

## Volunteer Management of the Hi Seoul Festival

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### ABSTRACT

*For the success of a festival, effective volunteer management is axiomatic. Given the dramatically increased size and quality of festivals and events in Korea over the past fifteen years, the importance of effective volunteer management has been overlooked among festival organizations in comparison to similar festivals in western countries. This paper provides a description and an assessment of the Hi Seoul Festival 2009 volunteer program based on an seven-step ideal process of an effective festival volunteer program with suggestions for the program development by reviewing organizational documents, and an interview with a staff member of the Hi Seoul Festival organization, and a survey pertinent to festival volunteers' motivation. This study shows college students are more interested in volunteering at festivals in Korea with the primary motivation of developing relationships and gaining work experience. It also suggests that the Hi Seoul Festival organization should fully appreciate the importance of an effective volunteer program and the position and work of a volunteer coordinator.*

**Keywords:** Festival volunteers, Volunteer motivation, Hi Seoul Festival, Festival volunteer management

### 1. INTRODUCTION

Volunteers are one of the primary concerns of most festival administrators because many festivals have limitations on their funding and resources. S. W. Schmader, Executive Director of the Boise River Festival (1997), indicated that volunteers can augment event staffs, expand outreach and support, provide professional expertise and direction, maximize resources and minimize expenses, and boost involvement in "community events." [1].

Although many experts in special event and festival management agree that volunteers play a crucial role in the success of their events [2], the literature has not yet fully addressed the issue of festival volunteer management. Most contemporary research has considered volunteerism in social and community services, and only recently have some studies been focused on volunteerism in the context of events and festivals [3]-[6]. Pam Cheriton, a freelancer special event professional, noted that the use of volunteers in the production and management of events is not new; but, more organizers use them poorly than wisely [7].

For the success of festivals and events managing volunteers effectively is essential. Cuskelly and Boag (2001) stated that recruiting and retaining volunteers with a sense of commitment to organizational goals and values is significant [4]. Slaughter (2002) pointed out the benefits of retaining volunteers and investigated the motivations of long-term volunteers at events. She insisted that it is a vital component of volunteer retention to understand why an individual is motivated to volunteer [5].

During the past fifteen years, festivals and events in Korea have grown remarkably in both quality and quantity. However, many Korean festival organizations still do not have enough experience with volunteer management since volunteerism, as a whole is not as dominant in Korea as in Western countries. Additionally, the majority of festivals and events in Korea are operated by event agencies, mostly based on year-to-year contracts without a systematic organizational body. Hence, understanding of the importance of volunteerism among current Korean festival organizations has been relatively poor.

This study will provide a description of the current volunteer program of the Hi Seoul Festival, the largest-scale festival in Seoul. The seven-step ideal process of festival volunteer management outlined by Jouyeon Yi (2000), as applied to the festival, will also be presented. In addition, this study will analyze and evaluate the Hi Seoul Festival volunteer program b

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y reviewing organizational documents, an interview with staff of the Hi Seoul Festival organization, and a volunteer survey pertinent to festival volunteers' motivation [3].

**2. FESTIVAL AND VOLUNTEER MANAGEMENT**

Kathy A. Hastings (1997), Executive Director of Seattle SEAFAIR, introduced a master strategy to build a volunteer work force: recruit, retain and reward. She mentions that principles of working with volunteers come from good business practices and are similar to working with qualified paid staff. Since many events and festivals are run almost entirely by volunteers, effective volunteer management is critically important to success [8].

Sue Twyford (1990) presented an overview of organizational charts based on the size of festivals. She explained that a typical festival organization has a board of directors, an executive director and executive committees [9]. The executive committees consist of an administrative committee (secretary, treasurer, funding and sponsorship manager, human resources manager), show/program operation committee, concession committee and a volunteer program committee. Based on Twyford's organizational charts, Yi (2000) suggested that a volunteer coordinator/volunteer director should be directly positioned under the executive director to manage volunteers effectively as shown in Figure 1. The chart below shows the organizational structure of a festival organization, making it easier to understand the relationship between paid staff and festival volunteers [3].

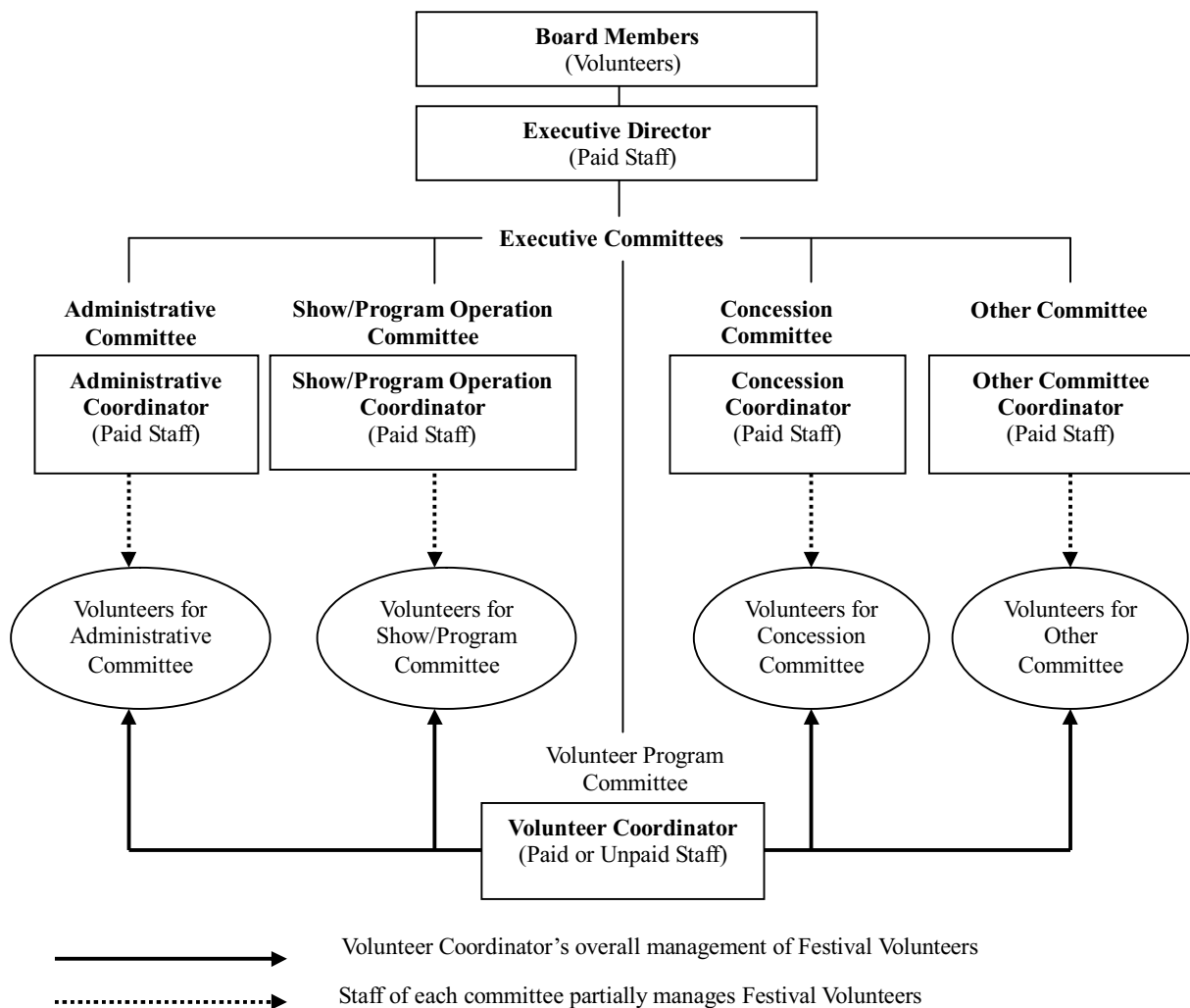


Fig. 1. Typical Relationships of Festival Volunteers with Paid Staff

A volunteer coordinator is not able to wholly manage the entire festival volunteer program since volunteers are positioned at a variety of committees and their job responsibilities are diverse. Though a volunteer coordinator plans a volunteer program, recruits volunteers, places them,

provides orientation, and evaluates the volunteer program, each executive committee staff needs to train volunteers and supervise their performance.

Differing from social volunteers, unique characteristics of festival volunteers from varying job positions, various working

terms, and diverse workloads, all demand a different kind of volunteer management program. Yi (2000) suggested an ideal model for an effective festival volunteer program based on a management process with seven steps: planning,

recruiting/positioning, training (orientation and pre-service training/on-the-job training), supervising, recognition, retention and evaluation of the volunteer program, as shown in Table 1.

Table 1. Ideal Process of an Effective Volunteer Program

Major Task Process	Sub-Tasks Area	Relationship with Festival Management Timeline
1.Planning	-Set objectives and a timetable -Develop position guides -Budgeting	Implemented within the step of developing the festival program
2.Recruiting/ Positioning	-Governance volunteers' recruitment (Key volunteer staff)	Key volunteer staff hired when they are needed by a festival organization
	-Behind-the-Scenes (BTS) volunteers' recruitment	Depending on the need of each executive committee
	-Public Service (PS) volunteers' recruitment	Hired at least one week before actual festival
3-1.Training (Orientation)	-Key, BTS, PS volunteers orientation	1 week before beginning to work
3-2.Training (Pre-service /On-the-job)	-Key volunteer staff -BTS volunteers -PS volunteers	Pre-service training: At least 1 day before beginning to work On-the-job training: during the entire work period
4.Supervising	-Relation-oriented tasks : Managing relationships between staff and volunteers	During the entire work period
	-Task-oriented tasks: Tracking and evaluation of volunteer performances	During the entire work period
5.Recognition	-Volunteer party, newspaper, thank you letter	Within 1 week following festival
6.Retention	-Reminder letter -Newsletter -Webpages for the volunteers	Ongoing after festival
7.Evaluation of the Program	-Analyze records pertinent to volunteers -Reporting the results	Within 8 weeks following Festival

### 3. FESTIVAL VOLUNTEERS' MOTIVATION

To retain volunteers, organizations need to understand the motivation of the individual volunteer. Clary, Snyder and Ridge (1992) argued that identifying individual volunteer motivation allows a volunteer manager to assign volunteers appropriate tasks [10]. Additionally, providing feedback on their performance related their motivation to volunteers may increase their satisfaction, which in turn boosts their commitment. Their desire to remain a volunteer is hence likely to increase. The literature on volunteer motivations has mainly focused on the area of human services with few studies targeting motivations to volunteer at festivals and special events [11]-[15]. Generally, volunteer motivation can be reflected as two distinct dimensions: altruistic motivation, or desire to help others, and egoistic motivation, or specific rewards to the individual [15]. Altruism can be essential for volunteers in the area of human services, yet it cannot fully explain the reason why volunteers participate in special events and festivals.

Karen Churchard (1997), Associated Executive Director of the Fiesta Bowl, cited some general reasons why people volunteer for events and festivals: pride of ownership, source of

pride, personal development, friendship and networking, excitement, and good use of spare time [16]. In a study of a Men's World Cup Skiing event held in Whistler, Canada, in 1994, Williams et al. (1995) found the most significant motivation for resident volunteers was an interest in supporting their community and the national team [12]. For non-resident volunteers, working with people who share similar interests was the most important reason to volunteer. Ryan and Bates (1995) studied the motivations of unique types of volunteers for the Manawaru Rose and Garden Festival in New Zealand [11]. Four typical leisure motivations were shown: relaxation, social interaction, sharing knowledge and showing competency. Saleh and Wood's research (1998) on the motivation of ethnic festival volunteers showed that ethnic volunteers are more strongly dedicated to a specially ethnic event with particular culture-related motivations: sharing their cultural heritage with others, and strongly believing their commitment is good for the community [14]. Farrell et al. (1998) suggested that volunteer motivation may differ depending on the nature of the particular event, for instance, volunteers at sporting events might be motivated by reasons that are different from those of volunteers at cultural events [13].

#### 4. DATA COLLECTION

To describe and evaluate the Hi Seoul Festival volunteer program, this paper uses both qualitative data collected by participative observation and an interview with the Hi Seoul Festival's staff, and quantitative data gathered through a survey of the Hi Seoul Festival 2009 volunteer applicants. In addition, a review of other documents and articles relevant to Hi Seoul Festival was conducted. The resources and research methods are as follows:

(1) Interview with a staff member of the Hi Seoul Festival organization; this interview was conducted after the festival. (2) Written documents: materials include the Hi Seoul Festival report published by the festival organization, articles in newspapers and magazines, Hi Seoul Festival official website ([www.hiseoulfest.org](http://www.hiseoulfest.org)) [17], volunteer handbook, brochure, and the Hi Seoul Festival Volunteer web community. (3) Hi Seoul Festival 2009 Volunteer Motivation Survey: a questionnaire that asked volunteers to identify their reasons for participating in the festival. This survey was conducted on-site at the entire volunteer orientation meeting in main hall of National Museum of Korea, the evening of April 13<sup>th</sup> and 17<sup>th</sup>, 2009. While the focus of this survey was the 460 volunteer applicants, the sample consisted of 192 volunteers who completed the survey, and 185 samples were finally used for the analysis.

#### 5. OVERVIEW OF THE HI SEOUL FESTIVAL

Hi Seoul Festival began in 2003 and held around early May every year, with residents and visitors gathering in downtown Seoul to enjoy the annual event. The origin of the Hi Seoul

Festival was the "Seoul Citizens' Day Celebration," held annually every October since 1994. The festival aims to become an international festival that showcases the history, traditions, diversity and uniqueness of Seoul, displaying Seoul's dynamism and unity to the world. Activities have been located in major downtown areas, Seoul Plaza in front of the City Hall, the embankments of Cheonggyecheon Stream, Sejong Center for the Performing Arts, several royal palaces, World Cup Park, as well as parks along the Han River. For over six years, Hi Seoul Festival has developed into the representative festival of the city and is now recognized as the largest-scale festival in Seoul. Table 2 offers a brief outline of the Hi Seoul Festival since 2003.

The Hi Seoul Festival Organizing Committee has tried to convert it to four season festival to enhance its quality and chose seasonal themes (Spring-Places, Summer-Han River, Autumn-Arts and Winter-Light) in 2008. Only spring and winter festivals were programmed in 2009 due to social and economical difficulties.

The Hi Seoul Festival 2009 for spring was held in downtown areas around the Seoul Plaza, Cheonggyecheon and 5 Royal places from Saturday, May 2 to Sunday, May 10 under the theme of "Hopes and Sharing." More than 34 events and programs were held at 10 different venues in downtown. For the planning and implementation of festival programs, the planning committee was comprised of ten professionals from various fields consisted for the Hi Seoul Festival 2009. There were fourteen administrative staff members belongs to the Seoul Foundation for Arts & Culture and five to the Seoul Metropolitan Government as full-time employees.

Table 2. Information of Hi Seoul Festival

Organized by	Seoul Foundation for Arts and Culture, Seoul Metropolitan Government						
Supervised by	Seoul Foundation for Arts & Culture, Hi Seoul Festival Organization						
Sponsored by	Seoul Metropolitan Government, the Ministry of Culture and Tourism, Korea Tourism Organization, Cultural Heritage Administration						
Event Locations	Major downtown areas (Seoul Plaza, royal palaces, performing arts centers, Han River parks, etc.)						
Website	<a href="http://www.hiseoulfest.org">www.hiseoulfest.org</a>						
Period	2003	2004	2005	2006	2007	2008	2009
	May 24~25 (2 days)	May 1~9 (9 days)	May 1~5 (5 days)	May 4~7 (4 days)	April 27 ~May 6 (10days)	May 4 ~11 (8 days)	May 2 ~10 (9 days)

#### 6. VOLUNTEER MANAGEMENT FO THE HI SEOUL FESTIVAL

Hi Seoul Festival could not exist without hundreds of volunteers who each give generously of their time and talent to make the event a success. Volunteers are called "Seoul Mania," mostly university students, and serve as an inspiration to their fellow volunteers, citizens and visitors. The volunteer coordinator of Hi Seoul Festival insists that volunteers not only augment event staff, but also contribute to promote the festival to the public and attract Seoul citizens' participation and

interest.

For the first year of the Hi Seoul Festival in 2003, more than one thousand volunteers were supplied by the Seoul City Volunteer Center. However, they were mostly untrained, largely unmanageable middle-age volunteers, and were considered not to have contributed substantially to the smooth operation of the festival. The next year, the Hi Seoul Festival organization tried to set up a volunteer program, and recruited and trained their own festival volunteers. All Hi Seoul Festival volunteers are asked to abide by the following; (1) attend orientation; (2) retain a kind attitude with a smile; (3) be mindful of time and their positions; (4) report their activities to the volunteer coordinator or team leader; (5) wear the official uniform and ID

card; and (6) work under the supervision of the volunteer coordinator or team leader.

In this section, the Hi Seoul Festival 2009 volunteer program, following the ideal process of an effective festival volunteer program model as suggested by Yi (2000) in Table 1, will be described.

**6.1. PLANNING**

The Hi Seoul Festival organization usually embarks on planning the volunteer program in the middle of February when the festival website is launched, as on-line promotion and volunteer advertising are started at the same time. According to the model in Table 1, planning a volunteer program includes: (1) establishing goals and objectives for the volunteer program; (2) setting a timetable; (3) planning a budget for the volunteer program and fundraising; and (4) mapping job positions and developing position guides. Hi Seoul Festival volunteer program did not have specific goals and objectives in 2009 and a specifically allocated budget.

According to the 2009 Hi Seoul Festival Guide Book, the schedule for the volunteer program was as follows:

1. Applying for leader volunteers : March 9 – March 20, 2009
2. Applying for general volunteers : March 23 – April 3, 2009
3. Training entire volunteers : April 13 or 17, 2009
4. Supervising: May 2 – May 10, 2009 (Festival period)
5. Evaluation Meeting: May 27, 2009

Pertaining to mapping job positions and developing position guides, although the volunteer coordinator had created job positions under each area, she was not able to devise them specifically because details of festival programs were not complete at the time of recruiting volunteers.

**6.2. RECRUITING**

The phases of recruiting Hi Seoul Festival volunteers were as follows: (1) advertise Hi Seoul Festival volunteer opportunities through school bulletin boards and career centers of major universities in Seoul and through websites of major festivals and culture-related web communities; (2) receive volunteer application forms through the internet; (3) screen application forms; and (4) contact and place volunteers.

Compared with Table 1 “Ideal Process of an Effective Volunteer Program,” the Hi Seoul Festival organization recruits two types of volunteers; leader volunteers who join the festival in advance and act as volunteer leaders and general volunteers who provide their services directly to the public only during the festival period.

Since the degree of volunteer work and commitment expected was relatively high, the Hi Seoul Festival organization targeted college students, who were available to work on weekdays and could participate in the volunteer workshop prior to the festival. Korean people’s general attitude toward volunteering was also anticipated to lead to a higher participation of students.

Unlike American volunteering trends, younger Korean people are more interested in volunteering because many Korean schools require volunteer activities as part of the curriculum [18]. Additionally, internship programs are not as developed in Korea, therefore many college students may think of volunteering as an opportunity to learn new skills and gain knowledge for future jobs. In fact, the vast majority of volunteers who responded to the “Hi Seoul Festival 2009 Volunteer Motivation Survey” were, in fact, college students (96.7%), as seen in Table 3.

Table 3. Demographic Information of Respondents of “Hi Seoul Festival 2009 Volunteer Motivation Survey”

Item	Frequency	Percent	Item	Frequency	Percent		
Gender	Female	127	68.6	Religious Affiliation	Yes	97	52.4
	Male	58	31.4		No	88	47.6
	Total	185	100		Total	185	100
Age	19-21years	63	34.1	Educational level	College students	179	96.7
	22-27 years	122	65.9		Graduated from college	2	1.1
	Total	185	100		Grad student or higher	4	2.2
Total	185	100	Total		185	100	
Prior festival volunteer experience	First time	82	44.3	Marital status	Single	185	100
	2-3 times	78	42.2		Total	185	100
	4-7 times	20	10.8	Introduction to/ involvement through	Friends/relatives	62	33.5
	8 times-	5	2.7		College career center	31	16.8
	Total	185	100		Festival Homepage	13	7.0
Financial level	High	8	4.3				
	Middle	171	92.4				
	Low	6	3.3				
	Total	185	100				

Place of residence	Seoul	132	71.4		Ads at college	39	21.1
	Other province near Seoul	50	27		Websites related to special events & festivals	31	16.8
	Others	3	1.6		Others	9	4.8
	Total	185	100		Total	185	100

Since the Hi Seoul Festival organization targeted college students as the largest segment, advertising through college career centers and ads placed at college campus (37.9%) were powerful marketing channels to recruit volunteers, as shown in Table 3. In addition, many volunteers first heard of Hi Seoul Festival volunteering opportunities through friends and relatives (33.5%), as peer groups tend to share information

together.

In 2009, a total of 1,021 people applied for volunteer positions and 460 were selected through a screening of application forms based on availability, interests and abilities, without an interview. Table 4 shows four different volunteer positions and their duties with the number of volunteer placements in each position.

Table 4. Volunteer Operations of the Hi Seoul Festival 2009

Position	Number of Volunteers	Duties
Total	460	
Program Supporter	240	Site Supporters for each Program
Site Promotion	100	Running Information Desks, Taking Photos and Movies
Language Service	80	Guiding Foreign Tourists (English, Japanese, Chinese)
Office Supporter	40	Working at Festival Office and Performing Online Promotion

According to the volunteer motivation survey, respondents indicate the importance of each of the 28 items on a motivational scale influencing their decision to volunteer at the festival. Table 5 outlines the ten highest-ranking reasons for volunteering. The most important reason, with an average response of 4.449 (on the 5-point Likert scale), was "I want to develop relationships with others." Other high-ranking reasons related to gaining some practical experience (4.432), working with different people (4.378), and interacting with others (4.362), show that volunteers pursue personal development and new relationships and experiences through their volunteering activities. These egoistic motivations demonstrate the

distinctive difference between festival volunteers and social volunteers [19]. Nevertheless, in this survey, altruistic reasons such as contributing something back to the community (4.324) and feeling that volunteering create a better society (4.427), also ranked highly as top motivators.

The finding that developing relationships and gaining practical experience are the most important reasons to volunteer is significant to festival volunteer management in many ways. The Hi Seoul Festival coordinator should consider how to coordinate the work to help volunteers achieve what they want.

Table 5. Reasons for Volunteering for Hi Seoul Festival

Highest Ranking Reasons	Mean
I want to develop relationships with others.	4.449
I want to gain some practical experience.	4.432
I want to work with different people.	4.378
I want to interact with others.	4.362
I want to put something back into the community.	4.324
I want to broaden my horizons.	4.314
Volunteering creates a better society.	4.427
I can obtain an educational experience.	4.130
I want to learn new knowledge or skills.	4.016
Being a volunteer with Hi Seoul Festival is considered prestigious.	3.962

### 6.3. TRAINING

All volunteers were requested to attend an orientation

session. When volunteers arrived, they were asked to sign up and register, received the volunteer's handbook. This orientation session consisted of two sections. In the first section,

a volunteer professional gave a lecture about basic knowledge of volunteering. In the second section, the festival organization introduced Hi Seoul Festival's organizational structure, programs and staff through visual materials. Then, the volunteer coordinator provided general information about the volunteer program, using the volunteer handbook. Official training for the entire volunteers took place once, and then volunteers received additional training as teams they belonged on subsequent days.

Although training period was short, volunteers received new directions and announcements from the festival organization and were able to communicate with the volunteer coordinator and other staff through a volunteer web community (<http://club.cyworld.com/hiseoulmania>)[20].

As most volunteers are young and part of a generation highly familiar with IT (Information Technology), utilizing the web was the best way to advertise, train, supervise and evaluate volunteers. The web community also provided connections to previous volunteers since 2005, helping to retain former volunteers and maintain continuity, as well as solicit future applicants. Continual upkeep and constant activity of this volunteer web community and the Hi Seoul Festival web community (<http://cafe.naver.com/hiseoulfest2008>) served the goal of securing more "Seoul Manias" for the festival [21].

#### 6.4. SUPERVISING

The supervision of general volunteers was placed upon each program staff members and leader volunteers. The program staff members and leader volunteers checked the volunteers who were present, and reported results to the volunteer coordinator. Volunteers who could not participate in the festival were obliged to contact the staff members in advance. If prior notice of absence was not given or their volunteer performance was under than 70%, a volunteer certificate was not granted.

Each evening, program directors and staff informed the volunteer coordinator of their volunteers' performance, and discussed the next day's schedule and any change at a daily staff meeting. Because the Hi Seoul Festival includes various outdoor programs in different venues, changes occurred often. Given different daily additional programs and an uneven distribution of the volunteer force, the volunteer coordinator had to ask some volunteers to take on different job responsibilities. At times, volunteers had to work at new, different jobs with very little instruction.

#### 6.5. RECOGNITION

In the planning phase, the Hi Seoul Festival organization prepared the following recognition items and benefits to volunteers: festival T-shirts, one loop-tie with an ID card, meals, a volunteer certificate, insurance and a recognition party. The festival T-shirts were provided at the orientation session. The ID cards and meal tickets were offered at each program venue by the program staff and or leader volunteers. The volunteer certificates were delivered after the evaluation meeting by mail. Beginning 2009, the festival organization awarded 40 excellent individual volunteers and one team prizes. The candidates were

selected based on leader volunteers' recommendations, their attendance, and program staff's opinions. Also, the festival organization produced a movie recorded volunteers' activities during the festival. This movie made volunteers feel proud of themselves and remind of their volunteer activities with many other people. Additionally, this year the Hi Seoul Festival organization invited volunteers to join in a prize contest for naming 'Hi Seoul Festival volunteers'. The prize winning work was 'Seoul Atti.' 'Atti' is a genuine Korean word that means 'friends'.

#### 6.6. RETENTION

Because festival volunteering opportunities are not common in Seoul, to become a volunteer of Hi Seoul Festival is fairly competitive. In fact, the volunteer coordinator had no concerns about securing enough volunteer workers. However, as the Hi Seoul Festival grows in size and breadth, the volunteer coordinator has felt the need for more experienced and better trained volunteers who are more dedicated to the festival. While the volunteer coordinator wished to keep qualified volunteers by communicating through the web community, it was difficult to retain a good volunteer workforce due to her non-permanent position, just working during the festival season in the organization.

#### 6.7 EVALUATION OF THE VOLUNTEER PROGRAM

On May 27<sup>th</sup>, about 15 days after the festival, the volunteer evaluation meeting was held at the Seoul Foundation for Arts and Culture. At this meeting, the festival organization gathered volunteers' opinions about good and lacking points and improvements related their volunteering experiences.

A few volunteer participants' afterthoughts on the volunteers' web community also were assessed.

### 7. DISCUSSION, SUGGESTIONS & CONCLUSION

In general, the Hi Seoul Festival volunteer program has an appropriate timetable for volunteer management within the environment of festival operations and proper job positions allocated for volunteers, although the organization needs to develop more detailed position guides. In the planning phase, the Hi Seoul Festival organization should specify and detail position guides in order to implement more effective training programs, supervise volunteers' activities and properly evaluate their performance. Compared with the ideal process of an effective volunteer program in Table 1, the Hi Seoul Festival volunteer program did not have specific goals and objectives as standards from which to evaluate its volunteer program. By comparing goals and objectives with results from the volunteer program, it will be much easier for the Hi Seoul Festival organization to evaluate its volunteer program.

This paper emphasizes that the festival organization should understand the motivations for volunteering in order to retain current volunteers. Based on this understanding, the volunteer

coordinator should check whether job positions and responsibilities match volunteers' needs, and whether training programs are helpful for volunteers in performing their duties. The organization should also develop more careful strategies and methods to place volunteers, train them well, and supervise them, especially considering the fact that most of the Hi Seoul Festival volunteers are college students, with the primary motivation of developing relationships and gaining work experience.

From the perspective of recruiting and positioning, it may be easier and more expeditious for the Hi Seoul Festival as an organization to manage a group of volunteers composed of one dominant type (students and the young) rather than a more diverse group. However, it is difficult to retain college students as long-lasting volunteers, because college students tend to stop participating in volunteering activities, when they find jobs after their graduation. Therefore, in order to ultimately retain more long-term volunteers and cultivate stronger relationships with the community, the Hi Seoul Festival organization should consider reaching out to other different groups of volunteers as well. However, the intensive work commitment may limit volunteering for those who are not students. Therefore, perhaps only one volunteer work term could suffice, especially for those such as housewives and full-time employees, to widen and diversify participation in the Hi Seoul Festival volunteer program.

In addition, the Hi Seoul Festival could deploy former volunteers as volunteer team leaders or as the instructors in the orientation program in order to retain experienced volunteers. This strategy could be especially valuable in retaining experienced volunteers and responding to more experienced persons' challenges and changing needs.

Regarding the evaluation the volunteer program, it was desirable that the Hi Seoul Festival organization gathered volunteers' opinions about good and lacking points and improvements related their volunteering experiences after the festival. This evaluation process could lead the festival organization to develop better planning for the next year.

The Hi Seoul Festival organization may also need to conduct a volunteer satisfaction survey for a deeper understanding of their volunteers. This could be helpful in discovering the reasons why some volunteers want to leave the volunteer program during the festival working period, and why other volunteers wish to stay on for the duration of the festival. In addition, during the working period, supervisory staff or other staff should respond to volunteers' needs promptly, give feedback to volunteers, recognize their performance in a timely way, and respect volunteers as partners.

This study suggests that the Hi Seoul Festival organization should fully appreciate the importance of an effective volunteer program and the position and work of a volunteer coordinator. The organization needs a well-trained volunteer coordinator who can develop a volunteer program and manage the volunteer system among program directors, other staff

members and volunteer participants. Moreover, the development of an internship program could be another way to train behind-the-scenes (BTS) volunteers.

One possible limitation of this study is that the ideal model of festival volunteer management used in this study (Yi, 2000) was drawn from models of volunteer management developed in the United States, so it may be difficult to apply this model to a Korean festival volunteer program. In Korea, volunteering is not a dominant and concerted social activity as it is in the US, and Korean people do not have as long a tradition of volunteering as American people. The origin and growth of the Hi Seoul Festival, however, is similar to an American festival in many ways. Therefore, the model could be aptly applied to the Hi Seoul Festival despite these social and cultural differences in volunteerism.

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