the 1994 Whistler Skiing World Cup[25].

Doherty explains that first time volunteers with no intention to volunteer post-Games have been opened up and turned on to volunteering[53]. For those who volunteer regularly in other contexts, mega-sporting event volunteering may form part of their ongoing volunteering career[44]. A number of factors that are thought to affect volunteer legacy are described in Box 6, which draws on findings from several publications[14,18,21,28,44]. However, despite evidence that many volunteers intend to continue to volunteer post-event, McCartney *et al* found little evidence that actual rates of volunteering increased[55].

Box 6. Factors affecting volunteering legacy

Volunteer legacy – an increase in volunteering post event from existing or new volunteers – can be affected by a range of factors:

- Organisers planning volunteer legacy from the outset in conjunction with relevant partners likely to benefit from a volunteer programme
- Volunteers interest in the sport
- Extrinsic rewards
- Support from managers/paid staff during a mega-sporting event
- Being able to make a contribution to the delivery of the event
- Volunteers perception of their impact
- The perceived benefits of the event

3.9.5 Social networks

Studies have shown that volunteering at a mega-sporting event can benefit individuals by bringing them together with other people, therefore extending and maintaining social networks[21]. Mega-sporting event volunteers can also develop friendships and a sense of camaraderie with their fellow volunteers[21,28,38,42,48]. In terms of the longevity of such social connections, 62% of volunteers surveyed at the 1994 Lillehammer Winter Olympics and Paralympics intended to stay in contact with fellow volunteers[58], whilst 44% of London 2012 'Games Makers' reported making long-term friends with whom they would stay in touch[56].

Evidence suggests that event organisers can enhance the camaraderie and connectedness of mega-sporting event volunteers during and after the event by offering a medium such as a website or an online forum through which volunteers can easily make and maintain contact and share nostalgic recollections[42]. Allen and Shaw also report that volunteers at the 2012 New Zealand Masters Games felt more socially connected when they felt a sense of equity with paid staff and athletes[38].

3.10 Wider impacts of volunteering at mega-sporting events

The legacy from volunteering at a mega-sporting event is hypothesised in policy discourses to extend beyond individual volunteers to impact communities more broadly. Achieving this social legacy is dependent on planning and input from event organisers before, during and after the event[60]. The wider impacts of mega-sporting event volunteering are summarised in relation to cultural and social outcomes, as well as sports participation.

3.10.1 Cultural contribution

The literature suggests that volunteering at a mega-sporting event can make a cultural contribution to the host city. Mega-sporting events may provide '*an opportunity…to recast and rebrand the [host] city'* in the eyes of volunteers[55]. In a study of the 2010 Vancouver Winter Olympics and Paralympics, Kodama *et al* describe the whole host city *'buzzing with excitement of hundreds and thousands of people visiting from across the globe'*[48]. Volunteers – particularly local ones – may feel more positive about their own city and believe that visitors or spectators hold a more positive view having hosted a mega-sporting event[36].

3.10.2 Social capital

A number of the identified papers discuss the potential of mega-sporting event volunteering to increase social capital, although there is no consistent definition of the term. Downward and Ralston equate an increase in social capital with an intention to volunteer again, suggesting volunteers at the Manchester 2002 Commonwealth Games had an expectation of being more involved in volunteering post- Games[8]. Another study from the Manchester 2002 Commonwealth Games suggests that female volunteers may yield the greatest increases in social capital, as volunteering had a more significant transformative effect on their intention to volunteer post-Games than their male counterparts[27].

Other publications propose alternative approaches for an increase in social capital through mega-sporting event volunteering. Mega-sporting event volunteering can enable volunteers to feel a "part of something" and acquire a shared identity and common purpose with other volunteers[36,38,44]. Branded items, such as uniforms, may serve to enhance event volunteers' sense of identity and connection with the event and other volunteers[17,38].

3.10.3 Physical activity, sports participation and health

A small number of papers report a link between mega-sporting event volunteering and increased physical activity or sports participation. A systematic review of the physical activity legacy of mega-sporting events by Weed *et al* concludes that volunteers intend to participate

in more sport post event, particularly younger mega-sporting event volunteers[36]. Similarly, Downward and Ralston report an increased interest in sport among volunteers at the Manchester 2002 Commonwealth Games[8]. This observation applies mostly to mega-event volunteers with a pre-existing interest in sport. There is little evidence in the identified literature as to whether volunteers' intentions translate into actual increased physical activity or sports participation.

3.10.4 Economic impacts

Two papers refer to broader economic impacts of mega-sporting event volunteering. The Scottish Government's 'Glasgow 2014 – Delivering a Lasting Legacy for Scotland' consultation paper, proposes using the Glasgow 2014 Commonwealth Games to encourage employers to release staff for volunteering activities, to encourage 'hard to reach' and long-term unemployed groups into organised social activity, and to ensure employers and the public understand the value of volunteering[50]. A systematic review by Weed *et al* describes how volunteers may believe that they are developing skills which could be applied to benefit their community in the future[39].

3.11 Other impacts

One other reported impact of mega-sporting event volunteering was volunteers' increased positive perception of disability and of people with physical or intellectual impairments. Volunteers at the Special Olympics, for example, had greater awareness of, and improved attitudes towards, people with a learning disability post event[15,61].

3.12 Summary of literature

Fifty six publications concerning the process, experience and outcomes of mega-sporting event volunteering were identified for this literature review. Thirty eight publications report individual outcomes, twenty two publications report wider social outcomes, and thirty six publications describe process issues. Only two publications discuss outcome or process issues for unsuccessful mega-sporting event volunteer applicants.

There is no consistent pattern in the identified literature with regard to age, gender and previous volunteering experience of mega-sporting event volunteers. Mega-sporting event volunteers are more likely to be in full time education or employment and up to two thirds of volunteers will also have at least a bachelor's degree, possibly because they 'fit' the model of what event organisers are looking for. Ethnic minorities can be underrepresented among mega-sporting event volunteers.

The decision to volunteer at a mega-sporting event is a multifaceted one. Intrinsic motivations, such as a desire to contribute and be part of something, may be more significant than extrinsic motivations, such as tangible rewards. Mega-sporting event volunteers also have expectations about their experience, which, if not met, may result in volunteer attrition.

Recruitment of volunteers for a mega-sporting event is a long process, incorporating a number of stages. Event organisers working in partnership with local networks and volunteering organisations has been shown to aid recruitment of volunteers. A strong retention policy, including keeping in regular contact with applicants, may help to keep volunteers engaged and reduce attrition during the long recruitment process.
Training is an important step in the successful delivery of a mega-sporting event and of a positive volunteer experience. Role specific training is vital for inexperienced volunteers, although experienced volunteers may view this as unnecessary.

The relationship between volunteers and event organisers, including paid staff, is important to the positive experience of volunteers. Evidence has shown that organisers must recognise the different motivations and commitments of volunteers, as well as providing volunteers with opportunities for social enrichment and tangible rewards for their efforts.

Volunteering at mega-sporting events is not always socially and ethnically inclusive. This review has highlighted how people with disabilities may face unseen barriers to participation. Event organisers striving for a post-Games legacy have a responsibility to ensure all social groups are able to volunteer. However, evidence suggests that previous examples of selective recruitment and extra training and qualifications have not been sufficient to boost participation amongst people with disabilities.

Evidence suggests that mega-sporting event volunteering can increase future volunteering intentions. The hypothesis for this is that mega-sporting event volunteering 'opens up' inexperienced volunteers to do more volunteering, whilst adding to the 'volunteer career' of experienced volunteers. However, there is little evidence of an actual increase in volunteering post event by mega-sporting event volunteers.

Policy makers and mega-sporting event organisers advocate the positive impact that mega-event volunteering can have on individual volunteers. Evidence in this review suggests that mega-sporting event volunteering can positively impact mental health and wellbeing, provide

opportunities for skill acquisition and broaden the social networks of volunteers. However, there is an overall lack of evidence that mega-sporting event volunteering enhances the employability of volunteers.

Mega-sporting event volunteering may have a wider social legacy. Mega-sporting event volunteering enables the host city to be recast in the eyes of residents and non-locals. Evidence also suggests that mega-sporting event volunteering can help to build 'social capital', although there was no consistent definition of the term; an intention to volunteer in the future and a sense of collective identity among volunteers are both given as evidence of increased social capital. The identified literature in this review suggests mega-sporting event volunteers may intend to participate in more physical activity post event, although there is no evidence that this translates into practice. Evidence in this review suggests that mega-sporting event volunteering may positively shape attitudes towards disability.

The weight of evidence in this review suggests that the process of mega-sporting event volunteering is relatively well understood. However, gaps remain with regard to the outcomes of mega-sporting volunteering for individual volunteers and for communities. There is a paucity of qualitative evidence exploring the lived experience of volunteers at mega-sporting events compared to the proportion of research employing survey methodologies. Moreover, few publications consider outcomes and process issues for unsuccessful mega-sporting event volunteers. Considering that for many mega-sporting events the majority of volunteer applicants will not be selected, this is a significant gap in knowledge.

4 Findings from clyde-siders and non-clyde-siders

This section reports the findings from interviews and focus groups with clyde-siders and non-clyde-siders at the Glasgow 2014 Commonwealth Games. Data from the interviews and focus groups have been combined to illustrate common issues and themes. Anonymised quotations have also been used to illustrate key points.

4.1 Volunteer journey

The notion of a 'volunteer journey' applied to both clyde-siders and non-clyde-siders. The journey for all applicants encompassed their original motivations for applying to be a volunteer, the application process and interview for the role. For those who went on to volunteer at the Games, this journey continued into how they experienced the Games, how their identity as a volunteer was formed and how they 'exited' the role after the Games had finished. These facets of the journey will be reported in this section under thematic headings.

4.1.1 Motivation

There were a number of commonly shared motivations that encouraged individuals to volunteer at the Glasgow 2014 Commonwealth Games. One of the most salient reasons, especially for those participants living close to or in Glasgow itself, was the opportunity to participate in a unique and prestigious event that was unlikely to return to Scotland during their lifetime:

> *"Volunteering at the Commonwealth Games is once in a lifetime, you don't know when the next time the Commonwealth Games is going to come to Scotland"*
>
> (Focus Group 1 – clyde-sider)

> *"It was a once in a lifetime chance, it'll probably never come to Glasgow again."*
>
> (Focus Group 2 – clyde-sider)

Many of those who applied to volunteer for the Glasgow 2014 Commonwealth Games had also been inspired by watching the London 2012 Olympics and the central role that the volunteers (the 'Games Makers') played at this event. The London 2012 'effect' was a catalyst for both those who had never previously been involved in event volunteering and for individuals who had volunteered in London and wanted to repeat the positive experience again in Glasgow:

"It was just a tremendous experience in London and I wanted to repeat it. That's what I did."

<div align="right">(Focus Group 6 – clyde-sider)</div>

"I think the Olympic effect was important for me being there [at the Glasgow Games]*… We went to some of the Olympic events in 2012 and talked to a fair number, well not a fair number, but some of the volunteers. Basically, they'd been having a great time and they were all so friendly, helpful"*

<div align="right">(Focus Group 8 – non-clyde-sider)</div>

The motivations for applying varied according to the demographic characteristics of respondents. Several younger participants were motivated to volunteer at the Games to enhance their employability and to boost their future job prospects:

"I wanted to gain experience in that kind of field because I've finished uni, so I'm seeking further employment and I thought that was a really good thing to get behind me."

<div align="right">(Focus Group 7 – clyde-sider)</div>

Individuals who had retired from work were motivated to apply as they were able to devote time and often had the financial resources to participate fully in the Games:

"I had, about three or four years ago now, taken early retirement so I had a lot of spare time… I saw the advert for applying to be a clyde-sider. I had the time I thought maybe I had the skills you were looking for and that was me."

<div align="right">(Focus Group 10 – non clyde-sider)</div>

"In my working life I wouldn't have had the energy or the time available. I wouldn't have been able to afford it until I retired with, fortunately, a pension from a thirty year career."

<div align="right">(Interview 9 – clyde-sider)</div>

4.1.2 Application and interview process

There was variability in people's experience of the application and interview process. While several participants suggested that the experience was efficient, friendly and helpful, more suggested that it was a long, drawn-out and slow process. The application process was initially completed on-line, which was challenging for individuals who lacked digital literacy

skills. Moreover, attempts to summarise information within the word limit boundaries of the application was difficult for a number of people:

> *"Yes, I mean, the original application was a wee bit difficult in the sense of it was very limited to obviously 'x' amount of words.*
>
> (Interviewee 7– clyde-sider)

> *"Also, some of the questions, I mean in your form. What was your experience with a hundred characters, some of my job titles must have a hundred characters."*
>
> (Focus Group 4 – clyde-sider)

Some individuals were critical of the 'conveyor belt' style interview procedure and the brevity of the conversation between interviewer and interviewee, which failed to allow them to fully discuss their skills and experiences in any meaningful way:

> *"I felt as if the interview was very, not really specifically interested in your skills. I think I always felt as if it was very much a conveyor belt. Just checking that you were normal* [Laughter]*"* (Focus Group 9 – clyde-sider)

Some conceded that this was inevitable given the volume of applicants:

> *"It* [the interview] *was almost too brief in a way, but I mean that was inevitable when they were interviewing so many people… they said it would probably be just ten minutes and I wondered what on earth they could grasp."* (Focus Group 3 – non-clyde-sider)

Non-clyde-siders were often unclear as to why they had not been selected to take part. Individual feedback was not routinely given and the lack of clarity in how decisions were made was a frustration for some:

> *"The fact that there was no feedback, I don't think there was any feedback with the interview, so there was no sort of 'this was good', like your usual, typical pointers like 'you were good here and you were good here, but you were just unsuccessful because of'… it was just a case of a yes or a no."*
>
> (Focus Group 3 – non-clyde-sider)

The time lag between applying and being informed about whether an application had been successful was disappointing for some, especially for those who were unsuccessful in their attempts:

> *"I didn't hear anything for quite a long time and I assumed that I wasn't wanted before I was actually told... my impression was that volunteers were just left in limbo and one or two of my friends who applied for diving at the Commonwealth Games as well, they said the same thing."*
>
> (Focus Group 8 – non-clyde-sider)

Clyde-siders were often not informed that they had been allocated a volunteer role until several months after the interview. Due to this time delay, many had assumed that they had been unsuccessful in becoming a volunteer. While most were relieved to have been chosen, informing them sooner about their roles would have helped some to plan work and family commitments more effectively.

The lack of transparency was also discussed in relation to the selection criteria to be a volunteer. Some participants were disappointed that residents of Glasgow had been refused an opportunity to volunteer in their own city in favour of those from outside of Scotland:

> *"I think the other thing that came out, which particularly people in Glasgow, in Scotland, were a bit narked about, was that there were a lot of clyde-siders who came up from the south of England."*
>
> (Focus Group 2 – clyde-sider)

Others suggested that the matching of individuals to the volunteer role was 'arbitrary' in nature:

> *"I did think they didn't select you on the basis of your work experience or personal experience. It was much more random and arbitrary than that. It didn't seem to me to be a thoughtful or careful selection process of matching people to task."*
>
> (Interviewee 9 – clyde-sider)

4.1.3 Training

Generally, participants described two main components of their volunteer training package. The first element ('orientation training') was not always well-received:

"I have to say, I felt the first training session that we attended… it was good to get us all revved up, but actually it was a bit pointless." (Focus Group 2 – clyde-sider)

One volunteer suggested that she actually felt frustrated that people had travelled long distances for the training:

"If I'm truthful it was a waste of time. The first one I went up to was for everybody and you were in an arena and you have to watch all sorts of things and see what uniform you were going to wear, and for me that was a total waste of time, I had to get myself up to Glasgow and other people were coming, even in Scotland, from big distances, some were coming in from the Islands so it wasn't always easy to get [to]*."*

(Interviewee 1 – clyde-sider)

One volunteer, who had incurred personal expenses to travel, thought that the training days she had attended had provided limited information:

"You had to go for an orientation, a general welcoming circus, which I didn't need to go to; collect your uniform which could have been combined with something else; and the venue training, which didn't really tell me anything that I needed to know ahead of the Games. So I felt that each of those exercises was just to drum up the atmosphere rather than give you any information that you would otherwise struggle with. I could have easily started on day one without any of the three expensive trips to Glasgow."

(Focus Group 2 – clyde-sider)

Role-specific training was generally regarded as being helpful for equipping individuals with the confidence and skills to carry out the responsibilities associated with being a clyde-sider. Very few participants suggested feeling under-prepared for the volunteer role. For example, volunteers who were drivers appreciated the familiarisation training as it allowed them to become accustomed with pick-up and drop-off points at all the Commonwealth Games sites:

"I hadn't a clue what I was going to come to, which is why the training days were so important, really so important, the training days. We'd go round all the venues, we knew where the car parks were, we knew how to, which car park we went to and then where we'd move to, to do our permanent parking, where to pick up people, how to get through Glasgow"

(Focus Group 6 – clyde-sider)

One volunteer working on the accreditation desk to check people's visas and other documentation also found the training a useful way to become familiar with the processes and expectations:

> *"We got virtual experience of what it would be like on an obviously much smaller scale."*
>
> <div align="right">(Focus Group 7 – clyde-sider)</div>

4.1.4   Experiencing the role

Volunteers were allocated very diverse positions and participants reported that there were variations in how they experienced the role. For example, some roles were 'public facing' – advising or signposting spectators, or working alongside athletes and officials – while others involved working 'behind the scenes', often in communications or logistic roles:

> *"The role that I was in was you got to see so many people because they were just passing through and getting their passes."*
>
> <div align="right">(Focus Group 7 – clyde-sider)</div>

> *"Being a driver was a bit of solitary experience."*
>
> <div align="right">(Focus Group 9 – clyde-sider)</div>

Shift allocations were often received at short-notice, but generally volunteers were able to formally negotiate their working patterns with volunteer managers or informally with other volunteers working in the same role. Volunteers appreciated the flexibility in negotiating working patterns, especially for early-morning shifts where some people from outside of Glasgow had difficulties accessing public transport services.

All participants involved in this study enjoyed the experience of being a volunteer at the Games. There were some draw-backs, however, including long shifts, early morning travel difficulties, finances, and the time commitment to being a volunteer:

> *"So even though it was quite a big commitment in terms of time, I wouldn't change it at all."*
>
> <div align="right">(Focus Group 2 – clyde-sider)</div>

"It was fantastic. We were doing, it's silly, I think I did over a hundred hours in ten days and that was my holiday… We were absolutely shattered physically but boy, it was great, it was great."

<div align="right">(Focus Group 6 – clyde-sider)</div>

"With regards to accommodation and getting trains to and from when you finish at half past eleven at night and getting back. So there was various issues that you had to make specific arrangements… You had to plan, in a way that probably had a bigger financial impact on me than I thought it would because of the different hours that I had to work."

<div align="right">(Focus Group 9 – clyde-sider)</div>

Clyde-siders were clear that the volunteers added an important dimension to the Games. Within their respective roles, volunteers perceived that they brought three main assets to the Games. These are outlined in Box 7.

Box 7. The contribution that volunteers brought to the Games

Experience and skills	The 'personal touch'	Local knowledge
• Several respondents brought experience and skills from prior volunteer experiences at major sporting events, such as London 2012. • Volunteers transferred skills from their professional background to benefit the Games. For example, IT expertise or communication skills.	• Participants brought commitment, energy and enthusiasm to the Games. • Volunteers were collectively viewed as being friendly and approachable – these traits were seen as enhancing the Games and in developing the reputation of Glasgow.	• Many of those interviewed from Glasgow and the surrounding areas felt strongly that they, contributed an understanding of geographical knowledge of the area. • Volunteers from the Glasgow area were able to sign-post individuals quickly and efficiently to the main Games sites and transport hubs.

Within their roles, volunteers reported feeling appreciated by everyone associated with the Games, particularly the spectators, competitors and Games officials. Those involved in focus group discussions felt that their hard-work and contribution to the Games had been valued. One volunteer who was a driver for the two-weeks for one of the Games Directors commented on how he had been appreciated:

> *"I was very, very formally appreciated… I got a gift from the Directors. You've got to declare it of course* [laughter]*, but it was very, very nice. But the best thanks I got was actually from the depot manager and the policemen. That's something that did impress me, was that the police outside they were so good."*
>
> (Focus Group 6 – clyde-sider)

Volunteers, identifiable by the uniform, suggested feeling 'special' as they engaged in conversations with strangers. Some felt flattered to be asked to be involved in spontaneous photographs and 'selfies' with spectators:

> *"I think, just actually having a uniform and feeling quite proud to wear that uniform, and you'd be sitting on the train and they'd be like, "Oh, where are you working?" and, "Are you enjoying it?" and, "Oh, we're going to see that today," and just random people [laughter] that you have no idea who they are; that was a really positive experience. Yes, I was very proud to wear the uniform."*
>
> (Interviewee 7 – clyde-sider)

> *"I loved the uniform. I was so proud to wear it. You would walk down the streets of Glasgow people would actually stop you because you had your uniform on. People would come and speak to me, complete strangers, because you had the uniform on. And I thought the uniform was well thought out and very, very appropriate."*
>
> (Focus Group 9 – clyde-sider)

The uniform, therefore, was a powerful symbol giving volunteers a clear identity and sense of belonging at the Games.

4.1.5   Sense of 'post-Games' loss

For several respondents the euphoria and excitement of participating as a volunteer at the Games was juxtaposed against a feeling of sadness at the end of the Games when the volunteer journey was complete:

"It did it took over my whole life. I think when I came home I was still on a high but I was absolutely shattered and I think that was the common thing for most people, sort of oh I didn't realise how tired I was until I finished. And you suddenly then felt quite lost."

<div align="right">(Interviewee 1 – clyde-sider)</div>

Many volunteers were disappointed that they were unable to attend the 'exit' celebration party which may have buffered the transition from being a volunteer at the Games to returning 'back to reality. Other volunteers suggested it was simply logistics and costs that had prevented a 'proper' exit party for the volunteers:

"There was no organised [exiting] *session for the clyde-siders or anybody else. Probably because there was too many of them, you're talking in terms of they wanted fifteen thousand people, where do you have a session that's going to be satisfactory to everybody and how much is it going to cost?"*

<div align="right">(Interviewee 2 – clyde-sider)</div>

4.2 Individual outcomes for volunteers

Both clyde-siders and non-clyde-siders reported a range of positive individual outcomes as a result of their experiences of the Glasgow 2014 Games. These were: social networks; confidence; employment outcomes; knowledge and skills; and a sense of euphoria and 'buzz'.

4.2.1 Social networks

Clyde-siders consistently described the immediate growth of their social networks as a result of participating in the Games. The social networks developed through volunteering included both developing new friendships and 'bridging' with others across social and cultural boundaries:

"It's a feeling in yourself in a way, taking part. It's a psychological thing I think more than, and certainly meeting people that I wouldn't normally meet, that was a large part of it; a different social group. Unfortunately I'm not a Twitter or a Facebook person so I've rather lost touch"

<div align="right">(Focus Group 3 – non-clyde-sider)</div>

For some this was the thing that they wished to gain most from the volunteer experience, suggesting that the immediate social connections made during the Games had 'enriched' their life:

> *"With the people that you were working with, you were all in your own areas of what you wanted to do and you met a lot of different people that were from different backgrounds and we just had a ball. We had a laugh from start to finish. It just was good fun. Everybody was there to enjoy themselves… just having a really good time. And again as I said, it's about meeting different people. That was it really for me."*
>
> (Focus Group 9 – clyde-sider)

Both clyde-siders and non-clyde-siders described meeting people whom they would rarely have the opportunity to interact with – for example, individuals from different countries and with different cultural backgrounds:

> *"Another thing about Central Scotland, certainly Falkirk where I'm from, is we're not a particularly diverse nation. We were very much a white community that I'm from. So for these young guys, and even for myself as well, it was the first opportunity to interact with people of different cultures."*
>
> (Focus Group 2 – clyde-sider)

Not only were volunteers introduced to people from different cultural backgrounds, but also people with different physical abilities and those from different generations. This enabled connections to be made that might not have otherwise happened:

> *"As I said, we were meeting people from all sorts of walks of life that we never would have had an opportunity to again."*
>
> (Focus Group 2 – clyde-sider)

> *"I think the thing that I enjoyed most: it was working with a whole bunch of young people again because, let's face it, I've got to a stage in life where most of the people that I deal with are probably nearer to my age than the people at the Games, and it was very nice."*
>
> (Focus Group 7 – clyde-sider)

One interviewee that volunteered both at the Games in Glasgow and at the London 2012 Olympics suggested that it was easier to build social networks and friendships in Glasgow

than London. His perception was that in Glasgow the camaraderie between volunteers was stronger. However, some roles were less conducive to meeting new people and building friendships, and so not all volunteers were able to develop their social networks by virtue of their volunteer position. Some volunteers, for example drivers, described feeling isolated from others:

> "Being a driver was a bit of a solitary experience. You were part of a massive, massive team, but you were on your own in the car with your client if you had a client. So, for the drivers I think quite a few of them said the same. It wasn't quite the same as maybe other volunteers who were groups of volunteers that did a lot of things together."
>
> (Focus Group 9 – clyde-sider)

For some of the volunteers, the social networks that had been built continued after the Games had finished. Social media, such as Facebook, was frequently used to sustain relationships and to share photographs and experiences. A number of volunteers had organised a reunion after the Games:

> "We had the same basic group of probably less than twenty volunteers doing shifts so yeah, we all swapped emails and met up a couple of times. Yeah, it's nice."
>
> (Focus Group 11 – clyde-sider)

Many volunteers had intended to keep in touch with other volunteers they had met at the Games, but acknowledged that working commitments and other aspects of life had made it difficult to do so. One volunteer summed up the extent to which relationships were maintained after the Games:

> "You got on with lots of people. Some people you do want to keep in touch with. Other people just say, 'I've been there, I've had a great time', and you think I'll never ever see them again."
>
> (Interviewee 3 – clyde-sider)

4.2.2 Confidence

One common theme throughout the data was the way that participation at the Games had helped to build confidence. This gain was especially apparent through accounts of interpersonal communication and interaction with people.

Rises in confidence were seen as individuals became more familiar with their role and recognised the shared contribution that volunteers were making to the Games. Volunteers in driving and transportation roles, for instance, reported gaining confidence in travelling around the city and in finding their way around the venues. For others, volunteering at the Games had given a changed outlook and perspective and confidence to try new things. This was exemplified by one volunteer:

> *"I've always been quite a sociable person, but I really think I've gained confidence in trying out new things. I'm not doing it because I can't afford it, but I was thinking about volunteering at the Pan-Am Games in Toronto, and that's probably something that I wouldn't have considered before unless I'd done this, so I feel like it's given me... I wouldn't say that I was lacking in confidence, but more of a boost to stick my fingers in all the pies and try more things that are out of my comfort zone a bit more."*
>
> (Focus Group 7 – clyde-sider)

4.2.3 Employment prospects

Volunteers who were unemployed or in education suggested that the experience of participating at the Games would be beneficial to their future employment prospects. Younger participants commonly suggested that being able to state on their CV that they had volunteered at the Games could only be positive for the future. Many were confident that the transferable skills from their volunteer journey could be applicable to future positions:

> *"I was at a job interview this morning; I've been looking for a job for the past few months since I've graduated… I can bring up so many examples [from her experience of volunteering at the Games]… like the way you're negotiating with people, talking with people, meeting clients' needs"*
>
> (Focus Group 7 – clyde-sider)

In some instances, volunteers directly accredited their experiences at the Games with securing employment:

> *"I think it [volunteering at the Games] got me a job… I just applied for a job with Hawk-Eye, the tennis company, and I think having that on my CV was a really positive thing."*
>
> (Focus Group 11 – clyde-sider)

One non-clyde-siders also highlighted that they had drawn positives from applying to be a volunteer, even though they had not been selected:

> *"So even having got through the application process and then getting to the stage of interview was just quite good – knowing that my application was successful and getting through to the interview. I never necessarily got the job but still it was heart-warming to know that I'd done well enough to get to the interviews."*
>
> (Focus Group 3 – non clyde-sider)

4.2.4 Knowledge and skills

Many clyde-siders gained practical skills as a result of their volunteer role – skills which they anticipated transferring into other aspects of their life after the Games. Gaining insight and understanding of the logistics of event management was beneficial to a number of volunteers:

> *"I suppose, you get a better understanding of the logistics behind all these things…the logistics were massive…we were first on site setting up the TVs, the monitors and things so we got access to lots of places before it even started. So, I mean, we didn't actually get involved in sorting the technology but we got a better understanding of how it all worked and how it all fitted in together."*
>
> (Focus Group 2 – clyde-sider)

Volunteers reported gaining a better understanding of the city of Glasgow itself and a greater appreciation of the various Commonwealth nations and their cultural traditions:

> *"Where I thought I was quite aware of the world, and I'd travelled a little bit I was learning about all these places. What it's like to live there. That was the surprising thing…actually understanding what life is like in some of the Commonwealth countries was unbelievable...learning about different people around the world, and just how fortunate we are."*
>
> (Focus Group 2 – clyde-sider)

4.2.5 Euphoria and 'buzz'

The sense of euphoria from participating as a volunteer provided a 'feel good' factor. Many respondents mentioned the 'buzz' and energy within the city and the impact that it had on

people's attitudes and behaviours. Non-clyde-siders also reported a sense of excitement and euphoria during the application and interview process, as well as during the Games:

"The whole atmosphere was really stimulating. It was terrific."

(Focus Group 8 – non-clyde-sider)

"… just getting the atmosphere and the buzz in the city, getting some photographs of folk from other countries and such like. It was great, it was really nice."

(Focus Group 10 – non-clyde-sider)

4.3   Wider social and economic outcomes

The impact of volunteering and the contribution that volunteers made to the Games was perceived to have resulted in wider social and economic outcomes. These outcomes are presented in terms of future volunteering intentions, pride and social cohesion and economic impacts.

4.3.1   Future volunteering intentions

On the whole, the experience of being involved in the Games (either as a clyde-sider or non-clyde-sider) had stimulated and encouraged people to continue to volunteer in the future. Some individuals were keen to volunteer again at mega-sporting events (particularly the Olympics and Commonwealth Games), but acknowledged that the personal costs of doing so – in terms of travel and accommodation –would be prohibitive. This issue was discussed by two clyde-siders (represented here as C1 & C2) in relation to the next Commonwealth Games in Australia:

C2   *I thought about going to the Gold Coast.*
C1   *Nice thought.*
C2   *But it's a big commitment.*
C1   *Oh, it's a huge commitment, yeah.*
C2   *A big commitment because you get no help, you get no financial help.*

(Focus Group 2 – clyde-siders)

While many non-clyde-siders had not been deterred from volunteering in the future, several had been put-off from volunteering at mega-sporting events. As noted, some were

disappointed that they had not received feedback on their application, but recognised that this was due to the enormity of the volunteer recruitment operation:

> "This was a bit big and anonymous. I still do lots of volunteering, probably do a bit more, but it has put me off applying for a big event."
>
> <div align="right">(Focus Group 10 – non-clyde-siders)</div>

For some individuals it was the excitement of volunteering at sporting events (not necessarily 'mega-sporting events') that made them to want to continue to volunteer after the Games:

> "It's definitely given me an enthusiasm to get involved in other volunteer roles, maybe particularly in sporting events and things like that because I like sport. I've always loved sport, and even if you're not actually taking part, it's great to be just part of something like that."
>
> <div align="right">(Focus Group 7 – clyde-sider)</div>

Others suggested that the sense of 'giving back' was more important than participating in a global event. This shaped their future volunteering intentions. Some respondents, for example, had subsequently volunteered in their local communities in non-sporting projects that were concerned with environmental sustainability, food bank provision and supporting the local church. For others, volunteering in any form was simply the vehicle to contribute positively to society:

> "So there is that sense of doing it because you are giving back and contributing in a positive way to society, the community, and enhancing people's lives around you, which is a good feeling. That's worth getting out of bed for in the morning, rather than just a paycheque."
>
> <div align="right">(Focus Group 2 – clyde-sider)</div>

Several volunteers who had retired or who were approaching retirement had found the experience of participating in the Games highly worthwhile and anticipated that volunteering would become a more integral aspect of their retirement going forward:

"Yes, it's just to be able to commit to something later on in my life, when I do make retirement. I want to have a fulfilling life after I've retired from work as well, and you can do that through the volunteering."

<div align="right">(Focus Group 2 – clyde-sider)</div>

4.3.2 Pride and social cohesion in the city

Both clyde-siders and non-clyde-siders suggested that the reputation of the city had been enhanced, in part, by the role that volunteers played in showcasing Glasgow to a global audience. Some argued that this had gone someway to reconfiguring people's perspectives and attitudes toward Glasgow:

"I think the reputation of the city has grown and changed as well… Nobody sees Glasgow with the same look they used to. It used to be sniggered at… Now it's, Glasgow, oh yeah, they were fabulous in the Games. It's a different attitude."

<div align="right">(Focus Group 11 – clyde-sider)</div>

"It was a really positive atmosphere and I think it showed a lot of people that Glasgow is not a dark, grey nasty city that I think people thought and that it is a very vibrant modern city nowadays. So I think it changed people's view of Glasgow."

<div align="right">(Interviewee 1 – clyde-sider)</div>

One participant argued that the Games had helped shake the stereotype of Glasgow being an unhealthy city:

"We were the sick man of Europe and had a dreadful reputation for our health and suddenly we're a sporting city."

<div align="right">(Focus Group 3 – non-clyde-sider)</div>

Perhaps symptomatic of people's increased pride in the city was a greater sense of community spirit and cohesion, both during the Games and for a period of time after the Games had finished. Some people suggested that for a month after the Games, the city remained a friendlier place to live and work. Having spontaneous conversations with strangers was one illustration of this changing atmosphere in the city:

"What was really interesting was you had conversations… I mean, I had conversations with the police. Not that I don't have conversations with the police. But

there was one example, where people had conversations with people who they would never normally have a conversation with."

<div align="right">(Focus Group 2 – clyde-sider)</div>

One volunteer who had lived in Glasgow for a decade suggested that being a volunteer at the Games was affirmation of his sense of belonging in the city:

"I'd say it's made it feel more like home to me, not living here. I mean, I've been here ten years now but I wouldn't say I didn't feel at home but I was always an outsider. Now, knowing that I was part of it and helped make it what it was, I consider it home now."

<div align="right">(Focus Group 11 – clyde-sider)</div>

4.3.3 Economic impacts

Some participants suggested that volunteers had contributed positively to the economic impact on the city as a result of hosting the Commonwealth Games. The positive way in which the volunteers had represented the city and made visitors welcome was one example which participants felt would stimulate future tourism:

"I think we're [the volunteers] a good advertisement for Scotland. I think folk who were at the Games helped to make the Games what they were and hopefully that will help the tourism for Scotland… It might not be a direct impact but you know folk who've gone are bound to go back saying, gosh they're really friendly in Scotland."

<div align="right">(Focus Group 6 – clyde-sider)</div>

5 Discussion

The primary focus of the study has been to explore the experiences and impacts of the Glasgow 2014 Commonwealth Games from the perspective of clyde-siders and non-clyde-siders. This section of the report considers the themes that emerged from the focus groups and interviews in relation to the evidence presented in the literature review on volunteering at mega-sporting events. Building on the emerging themes from the study, a framework that links the volunteer journey with health and social impacts is presented. This section also considers the study limitations and implications for practice.

5.1 Synthesis of results

Experiences of volunteers and non-volunteers

Volunteering at a mega-event such as the Glasgow 2014 Commonwealth Games is a distinctive form of volunteering. Research from other mega-sporting events suggests that volunteer motivations vary, but are more likely to be focused on intrinsic motivations such as a desire to contribute or sporting interests, rather than extrinsic rewards[24,25,38-42]. This was also apparent in the qualitative findings, where the opportunity to participate in a unique event and the inspiration of the London 2012 Olympics were major motivations. A desire to enhance employability and having time to volunteer were also reported factors. The potential for volunteering at mega-sporting events to be dominated by people with certain demographic characteristics and the lack of diversity in volunteer cohorts were key findings from the literature review. In contrast, although this research did not investigate the demographic characteristics of volunteer applicants, the diversity of the volunteer base, notably in terms of ethnicity and disability, was mentioned as a positive feature of the Glasgow Games by a number of participants.

The volunteer journey for mega-event volunteers begins with the application process and continues through to post-event activities (see Figure 1). Ensuring a positive experience for volunteers is important for retention and continued volunteering post-event[26,38]. The qualitative sample covered a wide variety of volunteer roles and clyde-siders generally reported positive experiences from volunteering at the Games, with the negative factors identified in the literature review much less evident (see Box 5, p.19). Training was generally viewed positively, although some gained little from the orientation training. In contrast, the role specific training was regarded as good preparation. Self-funding travel and financial impacts associated with taking days off work were prohibitive for some, similar to findings from previous studies (see Box 5, p.19). More positively, clyde-siders reported their efforts

were valued by others, including Games officials, competitors and spectators. This was reported to have added to the enjoyment of the experience, thus confirming the importance of recognition and rewards[25,38].

Figure 1: The volunteer journey
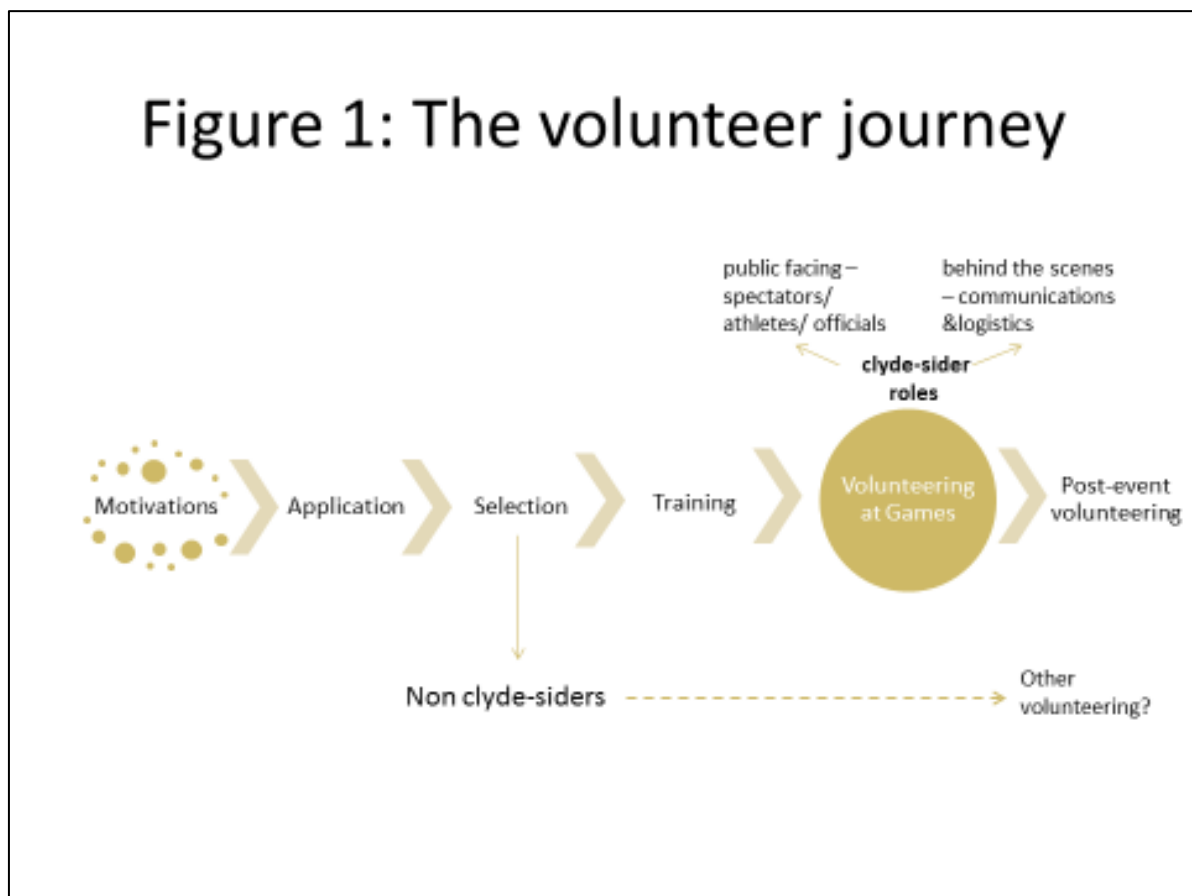
One aspect of the volunteer journey that affected both clyde-siders and non-clyde-siders was the application process. As indicated in the literature, application processes can be long winded and frustrating[48]. Two aspects of this process emerged strongly from the qualitative data. First, the limitations of the online form and the short interview process did not provide sufficient time for applicants to adequately describe their skills and experience. Second, the length of time and lack of communication regarding whether or not applicants had been selected was reported both for those selected and those who were not. The lack of clarity over the selection criteria and process affected non-clyde-siders as they felt that they deserved an explanation, particularly if they lived locally. Suggestions for how communication could be improved are offered in section 6, Conclusions and recommendations.

Health and social impacts

The literature review confirmed that most studies concerning mega-sporting event volunteering report on process issues relating to the experience of volunteering at the event, with less emphasis on health and social outcomes. Nevertheless, there was some evidence that involvement could shape personal development, the expansion of social networks and future volunteering intentions post-mega-sporting event[19,21,53]. This indicated that individuals broadly benefited from volunteering at mega-sporting events, at least in the short term. The qualitative research conducted with clyde-siders and non-clyde-siders at the Glasgow 2014 Commonwealth Games supports these findings through a range of individual outcomes.

Some of the individual level outcomes, such as increased confidence and self-esteem, are in keeping with previous research on volunteering at a mega-sporting event. The feeling of euphoria from participating as a volunteer gave individuals an intense feeling of wellbeing during the Games. This reflects findings presented in the literature review which highlight the positive changes to the host city that can be derived through increased visitor numbers[48]. The heightened sense of excitement and enjoyment reported by non-clyde-siders due to the atmosphere in the city suggests that being a volunteer was not the only way to harness benefits from the Games.

There were a further set of individual-level outcomes identified around increased social networks, both during and after the Games. Camaraderie with fellow volunteers was important to a volunteer's enjoyment of the experience. This supports findings from past research about the importance of providing opportunities for volunteers to socialise[42]. The qualitative research added a further dimension as respondents stressed the value of meeting others from different cultural backgrounds. The opportunity to build social networks was important for both clyde-siders and non-clyde-siders. This supports findings from other research around the potential for volunteering at mega-sporting events to build social capital[21,28,38,42,48].

Evidence from both the literature review and the qualitative findings indicates that volunteering at a mega-event can result in personal development and enhanced skills, such as teamwork, event management, and social and communication skills. There were wider perceived impacts reported, such as improved employability, but this research, like previous studies[32,43,57], does not provide strong evidence of impact in this area. Potential benefits for employment prospects, in terms of skills and experience, tended to be discussed more by younger respondents. More longitudinal research would be needed to explore the impacts

on employment, particularly for those entering the labour market following education or those who are unemployed.

In the context of ensuring that legacy benefits are derived from the Glasgow 2014 Commonwealth Games, post-event patterns of volunteering are important. Although some research shows increased intention to volunteer, the evidence is mixed as to whether this leads to an actual increase in volunteering activity post-event[19,21,53]. The focus groups and interviews were conducted around a year after the Games, and most clyde-siders reported their intention to maintain current volunteering or to take up new opportunities in the future. Examples given included sports volunteering and community-based volunteering. Previous research focussing on Glasgow 2014 Commonwealth Games volunteers[9] showed that most clyde-siders had previously volunteered. As such, positive attitudes to volunteering may be derived from previous volunteer experiences rather than the event. Nonetheless, respondents openly discussed how their experience as a clyde-sider had motivated them and opened up new possibilities for volunteering. Although non-clyde-siders did not report being deterred from volunteering in general, some were put off from volunteering at other mega-sporting events. This is an important finding given the dearth of research on volunteer applicants who are not selected.

Volunteering at mega-sporting events has the potential to contribute to wider social and economic impacts[39], and there is some evidence of increased social cohesion and enhanced cultural identity having hosted an event. This study explored perceptions on the wider impacts of the clyde-sider volunteering programme in some depth. Community spirit in the city and enhanced reputation of the city were major themes that were linked to the experience of volunteering and hosting the Games. These impacts were reported by both clyde-siders and non-clyde-siders. Enhanced reputation was linked by some respondents to economic benefits, such as increased tourism, but further research would be needed to test this.

Through this research the relationship between volunteering as a clyde-sider and later health and social impacts was explored. Although a number of perceived impacts were identified, the data revealed a complex, non-linear set of connections between volunteering and different types of impact. For clyde-siders, benefits were primarily derived from the formal volunteering role, but also from being part of the collective experience in the city during the Games. Benefits could not be solely attributed to being a volunteer, as non-clyde-siders also reported gaining from being part of the friendly atmosphere generated by hosting the Games. Overall, analysis showed that there is a relationship between the act of taking part in

a voluntary activity (both formal roles and informal assistance), the place (Glasgow being identified by respondents as having some unique characteristics) and the social context generated by hosting the Games. It is this relationship that appears to be key to understanding health and wellbeing impacts from the Glasgow 2014 Commonwealth Games. These relationships are summarised in section 5.2 and in Figure 2.

5.2   A framework to map and understand impacts on health and wellbeing

This section describes the links between volunteering, individual outcomes and wider impacts in the context of Glasgow 2014 Commonwealth Games.

- *Volunteering and participation.* At the heart of the framework is the key concept of 'volunteering and participation', which groups the volunteering journey before and during the Glasgow 2014 Commonwealth Games with the social interactions of everyone within the period of the Games. While our evidence suggests that clyde-siders derived the greatest benefits through their volunteer roles, there was evidence of benefits from other forms of participation, including just being in the city during the Commonwealth Games, applying and considering possibilities for volunteering, and connecting to people outside of the formal volunteer role through informal interactions. Engaging as an active participant, whether in a formal role or through offering informal assistance to spectators and visitors, is therefore key to understanding impacts for individuals and the city. Where it worked well, volunteers contributed to a positive atmosphere and gained from being part of it.

- *Individual outcomes.* Taking part as a clyde-sider led to individual outcomes which the participants directly attributed to their volunteer experiences. Some of the main outcomes were an increase in confidence, skills and perceived employability, together with enhanced wellbeing and new friendships. In the main, outcomes were directly attributed by respondents to volunteering, but not all impacts came from the formal role as a clyde-sider. Some benefits were derived from the wider social experiences associated with the Glasgow Games. Respondents reported improved social networks, indicating that social capital was being built. This included both bonding social capital due to enhanced social connections between people (e.g. extension of friendship circles) and also bridging social capital, through contact with diverse groups of people (e.g. individuals from minority ethnic communities and/or people with disabilities[62]).

- *Wider impacts*. The evidence from the qualitative research points to a further set of impacts concerning to the host city. These impacts relate to the concept of taking part in a collective event, and are rooted in the notion of Glasgow being a 'friendly city'. In essence, the Glasgow Games opened up possibilities to shape a more collective and positive identity for individuals and the city. Further impacts were the perceived economic impacts for the city and region, and increased pride in the city as a welcoming place. The qualitative findings indicate that these wider impacts were not stand-alone phenomena that occurred after the Games, but were connected by respondents to the immediate experience of taking part as a volunteer and identifying with what was happening in the city during the Games.

- *What volunteers bring.* The contribution of volunteers to the Games can be considered in terms of three main qualities or attributes (see Box 7, p.30): (i) volunteers' skills and experience from their professional life or other volunteering; (ii) a personal touch reflecting commitment and approachability and; (iii) local knowledge of the city. These three qualities contributed to some wider social impacts, notably the positive identity of Glasgow as a friendly city with a welcoming ethos. The link between increased social networks, collective identity and cultural and social aspects of the Games suggests that volunteering as a clyde-sider can be seen as a set of experiences embedded within the broad scope of social action that underpinned the positive atmosphere of the Games, including the informal assistance given to visitors. There is some evidence from this study of volunteering legacy in terms of intention to volunteer in the future, undertaking further volunteering and recognising personal opportunities to volunteer.

Figure 2: Health and social impacts - Glasgow Commonwealth Games Volunteers
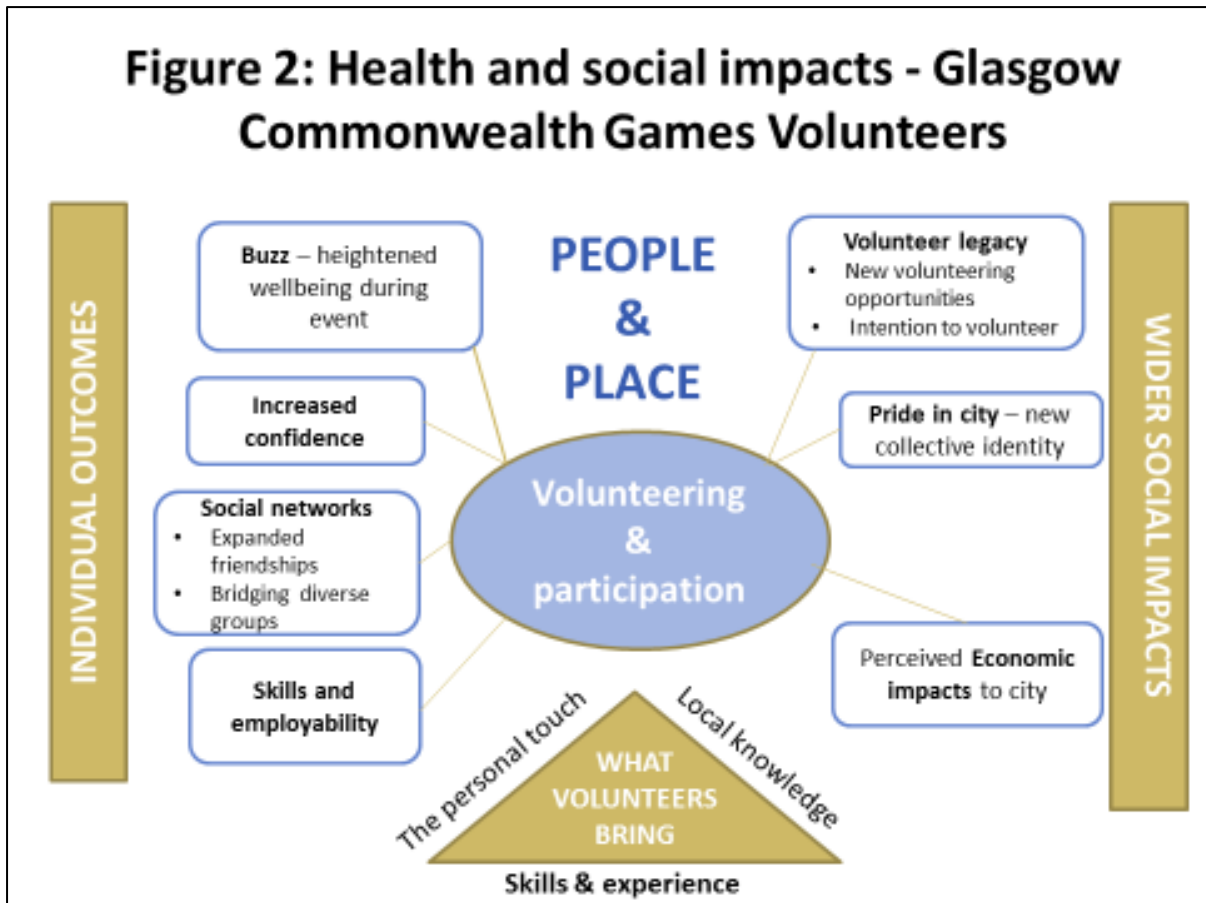
5.3   Study limitations

Through the qualitative research, it was possible to gain an in-depth understanding of the experiences of a sample of volunteers approximately one year after the Games. The sample was limited to individuals who had already committed to taking part in further research. It is possible that this group of people had different characteristics from the wider cohort of volunteers. As such, they can not necessarily be viewed as representative. While attempts were made to gather the views of both clyde-siders and non-clyde-siders in the study, there were challenges in recruiting non-clyde-siders. Consequently, the number of non-clyde-siders who participated was lower than anticipated.

Much of the discussion in interviews and focus groups was retrospective. Qualitative research conducted in different time periods post-Games might have revealed a different set of perspectives. For example, conducting research immediately after the Games may have resulted in different views being expressed, as participants may not have had sufficient time to reflect on their experience. Further, there were challenges in distinguishing impacts arising from participation in the Games and the specific outcomes arising from volunteering.

5.4   Study implications

This study adds to the growing body of literature on volunteering at mega-sporting events. The qualitative findings have illuminated the connections between the volunteer journey, individual impacts and wider social impacts. It also highlights the importance of adopting good practice in volunteering recruitment, management and follow-up to ensure that volunteers, whether selected or not, have a positive experience. This learning is potentially important to the delivery of future mega-sporting events.

The link between place, participation and social impacts in relation to volunteering at the Glasgow 2014 Commonwealth Games is a distinctive finding of this study. While other studies have highlighted cultural aspects and identities, the evidence from this study demonstrates that the unique identity of the host city was harnessed to good effect. Figure 3 illustrates how to create conditions for achieving a volunteering legacy at similar large scale events in the future. Our findings suggest that these elements can contribute to maximising health and social impacts for volunteers and communities. The key messages for future events are:

- Invest in the volunteer base – and make it fun
- Use and value the local knowledge of volunteers as an asset
- Be inclusive in recruitment and open up opportunities for volunteering afterwards
- Create a social space where people can come together and where volunteers can contribute to building community cohesion.

The findings have wider implications for strategic planning for mega-sporting events as they support the notion of linking the volunteer contribution to the wider benefits for an area. The framework may be useful in the preparations for future mega-sporting events, although clearly the unique characteristics of Glasgow were important for delivering many of these wider benefits; the research participants frequently spoke of the specific and unique features of social life in Glasgow. In contrast, the significance of sport to their enjoyment of the experience did not feature prominently. This suggests that the learning from this research may be particularly valuable when planning for other large cultural and sports events in Glasgow and the wider region.

Figure 3: Building the legacy

PEOPLE

PLACE

Be inclusive

Recruitment across all sections of society

Opening up opportunities to play a part

Create a community space

Bringing people together

Fostering community cohesion

Invest in the volunteer base

Good volunteer management and communication

Make it fun

Use local knowledge

Highlighting local assets

Forge positive identity for city

6. Conclusions and points of learning

The overarching aim of this research was to review existing literature on mega-sporting event volunteering and to undertake a qualitative study to investigate the experiences of clyde-siders and non-clyde-siders at the Glasgow 2014 Commonwealth Games. This final section draws out the key conclusions from the study and suggests points of learning for future policy and practice at mega-sporting events and other large scale sporting or cultural events.

This study identified important assets that clyde-siders and non-clyde-siders brought to the Glasgow 2014 Games. Existing skills and experiences from their professional life or other volunteering roles; a personal touch reflecting commitment and approachability; and local knowledge of the city were all important attributes that were highlighted. The research has identified that while volunteers added to the success of the Games and its delivery, they were also able to draw on the event for their own personal benefit. Positive outcomes included increased confidence and knowledge, and the development of skills for future employment. These outcomes were often more pronounced in clyde-siders than non-clyde-siders, but this was not always the case as some non-clyde-siders drew benefits from applying for the role. The development of friendships and the value that people placed on meeting new people was a particularly prominent finding for both clyde-sider and non-clyde-siders (although some clyde-sider roles were less conducive to this by their nature). This included 'bridging' with others across social and cultural boundaries. For example, participants described meeting people whom they would rarely have the opportunity to interact with.

Recommendation
The unique assets that volunteers bring to mega-sporting events should not be underplayed. Prior volunteering experience, local knowledge and being approachable are valuable qualities in volunteers, enabling them to contribute positively to the delivery of a mega-sporting event. This should be recognised during the recruitment of volunteers for future mega-sporting events.

Recommendation
More opportunities are provided for people to take part in mega-sporting events, either in formal roles as an event volunteer or through informal roles.

Recommendation

Volunteer roles that involve limited contact with others, such as driving, can be isolating. Giving volunteers in these types of roles a chance to work with other volunteers where possible may enhance their volunteering experience.

Participants perceived that volunteers contributed to wider social and economic impacts at the Glasgow 2014 Games. These were not always directly attributable to the individual volunteer journey, but instead related more to the concept of taking part in a collective event, of which formal volunteering was a component. The Glasgow 2014 Commonwealth Games opened up possibilities to shape a more collective and positive identity for individuals and the city.

Recommendation

Volunteers have a role to play in creating the identity of the city and 'selling it' as a place to visit. Some of the volunteer accounts were in direct contrast to negative stereotypes associated with Glasgow. These positive accounts could be used more widely during mega-sporting events and other large scale cultural events to portray the social assets of the city.

Recommendation

Future evaluations of mega-sporting event and other large scale cultural event volunteering should consider, where possible, developing outcome indicators and measures to assess wider social outcomes as a result of taking part.

The link between place, participation and the social impacts of volunteering at the Glasgow 2014 Commonwealth Games is a distinctive finding from the research. For clyde-siders, benefits were derived from the formal volunteering role and from being part of the collective experience in the city during the Games. These benefits could not be solely attributed to being a volunteer, as non-clyde-siders also reported gaining from being part of the friendly atmosphere generated by hosting the Games. There are wider implications for strategic planning for mega-sporting events based on linking the volunteer contribution to some of the wider benefits for an area and engaging citizens in creating a positive experience, whether through formal roles or informal interactions with visitors.

Recommendation

Whether successful in their application to be a volunteer or not, every applicant should be made aware that their contribution to the Games can be valuable and can enhance the collective experience and atmosphere.

Recommendation

Further research should be conducted to ascertain if the framework developed from this study is transferable to other cities and countries hosting large scale cultural and sporting events.

Overall taking part in the Games, either as a clyde-sider in a formal volunteering role or through being in Glasgow during the Games, was generally a positive experience. The research identified a number of process issues around recruitment, supervision and volunteer opportunities that are factors enhancing the volunteer experience and contributing to the successful delivery of a mega-sporting event. The importance of good communication, both with volunteers and those who are not successful in their application, was highlighted. Ensuring these processes are efficient may be critical to whether individuals chose to volunteer again.

Recommendation

Having a broad volunteer base in terms of skills, backgrounds, cultures, experiences and ages is important and should be considered in recruitment criteria and the selection process for mega-sporting events and other large-scale cultural events.

Recommendation

Good communication is the key to motivating potential volunteers. Communication should be timely and, for those who are not selected, should include providing an explanation of what is happening with the application, as well as signposting applicants to other volunteer opportunities.

Recommendation

Opportunities to volunteer after mega-sporting events should be provided to ensure that health and social impacts can continue to be derived.

7.   References

1.   Getz D. *Event studies: theory, research and policy for planned events*. Abington: Routlegde; 2012.

2.   Pauline G, Pauline JS. Volunteer motivation and demographic influences at a professional tennis event. *Team Performance Management*. 2009;15(3/4):172-84.

3.   Farrell JM, Johnston ME, Twynam DG. Volunteer motivation, satisfaction and management at an elite sporting competition. *Journal of Sport Management*. 1998;12:288-300.

4.   MacLean J, Hamm S. Motivation, commitment, and intentions of volunteers at a large Canadian sporting event. *Leisure/Loisir*. 2007;31(2):523-56.

5.   Department for Culture Media and Sport. *Before, during and after: making the most of the London 2012 Games*. London: Department for Culture, Media and Sport, 2008.

6.   Glasgow City Council. *Glasgow 2014 legacy framework* 2009 [cited 2015 16th March]. Available from: http://www.glasgow.gov.uk/CHttpHandler.ashx?id=7770&p=0.

7.   Scottish Government. *On your marks…get set…go: A games legacy for Scotland* 2009 [cited 2015 16th March]. Available from: http://www.gov.scot/Resource/Doc/282449/0085405.pdf.

8.   Downward PM, Ralston R. The Sports development potential of sports event volunteering: insights from the XVII Manchester Commonwealth Games. *European Sport Management Quarterly*. 2006;6(4):333-51.

9.   Jones R, Yates G. *Pre-Games expectations and past volunteering experiences of Glasgow 2014 clyde-sider applicants*. Glasgow: GCPH and Legacy 2014, 2015.

10.   Ritchie J, Spencer L, O'Connor W. Carrying out qualitative analysis. In: Ritchie J, Lewis J, editors. *Qualitative research practice*. London: Sage; 2003. p. 219-62.

11.   Baum T, Lockstone L. Volunteers and mega sporting events: developing a research framework. *International Journal of Event Management Research*. 2007;3(1):29-41.

12.   Baum T, Lockstone L. Volunteers and mega-sporting events: developing a research framework. *International Journal of Event Management Research.* 2007;3(1):29-41.

13.   Bang H, Alexandris K, Ross SD. Validation of the revised volunteer motivations scale for international sporting events (VMS-ISE) at the Athens 2004 Olympic Games. *Event Management.* 2008;12(3-4):119-31.

14.   Khoo S, Engelhorn R. Volunteer motivations for the Malaysian Paralympiad. *Tourism and Hospitality Planning & Development.* 2007;4(3):159-67.

15.   Mei D. Job satisfaction among volunteers of the 2007 Special Olympics World Summer Games. *Asian Journal of Physical Education & Recreation.* 2009;15(2):29-34.

16.   Dickson TJ, Benson AM, Terwiel FA. Mega-event volunteers, similar or different? Vancouver 2010 vs London 2012. *International Journal of Event & Festival Management.* 2014;5(2):164-79.

17.   Bang H, Lee S, Swart K. Predicting volunteers' intention to return: An examination of brand personality, prestige, and identification of sporting events. *Event Management.* 2014;18(2):169-83.

18.   Kim M, Trail GT, Lim J, Yu Kyoum K. The role of psychological contract in intention to continue volunteering. *Journal of Sport Management.* 2009;23(5):549-73.

19.   Reeser JC, Berg RL, Rhea D, Willick S. Motivation and satisfaction among polyclinic volunteers at the 2002 Winter Olympic and Paralympic Games. *British Journal Of Sports Medicine.* 2005;39(4):e20-e.

20.   Khoo S, Engelhorn R. Volunteer motivations at a national special Olympics event. *Adapted Physical Activity Quarterly.* 2011;28(1):27-39.

21.   Edwards D, Dickson T, Darcy S. Sydney World Masters Games: volunteer legacy outcomes. 2010.

22.   Alexander A, Kim S-B, Kim D-Y. Segmenting volunteers by motivation in the 2012 London Olympic Games. *Tourism Management.* 2015;47:1-10.

23.   Wang PZ. Assessing motivations for sports volunteerism. *Advances in Consumer Research.* 2004;31:420-5.

24.   Bang H, Chelladurai P. Development and validation of the volunteer motivations scale for international sporting events (VMS-ISE). *International Journal of Sport Management and Marketing.* 2009;6(4):332-50.

25.   Williams PW, Dossa KB, Tompkins L. Volunteerism and special event management: a case study of Whistler's men's World Cup of skiing. *Festival Management and Event Tourism*. 1995;3(2):83-96.

26.   Kim M, Kim MK, Odio MA. Are you proud? The influence of sport and community identity and job satisfaction on pride of mega-event volunteers. *Event Management*. 2010;14(2):127-36.

27.   Downward P, Lumsdon L, Ralston R. Gender differences in sports event volunteering: insights from Crew 2002 at the XVII Commonwealth Games. *Managing Leisure*. 2005;10(4):219-36.

28.   Nichols G, Ralston R. Social inclusion through volunteering: the legacy potential of the 2012 Olympic Games. *Sociology*. 2011(5):900-14.

29.   Zhuang J, Girginov V. Volunteer selection and social, human and political capital: a case study of the Beijing 2008 Olympic Games. *Managing Leisure*. 2012;17(2/3):239-56.

30.   Minnaert L. An Olympic legacy for all? The non-infrastructural outcomes of the Olympic Games for socially excluded groups (Atlanta 1996–Beijing 2008). *Tourism Management*. 2012;33:361-70.

31.   Scottish Government Social Research. *An evaluation of legacy from the Glasgow Commonwealth Games*. Edinburgh: Scottish Government; 2014.

32.   Dickson T, Benson A. *London 2012 Games Makers: towards redefining legacy* 2013. Available from: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/224184/Games_Makers_Annex.pdf.

33.   Ralston R, Lumsdon L, Downward P. The third force in events tourism: volunteers at the XVII Commonwealth Games. *Journal of Sustainable Tourism*. 2005;13(5):504-19.

34.   City of London. *City of London residential census 2011*. London: The City of London; 2013.

35.   Giannoulakis C, Wang C-H, Gray D. Measuring volunteer motivation in mega-sporting events. *Event Management*. 2007;11(4):191-200.

36.   Weed M, Coren E, Fiore J, Mansfield L, Wellard I, Chatziefstathiou D, et al. *A systematic review of the evidence base for developing a physical activity and health legacy from the London 2012*. Canterbury: Physical Activity Network West Midlands; 2008.

37.   Treuren GJM. Enthusiasts, conscripts or instrumentalists? The motivational profiles of event volunteers. *Managing Leisure*. 2014;19(1):51-70.

38.   Allen JB, Shaw S. "Everyone rolls up their sleeves and mucks in": Exploring volunteers' motivation and experiences of the motivational climate of a sporting event. *Sport Management Review*. 2009;12:79-90.

39.   Dickson TJ, Benson AM, Blackman DA, Terwiel FA. It's all about the games! 2010 Vancouver Olympic and Paralympic Winter Games volunteers. *Event Management*. 2013;17(1):77-92.

40.   Ralston R, Downward P, Lumsdon L. The expectations of volunteers prior to the XVII Commonwealth Games, 2002: A qualitative study. *Event Management*. 2004;9(1-2):13-26.

41.   Green C, Chalip L. Paths to volunteer commitment: lessons from the Sydney Olympic Games. In: Stebbins R, Graham M, editors. *Volunteering as Leisure/Leisure as Volunteering*. Wallingford: CABI Publishing; 2004.

42.   Fairley S, Kellett P, Green BC. Volunteering abroad: motives for travel to volunteer at the Athens Olympic Games. *Journal of Sport Management*. 2007;21(1):41-57.

43.   Wallis L. Ready for the Games to begin. *Nursing Standard*. 2012;26(46):62-3.

44.   Wicker P, Hallmann K. A multi-level framework for investigating the engagement of sport volunteers. *European Sport Management Quarterly*. 2013;13(1):110-39.

45.   Benson A, Dickson T, Terwiel FA, Blackman DA. Training of Vancouver 2010 volunteers: a legacy opportunity? *Journal of the Academy of Social Sciences*. 2013;9(2):1-17.

46.   Kikou O. How to build a volunteer force. *Olympic Review*. 2001;27(42):19-21.

47.   Brettell D. The Sydney volunteers. *Olympic Review*. 2001;27(42):37-43.

48.   Kodama E, Doherty A, Popovic M. Front line insight: an autoethnography of the Vancouver 2010 volunteer experience. *European Sport Management Quarterly*. 2012;13(1):76-93.

49.   Darcy S, Dickson TJ, Benson AM, editors. *London 2012 Olympic and Paralympic Games: including volunteers with disabilities- a podium performance?*2014: Putnam Valley NY, Cognizant Communication Corporation.

50.   The Scottish Government. *Glasgow 2014 - delivering a lasting legacy for Scotland: a consultation paper*. Edinburgh: The Scottish Government; 2008.

51. The Scottish Government. *An evaluation of the legacy for the 2014 Commonwealth Games - pre-Games report.* Edinburgh: Scottish Government; 2014.

52. Shaw S. "It was all 'smile for Dunedin!'": event volunteer experiences at the 2006 New Zealand Masters Games. *Sport Management Review.* 2009;12:26-33.

53. Doherty A. The volunteer legacy of a major sport event. *Journal of Policy Research in Tourism, Leisure & Events.* 2009;1(3):185-207.

54. Misener L, Darcy S, Legg D, Gilbert K. Beyond Olympic legacy: understanding Paralympic legacy through a thematic analysis. *Journal of Sport Management.* 2013;27(4):329-41.

55. McCartney G, Hanlon P, Bond L. How will the 2014 Commonwealth Games impact on Glasgow's health, and how will we know? *Evaluation.* 2013;19(1):24-39.

56. HM Government. *Inspired by 2012: The legacy of the London 2012 Olympic and Paralympic Games.* London: The Cabinet Office; 2013.

57. Kemp S. The hidden workforce: volunteers' learning in the Olympics. 2002:109.

58. Elstad B. Volunteer perception of learning and satisfaction in a mega-event: the case of the XVII Olympic Winter Games in Lillehammer. *Festival Management and Event Tourism.* 1996;4(3/4):75-84.

59. Thornton G. *Report 3: baseline and counterfactual. Meta-evaluation of the impacts and legacy of the London 2012 Olympic Games and Paralympic Games.* London: Department for Culture, Media and Sport; 2012.

60. Dickson T. *London 2012 volunteers motivations & social legacy potential.* IPC Vista Conference; 3rd May 2013; Bonn, Germany2013.

61. Li C, Wang CKJ. Effect of exposure to Special Olympic Games on attitudes of volunteers towards Inclusion of people with intellectual disabilities. *Journal of Applied Research in Intellectual Disabilities.* 2013;26(6):515-21.

62. Ferlander S. The Importance of Different Forms of Social Capital for Health. 2007:115.

Appendices

Appendix 1: Screening form

Q1. Is the study concerned with volunteers at mega-sporting events?	YES ↓	UNSURE ↓	NO (EXCLUDE)
Q2. Does the study report any outcomes for individuals volunteering at mega-sporting events?	YES ↓	UNSURE ↓	NO
Q3. Does the study report any wider social outcomes as a result of individuals volunteering at mega-sporting events?	YES ↓	UNSURE ↓	NO
Q4. Does the study report any impacts for individuals that applied to volunteer at a mega-sporting event but who were unsuccessful with their application?	YES ↓	UNSURE ↓	NO
Q5. Does the study report any process issues relating to the volunteer journey and/or experience at a mega-sporting event?	YES ↓	UNSURE ↓	NO
FINAL DECISION	**INCLUDE** *(if answered yes to Q.1 and either Q.2, 3, 4 or 5)*		**EXCLUDE** *(if answered no to Q.1 or no to Q.2, 3, 4 and 5)*

Appendix 2: Data extraction form

Full Reference:	
Type of study (qualitative study, survey, cohort, discussion paper, review etc.):	
Setting (Olympics, Commonwealth Games…etc.), location (London, Montreal).	
Participants (No. in sample and demographic information)	
Type of volunteer (role, intensity)	
Individual outcomes for volunteers, including future volunteer intentions	
Community level outcomes as a result of volunteering (social capital; community capacity etc.)	
Wider social or economic impacts as a result of volunteering	
Any outcomes or process issues relating to unsuccessful volunteer applicants	
Key process issues (recruitment, selection, support, satisfaction etc.)	
Brief comment on strength of evidence.	
Summary statement of evidence (2-3 lines max)	

Appendix 3: Focus group and interview schedules

Focus group schedule (clyde-sider)

Part 1
Participant information & consent

Part 2
- Ice breaker – Map activity: as well as an activity to learn names, there should be facilitated discussion using the map to explore where people volunteered, what they did etc.

Part 3 Where did your journey start?
Ask everybody in turn to share:
- Why did you decide to volunteer at the Glasgow Commonwealth Games?
- What was your expectation of volunteering at the Games?
- What was the process of applying to become a volunteer at the Games?
- What did you personally hope to bring and contribute to the Games?
- What else did volunteers bring?

Part 4 What was volunteer experience and what did you gain?
- If you had to sum up the Games and your volunteer experience what would you say?
- What factors made for a positive volunteer experience? What got in the way – was negative?
- What did you personally gain from the Games experience?
    - Skills, training, social networks, friendships, sense of inclusion etc.
- What, if any, benefits would you have liked to have gained?

Part 5 Impacts following games
We want to understand what the impact of volunteering was on you and others after the Games?
- To what extent do you think there was an impact from volunteering after the Games ? If so what?
    - If participants don't see an impact – then why is that (eg just a one off)
    - What impact did your volunteering experience have after the Games had finished?
- Have you continued to volunteer after the Games?

Part 6 Summing up
Has being a part of the Games made you feel differently about Glasgow as a city?

Part 7
Reimburse travel, provide vouchers and gather demographic information.

Focus group schedule (non clyde-sider)

Part 1
Participant information & consent

Part 2

- Ice breaker – Introductions exercise: participants pair up and spend 10 minutes introducing each other (5 mins each). Each pair then introduce themselves to the group (i.e. participant 1 introduces participant 2, then participant 2 introduces participant 1 etc.)

Part 3

- Why did you decide to volunteer at the Glasgow Commonwealth Games?
- What was your motivation to become a volunteer at the Games?
- What was your expectation of volunteering at the Games
- Can you explain the process of applying to become a volunteer at the Games?
- What were the positive and negative factors relating to the application process?
- What did you personally hope to bring and contribute to the Games?

Part 4

- Once you were informed that your application was unsuccessful, what did you do? How did you feel about this?
- Has applying to volunteer at the Games changed your perception of volunteering?

Part 5

- Have you continued to volunteer after the application to the Games?
- Has your experience in applying to volunteer for the Games made you feel differently about Glasgow as a city?

Part 6
Reimburse travel, provide vouchers and gather demographic information.

Interview schedule (clyde-sider)

Part 1
Participant information & consent

Part 2

- Ice breaker – Map activity: facilitated discussion using the map to explore where people volunteered, what they did etc.

Part 3 Where did your journey start?

- Why did you decide to volunteer at the Glasgow Commonwealth Games?
- What was your expectation of volunteering at the Games?
- What was the process of applying to become a volunteer at the Games?
- What did you personally hope to bring and contribute to the Games?
- What else did volunteers bring?

Part 4 What was volunteer experience and what did you gain?

- If you had to sum up the Games and your volunteer experience what would you say?

- What factors made for a positive volunteer experience? What got in the way – was negative?
- What did you personally gain from the Games experience?
    o Skills, training, social networks, friendships, sense of inclusion etc.
- What, if any, benefits would you have liked to have gained?

Part 5 Impacts following games
We want to understand what the impact of volunteering was on you and others after the Games?
- To what extent do you think there was an impact from volunteering after the Games ? If so what?
    o What impact did your volunteering experience have after the Games had finished?
- Have you continued to volunteer after the Games?

Part 6 Summing up
Has being a part of the Games made you feel differently about Glasgow as a city?

Part 7
Reimburse travel, provide vouchers and gather demographic information.

Focus group schedule (non clyde-sider)

Part 1
Participant information & consent

Part 2
- Ice breaker – Introductions exercise: participants pair up and spend 10 minutes introducing each other (5 mins each). Each pair then introduce themselves to the group (i.e. participant 1 introduces participant 2, then participant 2 introduces participant 1 etc.)

Part 3
- Why did you decide to volunteer at the Glasgow Commonwealth Games?
- What was your motivation to become a volunteer at the Games?
- What was your expectation of volunteering at the Games
- Can you explain the process of applying to become a volunteer at the Games?
- What were the positive and negative factors relating to the application process?
- What did you personally hope to bring and contribute to the Games?

Part 4
- Once you were informed that your application was unsuccessful, what did you do? How did you feel about this?
- Has applying to volunteer at the Games changed your perception of volunteering?

Part 5
- Have you continued to volunteer after the application to the Games?

- Has your experience in applying to volunteer for the Games made you feel differently about Glasgow as a city?

Part 6
Reimburse travel, provide vouchers and gather demographic information.

Appendix 4: Analytical frameworks

1. Volunteer Journey								
Motivation	Application & interview	Training	Allocation of duties	Experience of volunteer role	Identity	Finishing the volunteer role	Social exclusion/ barriers	Negative experiences

2. Volunteer Contribution to Games		
Experience & Skills	Personable touch	Local knowledge

3. Individual outcomes					
Skills	Confidence	Social networks	'Buzz'	Employability	Negative outcomes

4. Wider Social Impact			
Future volunteering intentions	Pride in the City	Social cohesion/community spirit	Economic Impact