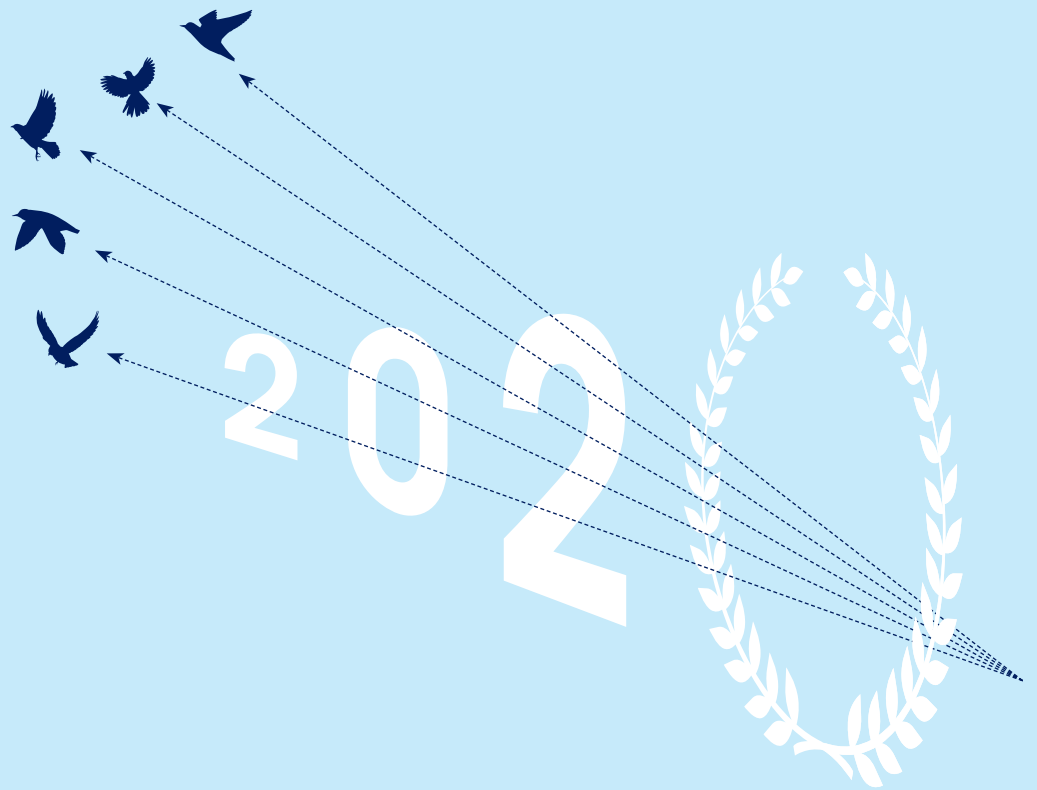


**Works
Report**

2018



Volunteer Legacy of the Tokyo 2020 Olympic and Paralympic Games

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chapter
1

The “Volunteer” is Changing in Japan

Need for 110,000 Volunteers

The Tokyo 2020 Olympic and Paralympic Games (hereafter “Tokyo 2020 Games”) are expected to draw in over 110,000 volunteers. This breaks down into 80,000 Games volunteers for the Tokyo Organising Committee of the Olympic and Paralympic Games (hereafter “the Organising Committee”) and 30,000 City volunteers to guide tourists around Tokyo for the Tokyo Metropolitan Government.¹ With various events also planned to take place across Japan during the Games, the scope of volunteer participation will extend beyond these 110,000 to others as well. The year 2020 will be when diverse forms of volunteering take place on an unprecedented scale.

Lately, the role of volunteers has become essential as the Olympics and Paralympics are growing in scale and complexity. Volunteering was first used in the London Games in 1948, and it has been formally a part of the system since the Barcelona Games in 1992. Such volunteering not only assists in the operation of events, but also provides a chance for people other than select athletes to play their part in this prime sporting event.

Both the recent London (2012) and Rio (2016) Games were assisted by huge crowds of volunteers inside and outside the venues, bringing excitement and atmosphere to the Games. In each country, people desire the once-in-a-lifetime opportunity of participating in their home country Olympics and Paralympics, whether that be through near-impossible effort as an athlete or as a volunteer. Both Games

were flooded with far more volunteers than they could take.² For the volunteers, it must surely have been an unforgettable experience.

What Legacies will Remain?

The word “legacy,” as found in the title of this report, should be kept at the forefront of the Olympics and Paralympics. The Tokyo Games in 1964 left behind transport infrastructure and buildings constructed for the Games, such as the Tokaido Shinkansen and high-speed roads. These well-known “hard legacies” played a significant supporting role in Japan’s rapid growth in the following years.

However, the circumstances surrounding the Tokyo 2020 Games differ greatly from those in 1964. Given that Tokyo is already one of the world’s developed cities, what sort of legacy can it leave? One looks to the “soft legacies” that appear in the way people act and cultural changes. A report³ published by the Recruit Works Institute in 2014 suggested how the large-scale, one-time employment of 815,000 people (1.3% of the working population) for the Tokyo 2020 Games could leave legacies. As the Olympics and Paralympics attract the attention of people from all over Japan and the world, the legacies it leaves for the future could go some way toward resolving the country’s social issues.

What types of legacy could this unprecedented scale of 110,000 volunteers leave for Japanese society in the years after 2020? Our proposal is to capitalize on this opportunity to change the status of the

1 “Volunteering at the Olympic and Paralympic Games Tokyo 2020,” Tokyo Organising Committee of the Olympic and Paralympic Games

2 “Volunteering Strategy for the Olympic and Paralympic Games Tokyo 2020,” Tokyo Metropolitan Government and Tokyo Organising Committee for the Olympic and Paralympic Games

3 “Impact of the Tokyo Olympics on Employment: Structural Reforms to be Made by 2020 to Overcome the Shortage of Human Resources” Recruit Works Institute

“volunteer” in Japan, as a means of creating new ways for people to participate in society.

Volunteering in the form of diverse social participation will leave each person who participated with a “career” legacy from their experiences.

Current Volunteering & Future Volunteering

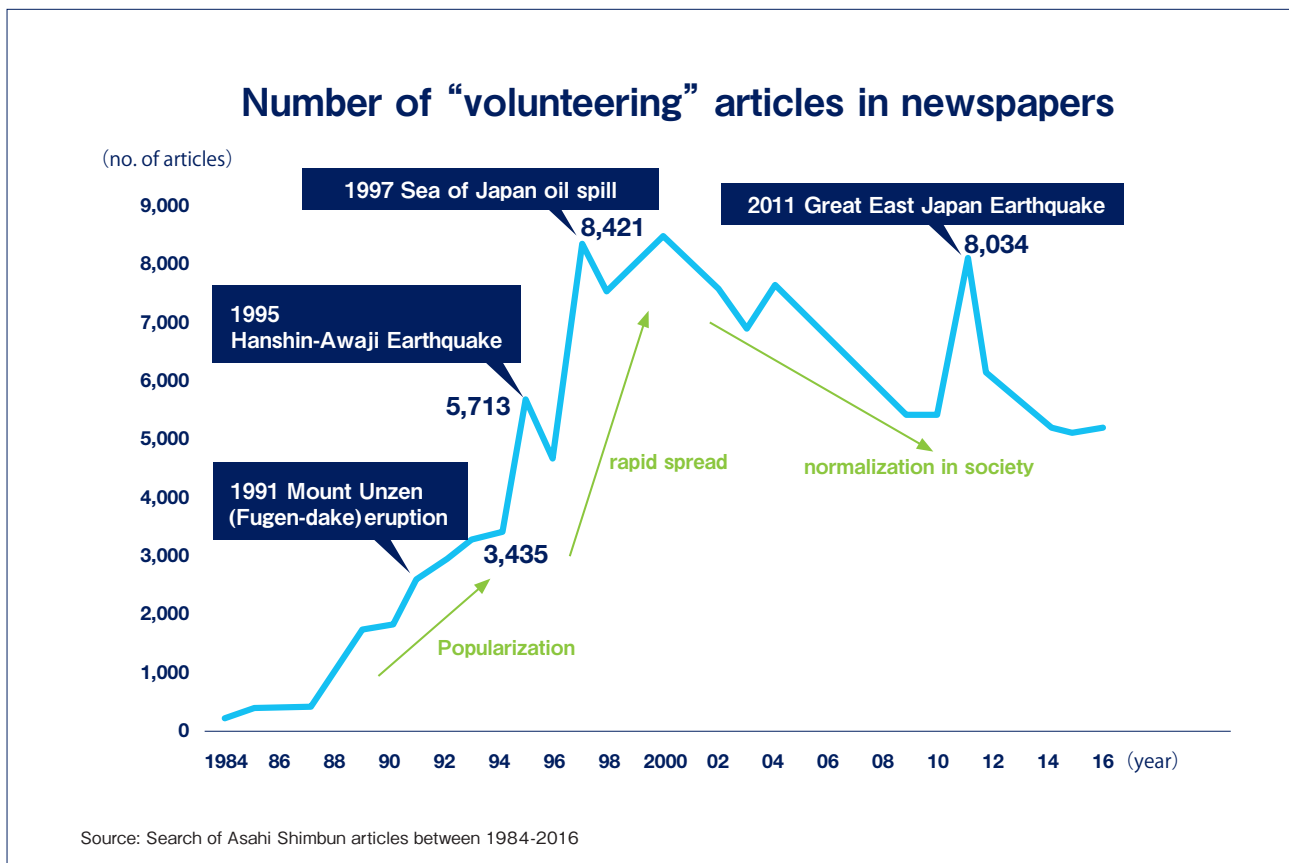
Volunteering once meant “self-initiated enterprise.” However, the general understanding of the word “volunteering” today is that of “service.”⁴ This notion has spread throughout Japan, and has come to play a prominent role in supporting the vulnerable in society and mobilizing relief at times of natural disaster. Of course, those who volunteer are not doing so merely out of service, as they in turn find meaning and

learning. Despite this, volunteering has become strongly associated with the idea of “self-sacrifice.”

Volunteering at the Tokyo 2020 Games will return the meaning of the word to its original meaning of “self-initiated enterprise,” seen as an opportunity to move toward an enriched and wide-ranging life career.

Volunteering is not just about altruistic good deeds, as it also incorporates the idea that “participation is fun in and of itself.” Games volunteering at the Olympics and Paralympics “festival of sport” will be a prime example of this. As lifespans increase, finding fulfillment in play (leisure) will hugely contribute to people’s enjoyment of life.

Furthermore, volunteering is no longer a one-way relationship of supporting somebody else; **it is**



4 "2016 Factfinding Survey on Citizen Contributions to Society," Japan's Cabinet Office

changing into an equal “mutual relationship” where certain values are learned through participation as a volunteer.

These values not only offer a sense of contribution to others and of fulfilment felt by the volunteer themselves, but they are also the “fulfilment of leisure,” “learning,” and “career development” found through participating in community activities. It is important to note that the value found in volunteering cannot be shown on an economic scale. Recognizing the diversity of values that go beyond economic measurement is itself linked to turning the Tokyo 2020 Games vision of “Accepting One Another (Unity in Diversity)” into reality.

The Spread of Volunteering to increase Social Sustainability

Diversifying the ways people can participate in society through volunteering will significantly increase the sustainability of Japanese society at a time when people will live to be 100 years old and the working population shrinks ever smaller.⁵

First, volunteering experience will enrich people’s life careers. People in Japan are currently stuck in singular, fixed social roles. For example, a business person has no time for themselves, seniors have nowhere to put their skills to use, and those who have gone for a long time without work find it hard to re-enter the workforce. However, a fulfilling life career at a time when people live to be 100 years old would be helped by people having multiple social roles in the workplace and the home, as well as in the local community, and different spheres of interest.⁶

With its place between work and leisure, volunteering works as an accelerator for people to find new roles to play. If volunteering at the Tokyo 2020 Games helps people find new roles in their lives – if a business person finds new ways to spend their leisure time, or a retired senior finds somewhere in

their local community to be active, or if a housewife or househusband finds an opportunity to re-enter the workforce – then it will have helped create legacies in the life careers of those individuals.

The spread of volunteering is also meaningful for society. By allowing the individual to employ their motivations and abilities in aid of their local communities, volunteering is significant for both the individual and for their surroundings. In Japan, a low birth rate and an aging population mean that the number of people needing support is growing larger than the number of people giving support, and given the limitations to public assistance and development of self-assistance, it is absolutely essential to create mechanisms for cooperative (mutual) assistance. Increasing the diversity of volunteering – which in its very nature is cooperative (mutual) assistance – and making it possible for a more diverse range of people to volunteer will set the foundations for a society where people live healthily to 100 years old.

This report provides a summary of Tokyo's volunteer needs in 2020, lists volunteer legacies from the most recent Games, and considers the specific plans to leave a volunteer legacy for the upcoming Tokyo 2020 Games.

5 "Transforming our World: The 2030 Agenda for Sustainable Development," 2015, United Nations

6 "On the 70th Anniversary of the War How Should We Leave Japan for the Next Generation? Looking Toward 2030," 2015, Japan Akademeia Long-term Vision Institute

chapter
2

Volunteer Needs for the Tokyo 2020 Games

Volunteer Recruitment by the Organising Committee and Tokyo Metropolitan Government

More than 110,000 volunteers are currently anticipated to be recruited for the Tokyo 2020 Games. This breaks down into 80,000 Games Volunteers and 30,000 Tokyo City Volunteers, with additional city volunteers in the surrounding prefectures.

Volunteers at the Olympics and Paralympics should not be seen merely as labor without payment. As mentioned in the introduction, volunteer recruitment provides the opportunity for all people, not just athletes, to participate in the Games. The Organising Committee's vision for the Games, outlined below, suggests great expectations for the volunteers.

The Tokyo 2020 Games Vision

The Tokyo 1964 Games significantly changed Japan. The Tokyo 2020 Games, as the most innovative in history, will bring positive reform to the world by building on three core concepts: "Striving for your personal best (achieving personal best)," "Accepting one another (unity in diversity)," and "Passing on legacy for the future (connecting to tomorrow)."

These concepts are undoubtedly also valid when applied to volunteers. Getting involved with new volunteering work, in addition to busy everyday life, represents striving for your personal best. Having 110,000 volunteers of different types – both old and young, male and female – acts as a symbol of diversity. Attention should be paid to the part about connecting to tomorrow: in other words, the legacy. Volunteering can also be expected to bring positive reform to Japanese society.

Before discussing legacy, it is worth introducing the six key recruitment criteria for Tokyo 2020 Games volunteers and the work they will be doing.⁷

Application Conditions (provisional)

1. Be at least 18 years old on April 1, 2020
2. Be able to attend volunteer training
3. Be a Japanese national or have the right to stay in Japan
4. Be able to volunteer for at least 10 days
5. Be enthusiastic and willing to be there until the end to ensure the Games' success
6. Be considerate of others and happy to work in a team

The volunteering roles for the Games vary widely from those requiring expertise to those requiring none at all, with some roles taking place inside the competition venues and some outside.

⁷ "Volunteering at the Olympic and Paralympic Games Tokyo 2020," Tokyo Organising Committee of the Olympic and Paralympic Games

Examples of Volunteering Roles

Guidance at venues	Guide spectators and those affiliated with the Games at venues, check tickets, provide support for regulating entrance to venues, etc.
Doping control	Provide support for doping inspectors as they test athletes who have finished competition
Driver	Transport those affiliated with the Games between venues by car
Workforce registration	Sign in workforce at venues. Check the workforce member's shift by referring to their personal ID, and relay necessary information to them
Uniform distribution	Pass out uniforms to workforce members (volunteers and others) at a uniform distribution facility
Media support	Provide support to Japanese and foreign media covering the Games at venues, the Press Center, and other locations
Language services	Provide communication support to those affiliated with the Games, including athletes, the media, and foreign dignitaries
Support for teams	Support the teams that come from around the world. Start preparations prior to the teams entering the Olympic Village to facilitate a comfortable stay
Logistics support	Support the management and organization of goods brought to competition venues, the Olympic Village, etc.
Support for rental services	Support rental services that will supply the athletes, the media, and others related to the Games with various items at the Olympic Village, Media Center, etc.
Support for sustainability and recycling	Show athletes, spectators and others how to separate garbage for recycling to ensure the sustainability of venues and other facilities
Support issue of IDs	Issue IDs to be carried by those affiliated with the Games based on pre-registered information
Event operation support	Assist with event operations. Following the instructions of event officials, perform duties, such as assisting with the progress of the event and providing support for athletes at venues and practice areas
Medical support	Act as "a first responder" who will rapidly respond in the event where a spectator or Games affiliate suddenly falls ill or is injured

The various roles for City Volunteers (recruited by Tokyo Metropolitan Government) include tourist and traffic information for visitors from Japan and abroad, as well as providing guidance around

stations close to competition venues. They will primarily be positioned at airports, major stations, tourist spots and stations close to competition venues.⁸

⁸ "Volunteering Strategy for the Olympic and Paralympic Games Tokyo 2020," 2016, Tokyo Metropolitan Government and Tokyo Organising Committee for the Olympic and Paralympic Games

Concerns about Volunteer Supply

Guaranteeing the “Quantity” and “Quality” of Volunteers

There will naturally be issues with recruiting a large-scale supply of over 110,000 volunteers. The first that comes to mind is whether or not that number of people can actually be brought together. In all likelihood, this will not be a problem.

This is because neither the Rio de Janeiro Games (2016; 50,000 volunteers) nor the London Games (2012; 70,000 volunteers) had trouble recruiting volunteers. As soon as recruitment started they received more applications than there were places, and both Games had more trouble narrowing down the selection. Although the Tokyo 2020 Games will be recruiting more volunteers than either of the two previous cities, with a metropolitan population of over 35 million there should be no major issue in guaranteeing there will be volunteers.

The next concern is that of quality, and whether the Games can attract people with specialist skills. While it is impossible to know until recruitment begins, there is the possibility that not enough volunteers will have required skills, such as being multilingual or working in a medical profession.

Finding a solution to this will require the cooperation of businesses, associations and educational institutions that are home to these skilled individuals. Because volunteering should be self-initiated, they must not be forcefully “mobilized,” but **if these organizations are willing to provide the support that would make it easy for volunteers to join in**, such as helping to disseminate information about volunteer recruitment and the different roles available **and allowing the volunteers time off, then**

it will be easier for those with skills to volunteer.

“Bright and Sunny” Volunteering for Fun

Aside from the issue of guaranteeing the quantity and quality of volunteers, it is also important to consider how the meaning of volunteering at the Games can be communicated, and participation encouraged. Various news reports have shown that public opinion about hosting the Tokyo 2020 Games is not entirely positive at the present point in time. How the gap in the level of support between the host city Tokyo and other regions can be closed is also an issue.

There are also positives and negatives in terms of volunteering. Typical criticism includes questions about why free volunteers are needed at such a highly commercialized event like the Olympics & Paralympics, and about the economic damage caused by making work that originally would have been paid into work done for free. Such criticisms are made because of the differences to the old style of volunteering. Below, the contemporary implications of readjusting this structure to volunteering in the Tokyo 2020 Games are considered.

As mentioned above, the most commonly held image of volunteering in Japan is that of “service.” There is a common understanding that one reaches out one’s hand when someone is in trouble or when there are social issues. However, Games Volunteers are only hazily connected to this idea. They support the running of the Games, which are not host to any specific social issues. In basic terms, the point of being a volunteer is to experience being involved in the Olympics and Paralympics. They will participate because of the prestige in doing so, and to make good memories.

Those who are responsible for creating a fun festival are as much volunteers as those who get

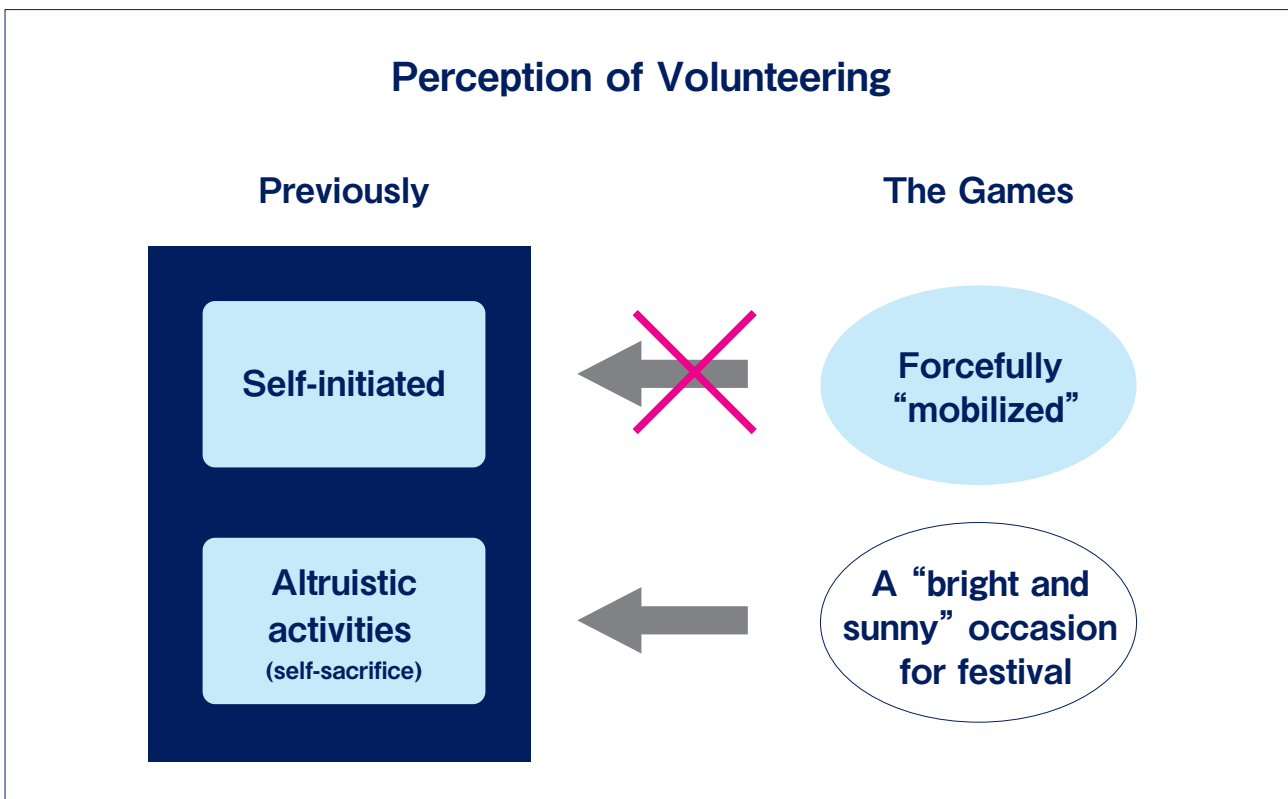
involved to support those in need, in the sense that they are willingly doing so without any expectation of financial compensation. However, because they do not have any obviously apparent social worth, it is easy to criticize Games Volunteers.

Such “bright and sunny” volunteers will be strongly motivated by enjoyment, making it easy to recruit applicants. In addition, with such a large scale of volunteers for the Olympics and Paralympics, a certain level of organizational efficiency will be necessary. This could lead to work being definitively allocated in a way that neglects the ideas and autonomy of the volunteers during the recruitment and running of the Games. This manner of delegation would support the argument that their labor should be compensated and that they should therefore be paid.

In other words, volunteering at the Tokyo 2020 Games is fundamentally different in nature to the traditional perceptions that have previously taken hold in Japan of volunteering as “self-initiated” or being a form of “service,” and this is changing the

values that are attached to volunteering. With this situation in mind, the way volunteer recruitment and management is conducted will be crucial.

This new way of looking at volunteering for the Tokyo 2020 Games, which lies outside traditional parameters, if taken positively, could be a driving force toward changing the nature of volunteering. The next chapter looks at the types of volunteer legacies left behind by the recent host cities of London and Rio de Janeiro.



chapter
3

Volunteer Legacies from London and Rio de Janeiro Games

How have recent Olympics dealt with volunteers? Let us take a look at the volunteer legacies of the most recent host cities, London and Rio de Janeiro. There are many things Tokyo should learn from London, a successful example of leaving a volunteer legacy in a developed country. Although its stage of development as a city is different, the example of Rio de Janeiro can also provide suggestions for what to do when volunteering is not a normal part of everyday life.

London Intricately Planned a Volunteer Legacy

The London Games in 2012 was helped by 70,000 Games Volunteers. As a mature host city, the soft legacies (cultural legacies rather than hard legacies like infrastructure) that formed the focus of London's post-Games plans were designed into a legacy plan that had no intention of leaving the volunteering that took place during the Games to fade as a one-time thing.

The so-called "Games Makers" database of Games Volunteers changed its name to "Team London" after the Games had ended, and was inherited by the London Mayor. A report released in 2016 showed that 135,000 people had signed up to Team London through its website and had been matched up with over 1,600 groups.⁹ New volunteers joined those who had volunteered during the Games to continue to help out with local non-profit activities and sporting events

after the Games had ended.

Another unforgettable volunteer legacy from London was to give people with disabilities the chance to volunteer. Based on the belief that "the opportunity to volunteer at the Games should be open to all people," the London Organising Committee of the Olympic and Paralympic Games (LOCOG) made sure that "anyone can join in as a volunteer" by separately providing for supported volunteering so that disabled people who wished to do so could volunteer.

The number of volunteers has risen hugely by making the most out of London's need for 70,000 volunteers. According to government statistics, the number of volunteers in England rose sharply to 64% in 2012-2013 compared to 57% in the year before the Olympics, and has continued to rise in the most recent report to 70% (2015-2016).¹⁰ The volunteer legacy from the London Olympics has had a definite effect.

Rio de Janeiro Encouraged the Growth of a Volunteering Culture

The initiatives started in London were passed on to Rio de Janeiro. Volunteers in wheelchairs could be seen around the competition venues at the Rio Games, and the organizers are considering creating a volunteer database that will act as a continuation after the Games.

However, Rio faced difficulties that London did not thanks to the latter's strong volunteering culture.

9 "Team London Impact Report," Greater London Authority, 2016 <https://www.london.gov.uk/what-we-do/volunteering/team-london-impact-report>

10 "Community Life Survey," Cabinet Office, 2014, 2016 <https://www.gov.uk/government/collections/community-life-survey>

In Brazil, the concept of volunteering is not particularly widespread apart from in the case of religious activities. The Rio Organising Committee is believed to have been initially concerned about recruiting enough people to meet the scale of volunteers needed. To deal with this, the Rio Organising Committee met with related parties, sports companies, and educational institutions before beginning recruitment to explain the significance and nature of volunteering at the Games.

The Rio Games used many temporary venues and was judged to be a highly cost-effective Games, including the measures taken for volunteer management. One of these was the use of “Selection Volunteers” to decide which volunteers to choose.

The process of choosing 50,000 volunteers from 170,000 applications necessarily involves huge costs. The Rio Organising Committee recruited approximately 1,000 selection volunteers who were experts from elite industries like business and academia. In other words, selection was left to the volunteers. The Selection Volunteers were given their lunch and transport expenses, but of course were unpaid. These 1,000 volunteers were given training by the Rio Organising Committee, and, without a doubt, this training process was highly cost-effective. The selection volunteers included many high fliers, such as executives from global companies and retired entrepreneurs; the Rio Organising Committee suggested that there was great significance in having



such people experience being a volunteer.

Using such methods, the volunteers were gathered through the selection process and given training, but the biggest problem occurred when the Games began, when 15,000 of the 50,000 volunteers did not show up at the competition venues, giving up during the event.¹¹ One of the more remarkable reasons given was that many people had signed up just to get the uniforms, but in fact there also appear to have been management issues, including the fact that the meaning of volunteering at the Games had not really taken hold among the people, and the fact that information about specific duties and postings came only immediately beforehand, leaving no time to prepare.

Despite these problems, on the whole, Games volunteers appeared to enjoy their time supporting the Olympics. Given that the Rio Games only finished in 2016, it will still be some time until we see what true outcomes it has delivered, but those with the priceless experience of volunteering at the Games will surely go on to get involved in various activities, not least future sporting events.

Even in Rio de Janeiro, where until the curtain opened there were doubts as to whether the Games would even happen, efforts are being made to leave behind a legacy from the participation of huge numbers of volunteers. What sort of volunteer legacies could be created in 2020? The next chapter looks at possibilities for the Tokyo 2020 Games.

11 “Rio 2016: Thousands of Olympic volunteers quit over ‘long hours and lack of food.’” Independent, 2016



Volunteer Legacy of the Tokyo 2020 Games

Life Careers in an Age of 100-Year Lifespans

Until now, the focus has been on looking at the discussions surrounding Tokyo 2020 Games volunteers and reflecting on the volunteer legacies of past Games. It is now time to move on to thinking about what sorts of legacies can be created by the volunteering at the Tokyo 2020 Games. We believe that using this opportunity to bring to life diverse ways of volunteering will give people more options for enriching careers in an age where people will live to be 100 years old.

Careers have been changing significantly in recent years. The fixed division of labor between men at work and women at home is breaking down, and more and more people are looking for both a workplace career and home life in search of work-life balance. Further reforms to the way we work have liberated people from work and given them the time to find fulfilment in life. Increases in people's healthy life expectancies mean they will seek a wider range of roles, such as relearning on adult education courses and participating in local activities.

In the future, the focus will fall increasingly on "life careers" rather than just work. Society is increasingly seeing it as natural to create roles for oneself appropriate to one's stage of life, regardless of age or sex.

Volunteering "Values" that Enrich Careers

What role does volunteering play in building enriching life careers? At this point it is worth taking a look at the fact that volunteering is not just a unilateral service.

Along with contributing to society, volunteering offers a wide range of imperceptible values. These values take various forms depending on the aims of the volunteers, such as fulfilling "play (leisure)," opportunities for "learning" or "step toward employment," and in all these cases, although it looks like volunteering may be a one-way street, in actuality it allows for the exchange of those imperceptible values.¹²

In the future, volunteering will move on from just service to act as a step forward to what the volunteer wants to do, turning it into a choice made to enjoy leisure time. The values of this are explained below. First, there will be more casual volunteering experiences like those of the Games Volunteers who got involved both to "contribute to others" and to "have fun." Enjoying "play (leisure)" is clearly very important to having a fulfilled life. This is particularly the case for seniors after retirement, for whom volunteering is becoming a way to spend leisure time, not only enjoying oneself but also in a way that provides a sense of meaning.

Fascinating research lies behind the "learning" and "step toward employment" values. The results of a survey conducted by an American research institute on over 70,000 unemployed people showed that those with volunteering experience had a higher rate of

12 In 1980, the global authority on career development theory, Donald E. Super, published a life career rainbow with nine life roles: citizen, worker, leisurite, student, child, parent, spouse, homemaker, and pensioner. Sunny E. Hansen further developed this theory with the four "L"s of Love, Labor, Learning, and Leisure as life roles. The values learned through volunteering can also be corresponded within these categories.

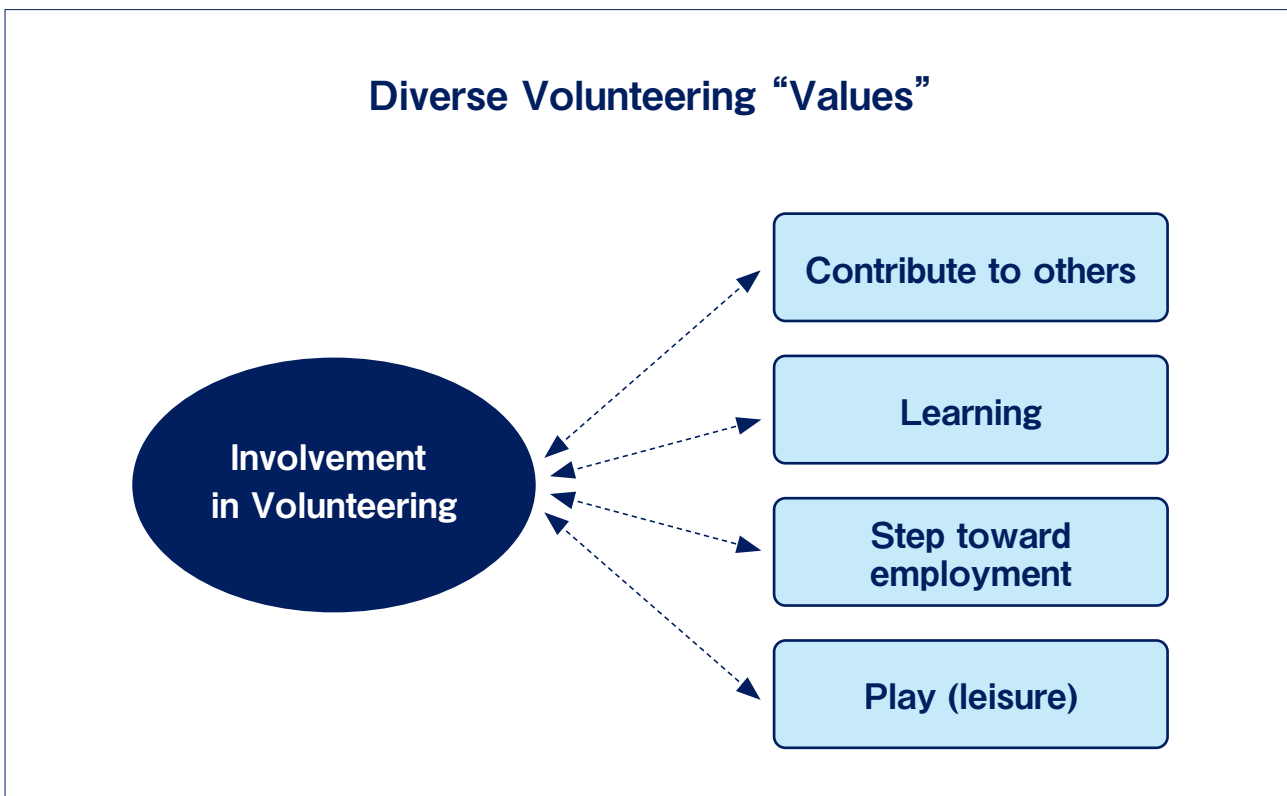
finding a job by 27%.¹³ Volunteering helps people find work because of the role it plays in building social capital (human networks, reputation, etc.) and human capital (skills, knowledge, etc.).

In Japan, taking the step of becoming a volunteer can lower the hurdles to finding or going back to work. It is increasingly recognized as an opportunity for students to learn career values or for housewives and househusbands to take the wheel and get back to work.

Volunteering values – “contribute to others,” “learning,” “step toward employment,” and “play (leisure)” – do not have to be separate, and it is not uncommon for people to learn several values at once. Although volunteering can have all these effects, it cannot be said that the most is being made of all these possibilities in Japan at present. While it is usual for people to get involved with local activities and festivals, still only a minority of people get involved with social activities that have a fixed purpose. A survey by an international institution placed Japan at

73rd for volunteering, the lowest out of all developed countries.¹⁴ The UK with its supposedly deeply rooted volunteering culture was placed at 30th, and even the ostensibly undeveloped Brazil was still placed at 63rd.

The Tokyo 2020 Games will be the optimum opportunity to showcase different ways of participating in society and to change the way volunteering is perceived. In addition to having over 110,000 people actually volunteering, the things that they do will be reported across the country by the media. Given this, how should the legacy plan be created and put into action? The next chapter looks into the specifics of legacy.



13 "Volunteering as a Pathway to Employment Report" 2013, Corporation for National and Community Service (CNCS)

14 Proportion of people who have "volunteered their time to an organization in the past month," "CAF World Giving Index 2017" CAF (Charities Aid Foundation)

chapter
5

Volunteer Legacy Plan

Overview of the Volunteer legacy

In the approach to 2020, volunteering will return to its original form of “self-initiated activity.” Furthermore, the values people learn from getting involved in volunteering will become more varied than ever before.

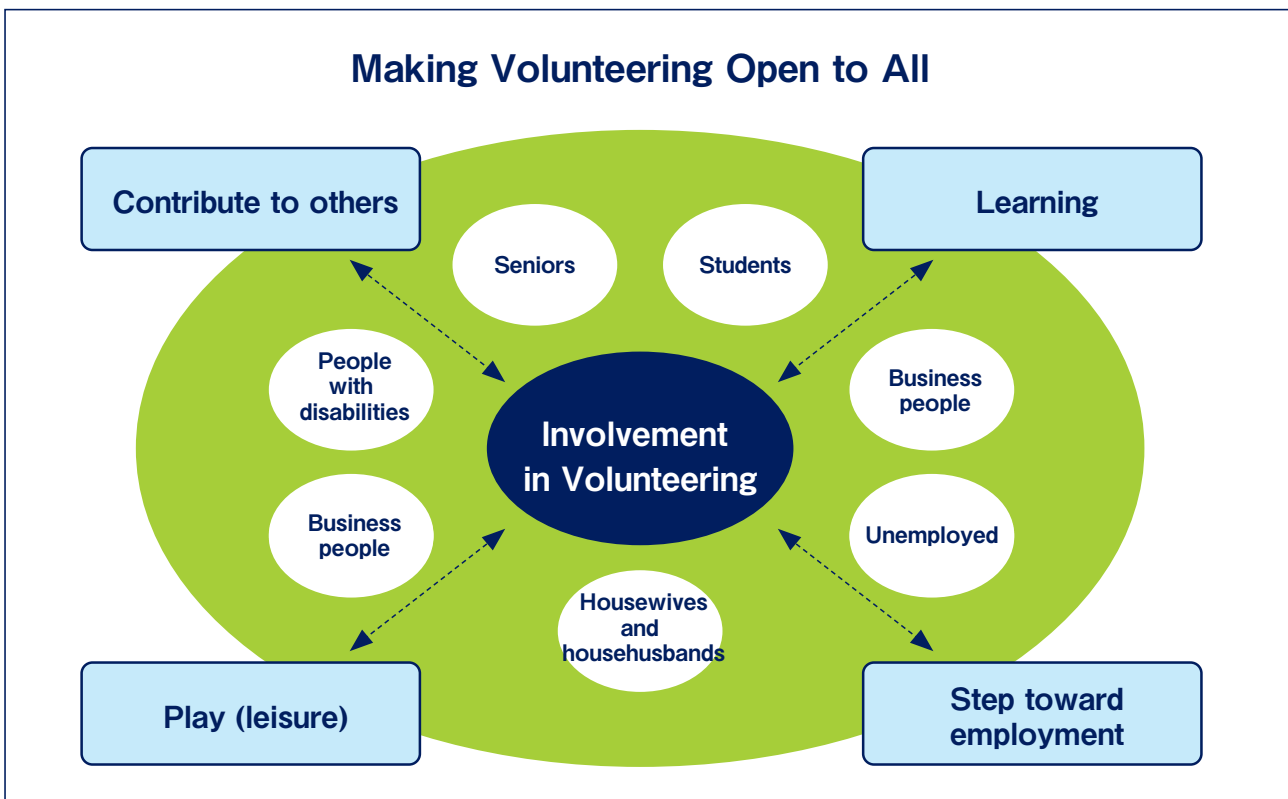
Volunteering helps people find fulfilment through “learning,” “step toward employment” and “play (leisure),” in addition to helping them “contribute to others.” These are all things that will enrich people’s lives as they live to be 100 years old, and could be a set of values used to support society from 2020 onwards.

There are six legacy plans to make volunteering open

to all people.¹⁵

First, disabled volunteer participation. The Games will need to reflect the thoughts and ideas of people with disabilities, in order to hold a Games that is barrier-free and open to all. It is hoped that in the so-called “Dynamic Engagement of All Society,” people constrained by disability will have the same opportunities as non-disabled people to engage in volunteering.

Second, business people working secondarily as volunteers. With the government’s acceptance of the principle of secondary careers at a time when the ways we work, live and play are changing, experiences in places different from our everyday allow us to expand our horizons and learn. The support of business people



14 Proportion of people who have “volunteered their time to an organization in the past month,” “CAF World Giving Index 2017” CAF (Charities Aid Foundation)

15 It is possible to learn multiple values, such as “learning” and “step toward employment” or “contribute to others” and “play (leisure)” fulfilment through volunteering. The plots on the maps are representative examples; so for example, it is possible for a student to volunteer for “play (leisure).”

working at the forefront of their industry at the Games will surely add to the quality of Games management.

Third, senior volunteers. Volunteering is one way to give people a feeling of having a role to play in society. In a country of extreme aging, it will be meaningful to have seniors with great experience contributing to the Games.

Fourth, student participation. As was the case during the 1964 Tokyo Games, the Olympics and Paralympics have the power to alter their outlook on life and their career values. The Games will hopefully take place in a way that allows students (who will be our future) such opportunities.

Fifth, volunteering by the unemployed as a step toward employment. The longer somebody goes unemployed, the harder they find it, both psychologically and in terms of skills, to get back to work. Because volunteering is not a form of full employment (half-employment), it can be used as a stepping stone to get to employment.

Sixth, housewives and househusbands volunteering. Getting away from housework and volunteering for leisure or as a step toward employment will expand the horizons of their career choices after the Games have ended.

a **Volunteers with Disabilities**

In London and Rio de Janeiro, support was provided to create an Olympics and Paralympics where anybody could get involved and people with disabilities could participate as volunteers. The Tokyo 2020 Games will inherit this initiative and take it even further forward.

First, people with disabilities are aware of issues in daily life, of which non-disabled people have no understanding, and will know if there is a solution to a problem when it arises. It will be crucial to reflect the thoughts and demands that people with disabilities will

have in order to make the Games better.

Although, in the present circumstances, the volunteer needs of people with disabilities are by no means small, it cannot be said that their wishes are currently being met.¹⁶ A survey by the Ministry of Health, Labor and Welfare showed that only 1.5% of people under the age of 65 who are certified as having a disability or are recipients of disability support have been involved in social activities like volunteering, even though 6.8% replied that they would like to get involved.

Many people are likely to have given up on the idea of volunteering from the offset because of their disability. The gap between those who potentially want to get involved as volunteers and those who actually do may consequently be even greater.

In London, the media gave lots of coverage to what the disabled volunteers were doing. In the subsequent Rio Games as well, volunteers in wheelchairs were often seen giving out information inside competition venues. Seeing this sort of thing in real life really demonstrates that when appropriate consideration is given, it is possible for anyone to actively participate, regardless of whether they have a disability. On the Olympics and Paralympics stage, where attention is greater than for anything else, casting the spotlight on the active participation of disabled volunteers will surely increase the various ways they can participate in society, including through volunteer work and employment.

b **Business People as Volunteer**

Business people in Japan work too much. In an era when people will live to be 100 years old, people should not be engrossed in one organization alone; they should play various roles in various communities. When a business person who has been fiercely devoted to their work retires, they find they have no place in the home and society, and there are endless examples of business person becoming withdrawn and isolated.

Volunteering in your company's CSR activities is an

16 "Results of Survey on Life Pain in 2011 (nationwide survey on actual state of at-home disabled children and adults)," 2013, Health and Welfare Services for Persons with Disabilities Division, Ministry of Health, Labour and Welfare

effective way of broadening your career prospects. Some Japanese companies are developing original CSR plans, with some offering staff volunteering as an option. Recently, pro-bono programs, where business people use the skills they have cultivated in their work to provide support to NPOs and other causes, have become increasingly common, and are seen positively as an opportunity to volunteer in a way that exhibits peoples' individualities and strengths.

Some suggest that volunteering is all well and good as one approaches retirement, but that during one's working life people should devote themselves to their work. However, survey results showing that people seeking links to society only as they approach immediate retirement are too late should not be overlooked so easily.¹⁷ Involvement with volunteering during the prime of one's life, and creating enriching, multi-perspective social capital, is a worthwhile investment in an era where people live to be 100 years old and is a way of building a safety net.

Moreover, crossing over and being active in fields different to everyday life acts as a positive influence on business people's everyday work. According to research by NPO Houjin Nimaimo no Meishi (Second Business Card), which promotes business people going beyond the framework of their organizations and getting involved with new activities, it is particularly effective in improving skills like stability, diversity management, and team building.¹⁸ According to Recruit Works Institute, there is a clear trend for people with supplementary or secondary jobs to feel a sense of growth from their work.¹⁹

It will be necessary for companies to provide active back up for their volunteers in the upcoming Tokyo 2020 Games. With volunteers away from their normal work duties for ten days, companies will need to make considerations for extended periods of summer leave, and to improve their volunteer leave systems. Prior training will surely be needed to maximize the learning to be gained from volunteering, and post-volunteering

follow-up and coordination of further opportunities can also be effective.

This sort of initiative can be expected to leave legacies in the organization's culture and systems after the Games have ended, increasing employees' satisfaction and offering other benefits, such as those outlined above. As the ban on supplementary and secondary jobs is gradually lifted and people start looking toward multi-track careers, how would it be if it were all to start through actively encouraging staff to volunteer in the Tokyo 2020 Games?

Senior Volunteers

The word volunteer may still, in general, bring to mind the image of young people or those in the prime of their working lives. However, it will be important to get retired seniors to participate in civic work to support the wider society in Japan as it ages.

Notably, volunteering by seniors leads to them having greater connections with other people, and helps them to maintain and improve their health. Furthermore, getting seniors with wide ranges of experience involved as volunteers will surely contribute to the quality of the Games' management.

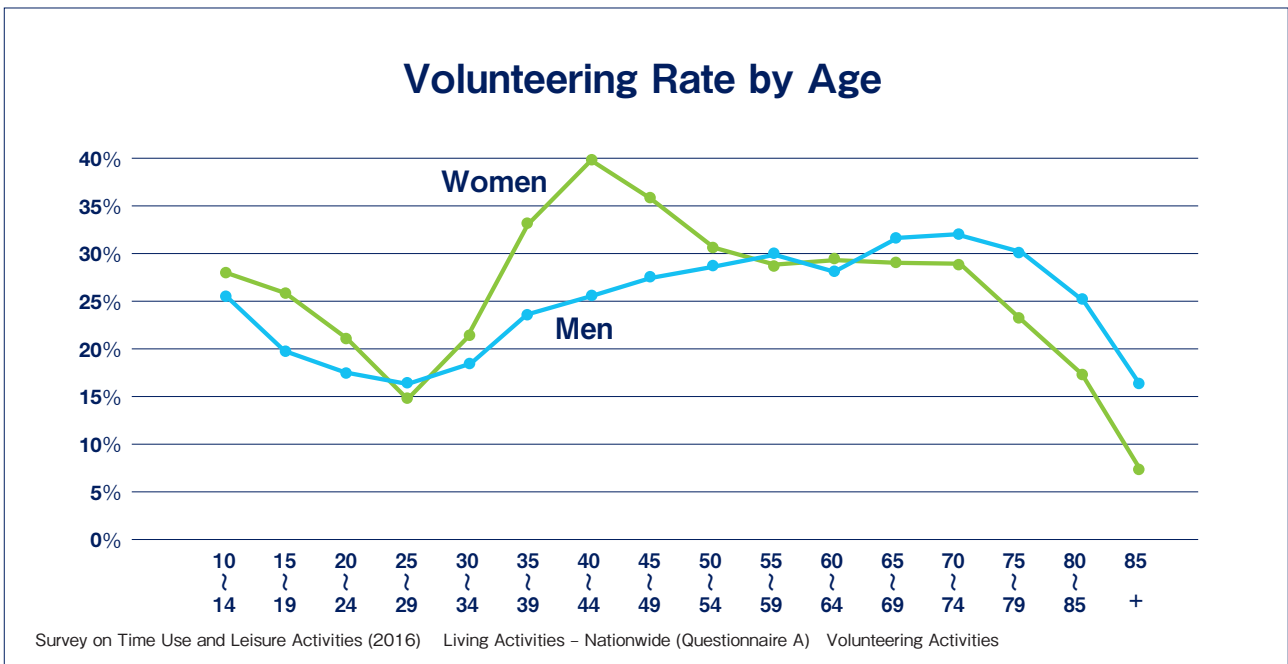
However, in the current situation, less than 30% of seniors in their sixties and seventies are involved in volunteering. Although there is a slight jump in men volunteering after retirement, the proportion of women volunteering drops, and considering the increase in leisure time people have after retirement (even taking into account their reduced physical capabilities), it would appear the rise in volunteering is limited, and that a vibrant volunteering culture does not really exist among seniors in Japan.

Japan has the most advanced aging society in the world. It will be essential to spread the word about seniors actively participating in volunteering, and to create opportunities for more people to get involved.

17 "Study on Social Contribution Activities of Elderly People: A Quantitative and Qualitative Analysis," 2012, The Japan Institute for Labour Policy and Training

18 For more information on the effects of supra-organizational activities on skills development, see "The Science of Cross-Border Learning," 2017, NPO Houjin Nimaimo no Meishi

19 "Japanese Panel Study of Employment Dynamics: Progress and Evaluation of Work Style Reform," 2017, Recruit Works Institute



d Student Olympic & Paralympic Internships

The Tokyo Games in 1964 offered the unique opportunity to connect with athletes and visitors from overseas, and to look out toward the world and expand one’s horizons. Young people at the time found these experiences to have a positive effect when building their careers later in life. The Tokyo Games in 2020 also plan to offer experiences and opportunities that will have a positive impact on young people’s futures, making them truly great, both for young people and society.

Volunteering at the Tokyo 2020 Games will be an unparalleled volunteering experience, both, of course, for students living in Tokyo, but also, in particular, for students living in provincial areas. Surveys have demonstrated that people who have worked far away from their hometowns to be highly enterprising and deeply sensitive to the appeal of the provinces, but students living in provincial areas have basically no opportunities to get internships in the Greater Tokyo area.²⁰

Meanwhile, “service” has been mandatory in metropolitan high schools in Tokyo since 2007, and many students have volunteered as part of their lessons.

However, the original “self-initiated” volunteers found their own opportunities, and it would be great if such an initiative could be created.

For all students, “fun” volunteering at the Olympics and Paralympics will be a unique occasion. Getting students (the next generation) involved in the Games will be both an opportunity for students to get internships but also to change the image of volunteering.

Bringing this to fruition will require cooperation with higher education institutes, such as universities. In particular, getting regional educational institutes involved as we move toward the Games will help create a movement across Japan as a whole, and not just in Tokyo.

Another key to success is whether society will value mechanisms, such as giving credits for volunteering in one’s free time. While some see volunteering for credits as defeating the purpose of the object, past studies suggest both selfish and altruistic motives to be important.²¹ Such incentives are thought to be effective in allowing people the opportunity to learn, from a young age, what volunteering means to them.

In America (a country big on volunteering), in fact, educational institutes and businesses actively place high

²⁰ “Survey on U-Turn/I-Turns and Finding Work,” 2015, Recruit Works Institute

²¹ Researchers argue that volunteers are not only altruistically motivated, as they also volunteer out of their own interests or because it will be helpful for their career progress. See the following as an example: ‘“Paid-for Volunteering” Working Practices: Approaches and Reality,’ 2005, Akiko Ono, The Japan Institute for Labour Policy and Training

value on having a past record of volunteering, which has succeeded in giving it a social motive. Starting with volunteering at the Tokyo 2020 Games, it could be possible to get educational institutes to offer credits for volunteering, and if a culture could successfully be created whereby having volunteering on one's CV was seen positively by businesses when hiring, then volunteering among young people could become all the more popular.

e Unemployed People Volunteering as a Means of Training for Work

In London, the Games provided young unemployed people with training for work and helped them with work opportunities. The Olympics and Paralympics are a unique opportunity to get unemployed people who have given up on looking for work, while having the potential motivation to work, back into the labor market by making them excited about working again.

There is no reason why volunteering at the Tokyo 2020 Games could not be similar. Making it possible for unemployed people who want to work to get involved as volunteers, and providing training that will help them get jobs, could lead to them finding work after the Games are over.

For example, according to the “White Paper on Children and Young People,” there are 770,000 unemployed people between the ages of 15-39 in Japan (as of 2016).²² This is equivalent to 2.3% of the population of this age group, and is part of a long-term, silent upwards trend. Excluding illness, injury and those who are studying for qualifications, some eye-catching reasons given for why young people who want to work are not looking are that “I looked but couldn't find anything” and “I don't have any confidence in my knowledge or abilities.” If volunteering is used as a starting point and pre- and post-Games training and job seeking support provided, then the Games could prove to be a big chance for people who have not had the

opportunities or self-confidence to take a step forward. It has also been pointed out that unemployed shut-ins (hikikomori) and NEETs are aging in Japan, and therefore a wide range of ages should be included when building the road for unemployed people to take their first steps toward employment.

f Housewives and Househusbands Volunteering as a Step Back to Employment

Lots of people stop working to look after their families through childcare or caregiving. However, many do want to get back to work, and as labor shortages grow increasingly acute across society, it is strongly hoped that they will re-enter the workforce.

As Japan's active opening ratio reaches a 44-year high, barriers to re-employment are being lowered, but there are still many people not in work. Behind this lies concerns about re-employment, such as “whether the location and time will be what I want,” “will my skills be put to use,” and “will I be able to work the way I want.” Many companies still take fulltime as the norm in their business design. However, they would benefit from having the skills to manage their working practices in a way that suited those who want to work less.

There are also psychological barriers. Many people feel “uncertain about going back to work” or that their “skills are no longer relevant” due to the perception that time spent raising children is blank time. Volunteering can, therefore, be an effective step in getting such people back to work. Those who get involved as Games Volunteers for such a spectacular occasion will worry less than they would about getting back to work, and this could serve as a good, substantive opportunity to lay the groundwork beforehand. With volunteering at the Tokyo 2020 Games positioned as being a stepping stone for getting back to work, it could be worth encouraging housewives and househusbands to get involved by providing services such as childcare facilities.

²² “White Paper on Children and Young People,” 2017, Cabinet Office

chapter
6

Volunteer-Made Volunteer Legacies

This report has suggested six legacy plans for volunteers: people with disabilities, hardworking business people, young people about to enter into the world of work or those looking to find a job, housewives and househusbands looking to get back into work, and seniors who wish to use the skills they have cultivated to help society after retirement and lead fulfilling lives. Volunteering could be an effective choice to help them thrive in their individuality and build enriching life careers.

The challenge in creating legacies lies in how to bring these plans to life. We suggest that volunteering will leave a legacy in and of itself.

Japan is already moving forward with various activities aiming to resolve social issues. Many companies and NPOs are targeting the different issues surrounding careers, such as support for unemployed young people to enter the workforce, support for housewives and househusbands getting back to work, or providing the place and opportunity for people to be active outside of their companies.

Will it be possible to make the most of the volunteers in the Games, and to use them to move ahead, such as through involving people who are actively engaged, talking with them at the planning stage and building a legacy plan, and making sure their skills are utilized when it is time to start? If this can be achieved, this scheme will become a legacy of which Japan can be proud, and that can be passed on to the next hosts of the Games.

The organizers of the London Games said that “careful planning in advance is needed to build a legacy.” It is still not too late. A vibrant conversation

between diverse stakeholders will help to build a volunteer legacy suitable for a Games held in a mature city, aiming to leave Japanese society in a better place than it was before, and one that can be passed on to Paris, the next host of the Games.

Volunteer Legacy of the Tokyo 2020 Olympic and Paralympic Games

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Published by Recruit Holdings Co., Ltd.
Recruit Works Institute

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Works Report 2018

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