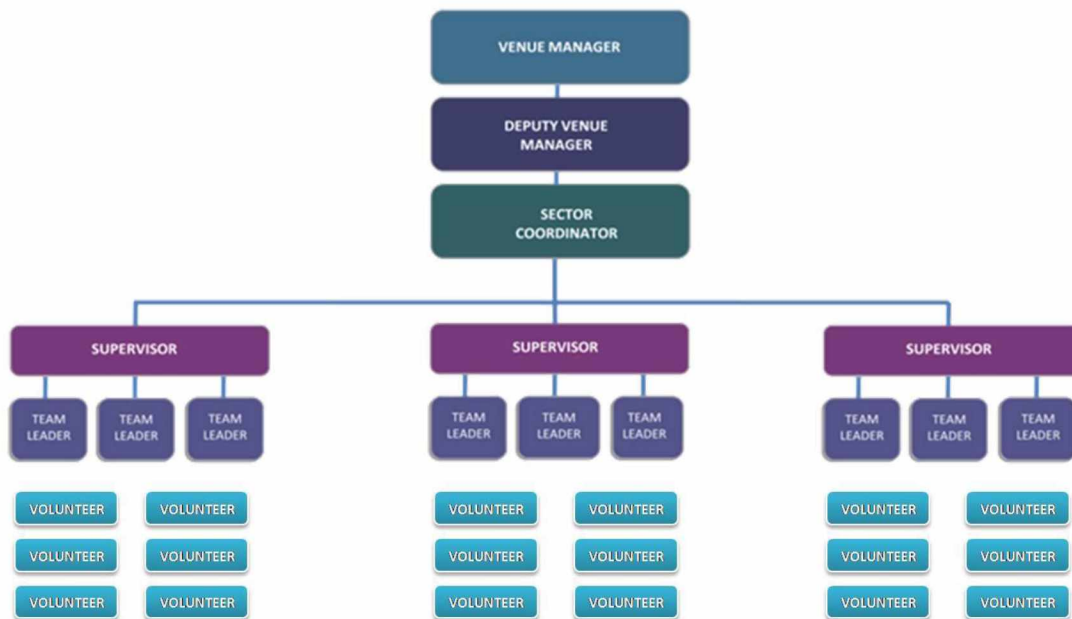


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The article describes the research devoted to the analysis of volunteers' working process organization in Sochi 2014 and gives some recommendations on the most efficient methods of organizing a working process.

Over 25,000 volunteers took part in the organization and conduct of the XXII Winter Olympic Games in Sochi 2014. A considerable number of units called "functional activities" prepared this grand event being responsible for transport, safety, accreditation and ticketing[1]. EVS team was one of the units working directly with the audience.

The team consisted of about 5000 people performing different functions connected with accompanying spectators, access controller, etc. Its organizational structure that determines the first point of our research was the same in all objects and can be presented by the following diagram.



The bottom of the organizational structure is made by volunteers submitted to a group of team leaders. That was the team leaders' responsibility to show team members their jobs, provide with essential equipment, instruct and control volunteers to perform their shift work. They were also supposed to solve minor problems and to report serious incidents to the supervisor.

In submission of each supervisor responsible for a certain area of the object, there were three to

four team leaders who helped to coordinate the activities of the corresponding zone.

Sector Coordinators stand above in the organizational hierarchy supporting the Deputy Manager and the Manager of the object to solve the problems impossible to be solved by supervisors.

The Manager and the Deputy Manager fulfilled the obligations of overall planning and "functional activities" management at the object. In case of making decisions on complex issues, they consulted

sector coordinators and other functional activities managers.

The team making was organized by fixed and random division.

Fixed division is a division into teams through the list of volunteers. The group is selected and remains unchanged during all working shifts. The team leader is assigned, so volunteers can address to him even after work shifts. This method was typical for most of the objects in the mountain cluster and Olympic Park.

The vivid advantages of this method are: + *A high degree of cohesion* achieved through constant interaction with a group of people over a long period of time. The method allows not only to know your team "in person", but more closely to interact with them in terms of communication, work and leisure.

+ *The ability to constantly contact a volunteer from your team or the team leader in case of problematic situations during off-hours.*

That was really important as volunteers had to spend much time on the way to the subject. Delays were not welcomed and the team leader had to be warned about them. Additionally, a volunteer was supposed to be in touch with the team leader in case of being ill or if the schedule changed.

+ *Knowing your workplace and functions beforehand*

Typically, the team leader warns the volunteers of the further work position in advance that allows you to spend less time on training particular functions.

Having analyzed the disadvantages of this organizational method, we come to the following. The most significant of them are:

- *A limited range of volunteers* that means that a volunteer works with his team and team leader, but does not have an opportunity to work with other volunteers.

- *The desire to work together is not taken into account* though the situation can be altered if pass through a long procedure of changing lists.

- *A low degree of rotation* as changing positions during the work shift is very rare, usually only once.

Random division into teams was represented in Sochi by two forms: the optional division into teams - "of a volunteer's own free will" and division by drawing lots. This method was typical for the volunteers of the «Fisht» Olympic stadium, «Ice Cube» curling center.

The optional division into teams of a volunteer's own free will was organized according to the following scheme: acquaintance with the team leader and his position and the question to the volunteers who wished to work in the corresponding position. A new team with a new team leader was formed each work shift.

The drawing lots method excluded the possibility to know your position in advance. A good ex-

ample here is the following. During the repetition for the opening ceremony each volunteer had a card with a picture of a movie hero (Thor, Casper, Turtle-Ninja, Caesar). So, after the first repetition volunteers already knew which position corresponded to each card and tried to choose something better avoiding uncomfortable for them positions. The appropriate conclusion had to be made here.

The positive features recommended to be taken into consideration are:

+ *A high mobility of volunteers* which implies that volunteers work with different people, so they have an opportunity to value professional and personal qualities of a person. Feeling a person is not comfortable for you to communicate with, you can go to another team the next time.

+ *A wide range of communication* that gives an opportunity to work with the majority of volunteers of your object and even to work with friends.

+ *A high degree of rotation*

The change of positions take place 2-3 times per work shift, which does not imply any routine but results in higher productivity.

As for the drawbacks of a random division method, the following are worth mentioning to.

- *A low degree of cohesion*

Often, a group of volunteers wishing to work together, cuts off from the whole team. The team leader has to pay more attention to them because he should find such positions where they could be placed side by side. It is even more desirable to let them go for lunch at the same time. Otherwise, this group is characterized by indifference, soldiering and ignoring responsibilities.

- *Limited opportunities for communication*

In the events of force majeure, volunteers had to contact a supervisor, because the team leader you worked with the previous work shift was not responsible for your future shift.

In conclusion, we can say that the fixed division is a more efficient way to organize the volunteers' working process. The volunteers' team "Sochi 2014" showed a great involvement in the Olympic Games. Besides the Russians, volunteers from 66 countries all over the world worked at the Games, most of them came from the United States, Ukraine, Canada, Kazakhstan, the UK, Germany and France. One can't but say here about such an important point of Sochi Games heritage as the revival of the volunteer movement in Russia[2]. According to the results of some authoritative survey, Russia has ranked the 8th in the World Giving Index 2012 by residents' involvement into volunteer activities that made 21 million people.

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