

Experiences and Legacies of Rugby World Cup 2011 Volunteer Programme

Summary Report



Report to Sport New Zealand
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About this document

This document outlines a summary of the methodology and key findings from the research project “*Experiences and Legacies of Rugby World Cup 2011 Volunteer Programme*”. The content and structure of this document reflects that of the executive summary and chapter sequence of the full report. The full report is downloadable from Sport NZ’s Sport and Recreation Knowledge Library - www.srknowledge.org.nz

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Introduction (Chapter 1)

This is a longitudinal study of Rugby World Cup 2011 (RWC 2011) volunteers. The volunteers were surveyed twice before the event and three times after the Tournament. The research aims to:

1. Explore the relationships between motivations, expectations, and experiences of RWC 2011 volunteers.
2. Explore the extent to which the RWC 2011 Volunteer Programme provides a legacy of increased participation in volunteering and sport, and improved employability, workplace-learning orientation and workplace-learning outcomes.

Method (Chapter 2)

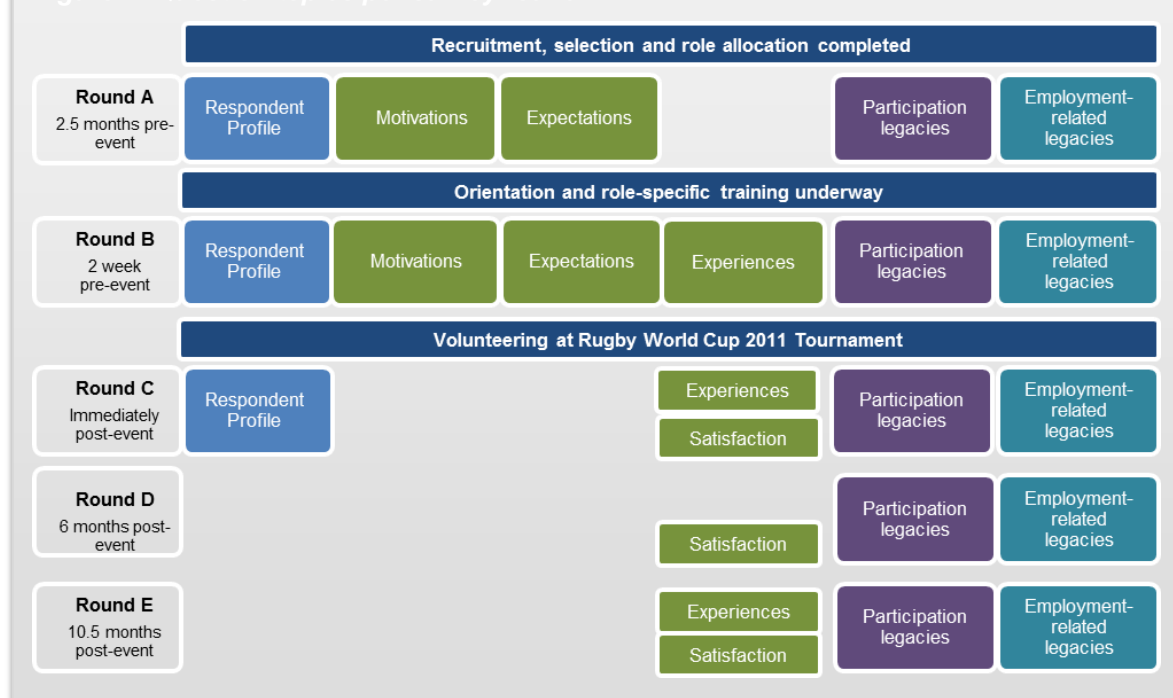
Study design

This research on RWC 2011 is a case study of a single, large-scale international sporting event. The distinguishing feature of this research is its five-stage longitudinal design.

Survey design

An online survey collected data from RWC 2011 volunteers at five time points (rounds) over 15 months: Round A (2.5 months before the event) and Round B (two weeks before kick-off on the 9th September 2011) captured the pre-event build-up. Round C took place immediately after the event in late October 2011 and covered the Tournament-time experiences. Post-event surveys were conducted at Round D (six months after the Tournament ended) and Round E (10.5 months after the Tournament end) to capture the longer-term legacies.

Figure 1: Question topics per survey round



The questionnaire used different sets of questions in each of the five survey rounds (Figure 1). There were two versions of the questionnaire in each round.

- All volunteers were asked questions on motivations, expectations, experiences, awareness and use of VolunteerNet¹, their other volunteering activities, and involvement in rugby and other sports, the social legacies of volunteering. All respondents were also asked about their RWC 2011 volunteer role and demographic characteristics.
- Approximately half of the volunteers were asked the participation legacies version of the questionnaire. This included additional questions on their volunteering and sport participation intentions. The other volunteers were asked the employment-related legacies version of the questionnaire.
- Most of the data collected was quantitative using well-established scales from previous studies and new scales developed specifically for this study. Some qualitative data was collected using open-ended questions.

Population and sample

The study population were the 5,272 RWC 2011 volunteers. A census sample was used with all volunteers invited to participate in the study.

Survey distribution

Questionnaire invitations were distributed by email. The number of volunteers contacted in each round varied. To reduce the time taken to complete the survey, individuals were allocated to two groups and received either the participation or employment-related legacies version of the questionnaire throughout the five rounds.

Response rates

Each survey round was answered by over 1,200 respondents. There were 3,521 unique respondents in the study and 8,644 questionnaires were completed in total. 300 volunteers participated in all five rounds. This represented 6% of the total population of all RWC 2011 volunteers. Response rates fluctuated between rounds. The overall response rate ranged from 31% to 47%.

- During the Tournament build-up, Round A (2.5 months before the event) received 1,798 responses (43% response rate) and Round B (two weeks before the event) had 1,627 responses (31% response rate).
- Immediately after the Tournament, Round C had 2,462 responses (47% response rate).
- Round D (six months after the event) received 1,555 responses (46% response rate) and Round E (10.5 months after the event) had 1,202 responses (36% response rate).
- The participation legacies version of the questionnaire received higher response rates (between 37% and 51% response rates) than the employment-related legacies version (between 24% and 45% response rates). This is likely due to distribution bias and the way volunteers were allocated to the two groups.
- While caution must be taken when comparing between research using different study design and distribution methods, the response rates compared favourably with other longitudinal and online surveys of event volunteers.

¹ VolunteerNet is an online service operated by the Ministry of Business, Innovation and Employment (MBIE) that connects people looking for volunteering opportunities with event organisers looking for volunteers

Data analysis

The majority of the data collected in this study was quantitative and a variety of techniques were used to analyse the data including descriptive statistics (means, standard deviations, percentage of respondents), chi-square analysis, Exploratory Factor Analysis, paired T-test analysis, independent t-test and one-way ANOVA analysis, linear regression analysis, and logistic regression analysis.

Two longitudinal analyses were used to understand changes over multiple (more than two) rounds: repeated measures analysis of variance, and linear mixed models.

Qualitative data was also collected by asking open-ended questions on motivations, expectations, experiences, factors facilitating future volunteering, and how RWC 2011 volunteering had made a difference to volunteers' lives. This was analysed using a long-table approach to identify themes.

As the questions asked in each round differed, the analyses used different sets of data depending on the research question and available data. Single round and multi-round analysis was conducted including the use of data from a single round, from two rounds, from across multiple (more than two) rounds, and the median response across five rounds.

Respondent profile: independent variables used in the quantitative data analysis

Twenty independent variables – the respondent profile - were used in the majority of the analyses:

- Nine demographic variables: age, youth, gender, ethnicity, employment status, employed/not employed, tertiary education, relationship status, and children under 18-years-old living at home;
- Four variables relating to participation in sport and volunteering: current sport participation; involvement in rugby; importance of rugby to their lives; and previous volunteer experience.
- Seven variables relating to the RWC 2011 volunteering: volunteer work area and location type, volunteering hours, whether volunteers attended a game or received complimentary tickets, and their organisation and personal satisfaction measured immediately after the Tournament.

Representativeness of the data

The profile data varied little between rounds. Survey respondents were representative of all RWC 2011 volunteers in terms of their work area, location and gender. Older volunteers were more likely to participate in the research than younger volunteers.

Strengths and limitations of the study

The strengths of this study are its longitudinal approach, the large absolute numbers of respondents and response rates comparable to other longitudinal and online surveys of event volunteers, the overall representativeness of the respondents, and the analysis of both quantitative and qualitative data. These strengths enable the research to extend the knowledge of event volunteering in relation to motivations, expectations, experiences, and the legacies of event volunteering.

The limitations of this study include those inherent in a longitudinal study (eg, respondent attrition and conditioning), resulting in only 6% of RWC 2011 volunteers completing all survey rounds. Other limitations were the older-age bias of respondents, and the comparability of analyses undertaken using different sub-sets from the data. This means that caution must be taken when comparing findings across the study.

Profile of RWC 2011 volunteers (Chapter 3)

RWC 2011 attracted a diverse profile of volunteers.

Demographic profile of volunteers

Volunteers were proportionally more female (61% of survey respondents), from older age groups (66% of respondents were aged between 35 and 64 years old), NZ Europeans (74% of respondents), and in employment (71% of respondents).

Volunteering profile

Most volunteers were assigned roles in the Human Resources (25% of respondents), Transport (22%), or City Operations (18%) work areas. 1 out of 5 volunteers (18%) had multiple volunteer roles. The majority of volunteers (86%) were satisfied with their allocated role.

One-third of respondents (34%) volunteered in Auckland, 14% in Wellington, 44% in pool match locations, and 17% of respondents were in team base locations (ie, places hosting teams but not matches).

The majority of volunteers worked between 10 and 49 hours in total and completed all their shifts. Respondents made time to volunteer by managing their leisure, home and work commitments. For those in paid employment, there was support from employers in the form of flexible work hours, annual and unpaid leave, and authorised time off to volunteer.

Three-quarters of volunteers (74%) attended at least one RWC 2011 match. 3 out of 5 volunteers (60%) received complimentary tickets through the ANZ-Bank's sponsorship of the Volunteer Programme.

RWC 2011 volunteers had a variety of reasons for volunteering at the event. 2.5 months (Round A) and two weeks (Round B) before the Tournament both qualitative and quantitative data on motivations was collected.

Wanting to get actively involved and be part of the event was the most common motivation identified in the qualitative data (Figures 2 & 3). Other main motivations were that it was a once in a lifetime opportunity, a chance to showcase New Zealand and be excellent hosts. Some volunteers were motivated by previous experiences of volunteering, and of attending and volunteering at other events. There were also motivations related to: Rugby and the All Blacks, skills, knowledge and employment-related motivations, and being encouraged by family to get involved. Tangible rewards were not important motivators.

The quantitative data showed the most important motivations were 'I want to help make RWC 2011 a success' and that RWC 2011 volunteering was 'a chance of a lifetime'. These were followed in importance by motivations relating to the community, society, wanting to do something worthwhile and help out in any capacity, and wanting to have fun.

Some motivations were important to some volunteers but not others. These included past experiences, involvement in rugby, the prestige of RWC 2011, wanting an opportunity to possibly meet players and maybe see the matches, and having more free time than they used to.

Analysis identified five key underlying motivations: solidary, purposive, external traditions, commitment/status, and skills. The most important underlying motivational factor was making a purposive contribution to community and the event. This was followed in importance by solidary motivations (related to social interaction, group identification, and networking). Skills motivations were next important, followed by commitment/status motivations, including fulfilling obligations to rugby and

2.5 months before



2 weeks before



the prestige and chance-of-a-lifetime aspects of the event. External traditions relating to external obligations and expectations from friends, family and community, were least important as a motivation.

Volunteer motivations differed by the importance of rugby to volunteers' lives, previous engagement in volunteering, age, ethnicity and employment status.

- Commitment/status motivations were more important for volunteers for whom rugby was important, and Pacific people, Māori and Asian volunteers.
- External traditions were most important to volunteers for whom rugby was important, and also students and beneficiaries/the unemployed.
- Skills motivations were most important for those actively volunteering in other areas.
- Solidary motivations relating to social interaction, group identification, and networking were most important for younger volunteers (18 to 24-year-olds).

The motivations reported 2.5 months and two weeks before the Tournament did not differ.

Expectations of RWC 2011 volunteers (Chapter 5)

RWC 2011 volunteers had high expectations of the event and their volunteering experience. Though largely positive about their forthcoming volunteer experience, the volunteers accepted that the fun and excitement of the experience would be balanced with the realities of the work and workload. At 2.5 months (Round A) and two weeks (Round B) before the Tournament both qualitative and quantitative data on expectations was collected.

Volunteer expectations (qualitative data)

The main expectations were that RWC 2011 would be a successful event for New Zealand and volunteers would be part of a unique experience (Figures 4 & 5). Other expectations were:

- Volunteers expected to have personal outcomes, such as a sense of excitement and, in some cases, skills development.
- Volunteers also hoped to meet new people and be part of a team.
- They expected to represent and showcase New Zealand and their city or region to visitors and the world.
- Volunteers had high expectations of the management of the event and volunteer programme.

Rugby and sport did not feature strongly in volunteers' expectations.

Figures 4 & 5: Expectations of volunteers 2.5 months and 2 weeks before the Tournament

2.5 months before:



2 weeks before:



The quantitative data also showed respondents had high expectations of the volunteer experience. Analysis identified six underlying expectations: programme organisation; show support; major event experience; personal and skills development; rewards and status; and negative aspects of the work.

Volunteers' expectations of personal and skills development and of rewards and status differed by age, employment status and ethnicity. Those with higher levels of expectations were younger volunteers (18 to 24-year-olds), students and beneficiaries/the unemployed, Pacific and Asian volunteers (and for rewards and status also Māori volunteers).

Experiences of RWC 2011 volunteers (Chapter 6)

1. Volunteering experiences during the build-up to the event were measured two weeks before the Tournament (Round B).
2. The Tournament-time experiences were investigated by questioning volunteers immediately after the event (Round C).
3. The survey followed up with volunteers 10.5 months after the Tournament (Round E) to analyse which experiences featured in their memories of the event.

Highlights

Low points

Figures 6 & 7: Highlights and low points during the build-up to RWC 2011

had been no low points so far. Training and then communication were the main low points experienced during the event build-up (Figure 7). Less frequently mentioned low points related to the Volunteer Programme management.

Volunteering experiences during the Tournament and longer-term memories (qualitative data)

The quantitative and qualitative approaches identified the same dominant experiences: meeting people and being part of the event.

Highlights

The standout Tournament-time highlight was meeting and interacting with people (including other volunteers, tourists, locals, players and teams, officials and famous people) and being appreciated by them (Figure 8). Being part of and involved in RWC 2011 was also a major highlight of the Tournament-time volunteering experience. Other Tournament-time highlights included the tangible rewards, the event organisers, the opportunity to showcase New Zealand and individual towns and regions, and personal outcomes (eg, developing skills and gaining work experience). Rugby also featured in the highlights (including watching the matches, meeting players, and giving back to the game), as did supporting the All Blacks and their Tournament win.

Figure 8: Highlights reported during tournament time



Memories of the highlights

The positive memories of RWC 2011 volunteering were enduring. The highlights recalled by volunteers 10.5 months later were largely the same (ie, meeting people and being part of the event) as those identified immediately after the Tournament. Working as a team was an important element of volunteers' memories. RWC 2011 was a significant and memorable experience for many volunteers and they had felt appreciated. Of the tangible rewards, the uniform held a special place in volunteers' memories.

Low points

Immediately after the Tournament one-fifth of volunteers said there had been no low points to their experience. The remaining volunteers identified volunteering shifts and the amount, timing and nature of the volunteer work as the dominant Tournament-time low points (Figure 9).

Memories of the low points

Similar low points were recalled 10.5 months later. Over a quarter of volunteers recalled no low points. The memories focused on the number of shifts, lack of communication and organisation, the weather and food.

Figure 9: Low points reported during tournament time



Comparing experiences in the event build-up, Tournament-time and memories

Comparing the qualitative data on experiences in the event build-up, Tournament-time and memories identified a number of common experiences across all time points. These were meeting people, being involved, and time (relating to the amount, timing and nature of the volunteer work). At all three time points, there were also volunteers who said there had been “no low points”.

Experiences unique to the event build-up period focused on the uniforms and training (both positive and negative training experiences). Experiences unique to the Tournament-time period (recorded both immediately after and in the memories 10.5 months later) focused on the atmosphere of the event, the shifts and the people involved.

Volunteering experiences during the Tournament and longer-term memories (quantitative data)

The quantitative data also showed that volunteers reported positive experiences of volunteering and the strongest experiences recorded immediately after the Tournament were similar to those identified in the Tournament-time qualitative data.

Overall, RWC 2011 volunteering was a positive experience. There was highest agreement that volunteers had shown support for their country and had experienced satisfaction by helping others. Volunteers did not experience financial or employment benefits.

Analysis identified six underlying experiences: programme organisation; major event experience/showed support; personal rewards; tangible rewards; personal and skills development; and the negative aspects of the work. The strongest were about the volunteering being a major event experience and showing support, and the programme organisation.

There were some differences in experiences by respondent profile and RWC 2011 volunteering hours. Personal skills and development experiences were highest for younger volunteers (18 to 24-year-olds), students and beneficiaries/the unemployed, and Pacific and Māori volunteers. Tangible reward experiences were highest for younger volunteers and students. Those volunteering most hours experienced the greatest negative aspects of the work.

There was no difference in the importance of volunteering experiences recalled immediately after the Tournament and those recalled 10.5 months later.

RWC 2011 volunteer experiences compared with expectations (Chapter 7)

Comparing volunteers' expectations measured before the event (Round AB1²) with the Tournament-time experiences recorded immediately after the event (Round C) showed that, overall, volunteers' experiences met their expectations.

- Volunteers' expectations for enjoyment, memories, excitement, increased self-confidence, and appropriate shift lengths were met, and the majority of other experiences were similar to their expectations.
- Experiences that exceeded expectations were perks and free gifts, seeing matches and players, spectators treating volunteers with respect, and enjoying having official status.

² The AB1 group was created from an individual's first response to the motivation and expectations scale questions (at Round A or Round B).

- Volunteers expected to be fully trained by the start of the Tournament but not all were.

Seven 'volunteering reality' variables were created by comparing the underlying expectations and experiences of volunteers: programme organisation; major event experience; show support; personal and skills development; personal rewards; tangible rewards; and the negative aspects of the work.

- There were strong similarities between how volunteers viewed their expectations and experiences
- The volunteering experience slightly exceeded expectations and the event over-delivered in four aspects: tangible rewards, showing support, personal rewards, and major event experiences.
- The experiences of programme organisation and personal and skills development slightly under-delivered on expectations.
- Volunteers did not experience negative aspects of the work as much as they expected.

The experience gap – the difference between expectations and experiences – differed according to RWC 2011 work area, location and hours, employment status, and the importance of rugby to volunteers' lives.

- Wellington-based volunteers experienced the greatest over-delivery of tangible rewards.
- Transport volunteers had the smallest over-delivery of tangible reward experiences of all work area groups.
- Volunteers in the Human Resource work area, those in Wellington, and those contributing the most hours experienced the greatest over-delivery of personal rewards.
- The experiences of showing support exceeded expectations by the greatest amount for students and volunteers for whom rugby was important.
- Those volunteering fewer hours had experienced fewer negative aspects of the work than expected.
- Transport and Auckland-based volunteers had the largest experience gap for programme organisation where the experience was lower than expected.
- Personal and skills development expectations were exceeded only for those volunteering the highest number of hours.

Satisfaction with the RWC 2011 Volunteer Programme (Chapter 8)

Volunteer satisfaction with 17 aspects of the Volunteer Programme

Immediately after the Tournament, volunteers were questioned about their satisfaction with 17-aspects of the Volunteer Programme. These were divided into the preparation period (ie, the event build-up), Tournament-time, and wrap-up period (ie, straight after the event).

Volunteers were satisfied with all 17-aspects of the Volunteer Programme. For all 17-aspects of the Volunteer Programme the mean level of satisfaction was above 5.20 on the 7-point scale (where 7 was very satisfied). For each aspect, at least one-quarter of volunteers rated it as 7, the maximum level of satisfaction.

The highest levels of satisfaction were with actions that occurred during the Tournament time and wrap-up periods. There was lower, but still positive, satisfaction with the preparation period. The specific aspects of the Volunteer Programme which received the highest levels of satisfaction were:

- The certificates distributed at the end of the Tournament (mean score 6.21).

- Uniform and accreditation distribution (mean score 6.05).
- Communications during the Tournament (mean score 6.04).
- The complimentary match tickets supported by ANZ (mean score 5.97).
- Support from their team leader/supervisor (mean score 5.90).

Each aspect of the Volunteer Programme also had some volunteers who were dissatisfied. The highest levels of dissatisfaction were mainly with the same aspects of the Programme where a large proportion of volunteers were very satisfied (eg, the complimentary match tickets, the All Blacks victory parade, and the regional wrap-up party).

Volunteers' satisfaction with their personal volunteering experience and the organisation of the RWC 2011 Volunteer Programme

Volunteers were highly satisfied with their personal volunteering experience (personal satisfaction) and the overall organisation of the RWC 2011 Volunteer Programme (organisation satisfaction). Satisfaction levels were highest immediately after the Tournament and remained at a high level in the post-event period (six and 10.5 months after the Tournament). There were small differences in satisfaction (both personal and organisational) by volunteer profile and RWC 2011 volunteering work area and location.

Higher levels of both personal and organisation satisfaction were associated with:

- Female volunteers, youth volunteers (18 to 24-year-olds), single volunteers, those volunteers without tertiary education, and those who viewed rugby as important to their lives.
- Among all ethnic groups, Pacific people had the highest level of personal satisfaction and Māori volunteers had the highest level of organisational satisfaction.
- Those volunteering more hours had higher levels of personal satisfaction.
- Attendance at RWC 2011 matches or receiving complimentary tickets were not related to satisfaction.
- Transport volunteers had lowest levels of both personal and organisation satisfaction compared with the other work areas.
- Volunteers in team-base locations had lower levels of personal satisfaction compared with volunteers in other locations.

Aspects of the volunteering experience were predictors of satisfaction

Both volunteers' experiences and the 'experience gap' between expectations and experiences were predictors of satisfaction.

- Major event experience/showed support and programme organisation experiences had the largest positive effect on satisfaction.
- Personal reward experiences were associated with personal satisfaction.
- As the experience gap - the difference between expectations and experiences - increased, the level of satisfaction decreased.

Evaluation of RWC 2011 Volunteer Training Programme

The RWC 2011 Volunteer Training Programme was delivered at the right time and was positively received. The training was clear, important, convenient, relevant, useful and interesting.

Engagement in volunteering (Chapter 9)

Three-quarters (74%) of RWC 2011 volunteers were actively engaged in other areas of volunteering. Volunteering with community organisations was most popular, followed by event and sport volunteering. Figures 10 and 11 show the most common volunteering and event volunteering activities.

RWC 2011 introduced new people to volunteering, and brought others back into volunteering:

- 1 out of 10 (8%) had never volunteered before applying to RWC 2011.
- 2 out of 10 (19%) were lapsed volunteers (ie, they had volunteered in the past but not in the previous six months).

The volunteering rate was the percentage of all respondents who were active volunteers (ie, had volunteered at least once in the six months before the survey). The volunteering rate dipped during the RWC 2011 Tournament (recorded in Round C of the survey).

While some respondents had reduced their participation in other areas of volunteering due to their involvement in RWC 2011, this displacement of other volunteering activities was only temporary and volunteering rates increased again after the Tournament.

Figure 10: Most common volunteering activities



Figure 11: Most common event volunteering activities



The volunteering legacies of RWC 2011 volunteering (Chapter 10)

RWC 2011 had positive outcomes for volunteering in New Zealand in a number of ways.

- The RWC 2011 Volunteer Programme introduced new people to volunteering and encouraged lapsed volunteers to get involved again (see Chapter 9).

Four impacts of the RWC 2011 volunteering legacy were investigated using different sets of data: the impact of completing RWC 2011 shifts on stated volunteering intention to volunteer (impact 1), the potential growth in volunteering after the event (impact 2), the relationship between volunteering intentions and actions in the six months after RWC 2011 (impact 3), and changes in volunteering intentions and actions over time (impact 4).

- We looked at impact on any volunteering and on the type of volunteering: event, sport, or community based volunteering. These three groups were not mutually exclusive (eg, someone could be volunteering in both sports and events).

- Pairs of data from respondents were used to analyse impacts 1, 2 and 3 (eg, for impact 3: stated intentions at Round C were compared to volunteering actions at Round D), and for impact 4 data from participants completing four rounds was compared (Rounds B+C+D+E).
- To contextualise the results, we extrapolated the findings from the sub-sets of data to the whole RWC 2011 volunteer population. However, we stress this is an estimate and must be treated with caution.

Impact 1: Completing RWC 2011 volunteering shifts resulted in a small growth in overall intention levels to volunteer after the Tournament, and a larger growth in intention to volunteer at an event in the six months following RWC 2011

Just before and immediately after the Tournament (Rounds B and C) volunteers were asked if they intended to volunteer in the six months following the event (the intention rate). This identified if completing their RWC 2011 shifts changed an individual's intentions to volunteer.

Whilst 14% of volunteers changed their volunteering intentions, there was only a very small net change in volunteering intentions (i.e. the increased and decreased intentions largely cancelled each other out).

After completing their RWC 2011 volunteer shifts the intention rate increased by one-percentage point from 87% to 88%. This translated into a net gain of 69 people with volunteer intentions.

There was no growth in intention to volunteer in sport and community roles. Only events had a net gain in volunteer intenders. The increase from 65% to 69% represents an additional 244 people with event volunteering intentions.

The potential to grow event volunteering was greater than the potential to grow volunteering overall because some of those intending to volunteer at events would already be volunteering in sport or community organisations.

Impact 2: There was the potential to increase volunteering rates after RWC 2011, particularly in events and sport

The potential growth in volunteering was identified by comparing current volunteering levels immediately after the Tournament (Round C) with intentions to volunteer in the six-months after the event (Round C).

The overall volunteer intention rate (73%) exceeded the existing level of voluntary activity (71%) by two percentage points. This represents the potential addition of 105 more volunteers. This small growth potential for overall volunteering disguised a greater potential to increase volunteering in event and sport volunteering as respondents could be intending to volunteer in multiple areas.

The highest intention rates were for community volunteering (63% intended to volunteer) and event volunteering (63% intended to volunteer at another event and 58% at major sporting event).

Event and sport volunteering (including rugby) were the areas that had the greatest potential for growth, as they showed the largest difference between current volunteering levels and intention levels.

- Major sporting event volunteering had a growth potential of 49 percentage points (from 9% currently volunteering at major sporting events to 58% intending to volunteer). Focusing just on those saying they definitely intended to volunteer was a growth potential of 19 percentage points (from 9% to 28% of respondents). This represents the potential addition of 1,002 more major sport event volunteers.

- Rugby also had strong growth potential. Those saying they definitely intended to volunteer had the potential to increase the rugby volunteering rate by half (from 10% to 15%). This represents the potential to increase rugby volunteers from 527 to 791 volunteers.
- Other sport volunteering also had growth potential from the wider intender group but fewer said they would definitely volunteer in sport.
- 44% of respondents were already involved in community volunteering so there was less potential to grow this area.

Only some of the intended volunteering was new volunteering activities.

- The potential for new volunteering was the strongest in events, rugby and marae/Māori organisations.
- Much of the intended volunteering was a continuation of respondents' current activities, especially in community and sport volunteering.
- Some volunteers could be encouraged to reconnect with past volunteering activities and start volunteering with organisations again.

Impact 3: There was increased volunteering and more event and sport volunteers in the six-months following RWC 2011

To determine if the potential growth in volunteering was realised after RWC 2011, an individual's post-event intention (Round C) was compared to their volunteering behaviour six-months after the Tournament (Round D).

Volunteer intentions were related to actions: those intending to volunteer were statistically more likely to subsequently volunteer than those with no intentions. Immediately after the Tournament 90% of volunteers intended to volunteer in some capacity. Six months later 76% of the same respondents were volunteering, an increase in the overall volunteering rate of eight percentage points. This represents 422 more volunteers in the six months after RWC 2011.

The largest increases in volunteering were in the event and sport areas.

- In the six months following the Tournament the volunteering rate for events increased by 13 percentage points to 48%. This represented 675 more event volunteers.
- For sport, the volunteering rate increased to 37%, a change of 11 percentage points. This represented 559 more sport volunteers.
- Community volunteering gained the fewest additional volunteers (79 more people) however this was from a relatively high volunteering base.

The growth in event and sport volunteering was greater than the increase in volunteering overall because many respondents were volunteering in more than one area, but would be counted only once in the overall volunteering growth calculation.

Not all potential growth was realised as not all intentions translated into volunteering actions.

- 80% of volunteer intenders took action but some changed the area where they volunteered.
- 20% of intenders took no action and did not volunteer.
- Only 1 out of 10 respondents were non-intenders but almost half (44%) of them changed their mind and did subsequently volunteer.

Impact 4: Impacts on volunteering continued up until at least 10.5 months after RWC 2011

Investigating change over a longer time period (from Round B two weeks before to Round E 10.5 months after the Tournament) confirmed the relationships between volunteer intentions and actions identified above.

Future research on volunteering legacies that aims to understand the relationships between intentions and actions can therefore concentrate on measuring intentions immediately after an event and measuring actions six months later.

Factors influencing the volunteering legacies of the RWC 2011 Volunteer Programme

Factors predicting volunteering actions in the six months after RWC 2011

- Stated intentions were the strongest predictor of actions. Those who said they intended to volunteer were five times more likely to actually volunteer than non-intenders.
- Previous volunteering was also a strong predictor of actions with active volunteers ten times more likely to be volunteering six months after the Tournament than those for whom RWC 2011 was their first experience of volunteering. Lapsed volunteers were twice as likely to be volunteering as non-volunteers.
- Other important respondent characteristics were age, sport participation, and employment status. Older volunteers (aged 45-years and over), retired volunteers, those not in employment, those participating in sport, or in a relationship were more likely to be volunteering six months after the Tournament, regardless of their intentions.
- Factors relating to the event itself – such as a volunteer's work area or satisfaction with their experience – did not predict subsequent volunteering behaviour.

Barriers and facilitators to volunteering post-RWC 2011

- Time was the main barrier to volunteering or doing more volunteering.
- Some also saw RWC 2011 volunteering as one-off activity or event, and being able to repeat the RWC 2011 experience at another major event would encourage them to volunteer again.

Awareness and Use of VolunteerNet

- There was high awareness of VolunteerNet, the website operated by the Ministry of Business, Innovation and Employment (MBIE) that connects people looking for volunteering opportunities with event organisers looking for volunteers.
- The use of VolunteerNet was lower than awareness but increased over time.

Sport engagement and the sport legacies of RWC 2011 volunteering (Chapters 11 and 12)

Three-quarters (74%) of RWC 2011 volunteers were active in sport and physical recreation, a level similar to the New Zealand adult population. The most popular activities were walking, going to the gym, cycling, running, swimming, golf, netball and football/soccer.

RWC 2011 attracted volunteers who were interested and involved in rugby, as well as those who weren't. A third of volunteers said rugby was important to their lives, a third were neutral about rugby, and a third said rugby was not important to them.

There was not a sport legacy from being a RWC 2011 volunteer.

- In the first six months after RWC 2011 there was a small positive impact on the level of sport awareness, interest and participation. However, the mean levels of awareness, interest and participation remained low and the increases were not sustained longer-term.
- As a result of being involved in RWC 2011, in the 10.5 months after the Tournament volunteers had not become more aware of, interested in and/or had not participated more in sport.

RWC 2011 volunteering had slightly more impact on attitudes towards sport than on participation in sport.

- About 2 out of 10 volunteers agreed that RWC 2011 volunteering had impacted on their awareness of and/or interest in sport compared to about 1 out of 10 volunteers who agreed that RWC volunteering had impacted on their participation in sport.

There was some relationship between sport legacies and volunteer demographic profile and satisfaction with the volunteer experience. However, in most cases the mean level of sport attitude and participation legacies were below the scale mid-point and volunteers disagreed that there had been sport legacies.

- There was only slight agreement from Asian volunteers, students and those aged 18 to 24-years old that RWC 2011 volunteering had impacted on their attitudes towards sport.
- New Zealand Europeans and those who were dissatisfied with their volunteering experience had the lowest sport attitude and participation legacies.
- Previous sport participation or involvement in rugby did not impact on sport legacies.

Overall, this study is consistent with previous research that has been unable to provide a connection between major events and sport participation outcomes.

The employment-related legacies of RWC 2011 volunteering (Chapter 13)

For those RWC 2011 volunteers in paid employment there was little evidence of enduring employment-related legacies from the RWC 2011 Volunteer Programme. Three potential employment-related legacies were measured:

- Innovative behaviour at work: where employees enact change and improvement without the consent or knowledge of managers or those formally responsible for innovation.
- Workplace learning orientation: an employee's own efforts to create and use knowledge.
- Self-perceived employability: an individual's ability to keep their job (internal self-perceived employability) or secure a new one (external self-perceived employability).

Over the five rounds of the study there was little evidence of enhanced capacity for innovative behaviours at work, workplace learning orientation or self-perceived employability.

On all three measures greater employment-related benefits were experienced by:

- Volunteers aged 25 to 44-years old and in the early-to-mid part of their careers.
- Māori and Pacific volunteers.
- Volunteers who had employer-support for their volunteering (such as through time off to volunteer).
- Volunteers who had higher personal development expectations and experiences and higher personal satisfaction with their Tournament-time volunteering experience.

Other legacies of RWC 2011 volunteering (Chapter 14)

Volunteering at a major event can have other legacies such as increased confidence to apply for jobs or volunteering, and enhanced social networks.

- RWC 2011 led to increased confidence to volunteer in the future and, to a lesser extent, increased confidence to apply for jobs. The greatest impact was on the confidence of younger volunteers (aged 18 to 24 years old), especially their increased confidence for applying for jobs in the future.

RWC 2011 volunteering had social legacies.

- Just under half of volunteers kept in contact with other volunteers after the Tournament.
- However there were mixed levels of interest in attending the one-year volunteer reunion events.

RWC 2011 volunteering: making a difference (Chapter 15)

Major event volunteering can make a difference to volunteers' lives and their community. 10.5 months after the Tournament the majority of volunteers (7 out of 10) could identify at least one way their RWC 2011 volunteering experience had made a difference.

Volunteers focused on the personal outcomes and the difference it had made to their lives. There were positive impacts on volunteering for a quarter of RWC 2011 volunteers (Figure 12), including:

- Increased volunteering activities.
- The application of skills, confidence and networks developed through RWC 2011 to other volunteering activities.
- Inspiring others to volunteer.
- A greater appreciation of the contributions of volunteers.

Other outcomes of RWC 2011 volunteering included:

- Good memories.
- Skills and personal development.
- Employment-related outcomes.
- Benefits for rugby.
- The tangible rewards from RWC 2011.

Figure 12: How the RWC 2011 volunteering experience has made a difference



Conclusions and implications (Chapter 16)

1. The first aim of the project was to explore the relationships between motivations, expectations, and experiences of RWC 2011 volunteers. The results showed that:
 - Volunteers were highly motivated and had high expectations.
 - RWC 2011 volunteering delivered on these motivations and expectations and the majority of volunteers were highly satisfied and had positive experiences of RWC 2011 volunteering.
 - In the year after the Tournament, the volunteers continued to recall positive memories of the volunteering experience.
2. The second aim was to explore the extent to which the RWC 2011 Volunteer Programme provided a legacy of increased participation in volunteering and sport, and improved employability, workplace-learning orientation and workplace-learning outcomes. The results showed that:
 - The legacies of the RWC 2011 Volunteer Programme were mixed.
 - On the positive side, there was a volunteering legacy and there were also social legacies from RWC 2011.
 - In contrast, being a RWC 2011 volunteer had a minimal influence on attitudes towards sport and did not impact on sport participation following the event. For volunteers in employment, RWC 2011 did not enhance their capacity for innovative behaviours at work, their workplace learning orientation nor did it enhance their self-perceived employability.
3. A longitudinal approach is recommended for future research on event volunteering. Two or three stages of data collection are suitable to investigate event volunteering:
 - A single pre-event survey round (eg, one month before the major event);
 - Data collection immediately after the event; and
 - One post-event round of data collection (eg, six months after the event).

Implications for event managers and the sport and community sectors

- When hosting large scale international events, the scale and prestige of these major events are important and event organisers should capitalise on the unique nature of major event volunteering.
- Recognise that volunteering experiences will vary depending on a volunteer's role/work area and location.
- Major event volunteering is a major time commitment and the experiences of the most highly-involved volunteers need to be monitored.
- Recognise the support from employers and families to a successful volunteer programme.
- Target active sport volunteers and fans of the specific sport (in this case rugby) while also appealing to non-sport participants.
- Targeting youth as major event volunteers could include working with schools and education providers and providing opportunities for enhancing skills and confidence during the volunteering experience.



- Develop targeted recruitment messages (eg, messages showing how volunteering is a way to be actively involved and part of a major event and that volunteers contribute to the success of an event).
- Encourage volunteers to be ambassadors for major event volunteering in the future.
- In the event build-up, organisers should focus on three key milestones (the recruitment process, training, and uniform and accreditation collection) and the internal management of the volunteer programme (including communication and training).
- During and after the event organisers should promote the internal and external appreciation of volunteers.
- Tangible rewards (eg, certificates, complimentary match tickets and the uniform) are highly valued. However other aspects (the organisational aspects of the volunteer programme, opportunities to demonstrate their support for the event and allowing volunteers to experience the event as an insider) are more important predictors and influences on satisfaction than the tangible rewards or opportunities for personal and skills development.
- It is important to acknowledge there will be low points to the experience, and focus attention on the organisation and number of shifts and communication strategies.
- Organisers can encourage future volunteering by targeting intenders with volunteering opportunities in events and sport.
- Event organisers can acknowledge that the wider community sector can support a major event volunteer programme even though the wider community sector did not overly benefit from the increased volunteering activity that arose from RWC 2011.