

European SIVSCE-conference Social Inclusion and Volunteering in Sport Clubs

Volunteering in Sport Clubs in Europe



CHARACTERISTICS OF EUROPEAN SPORTS CLUBS

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SPORTS CLUB POLICY IN EUROPE

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INVOLVEMENT AND COMMITMENT OF MEMBERS AND VOLUNTEERS IN EUROPEAN SPORTS CLUBS

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EXPLAINING SIMILARITIES AND DIFFERENCES BETWEEN EUROPEAN SPORTS CLUBS

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Volunteering in sports clubs

- Voluntary work is still the most important resource that allows sport clubs to exist and to offer interesting programs.
- Volunteering is also relevant for civil society, since integration in a club can lead to integration in the broader community.
- However, some sports clubs have difficulty in recruiting and retaining enough qualified volunteers.

Are there differences as well similarities between sports clubs in the ten countries? Why?

What characterises the clubs that are successful in recruiting and retaining volunteers?



Central characteristics of volunteering (Ibsen, 1992)

- (1) Voluntary activities
- (2) Which are unpaid or paid for with a symbolic amount
- (3) The voluntary activities must be carried out for other people than the family
- (4) For the benefit of other people
- (5) Have a formal character (organized or agreed)



Research questions

1. What role does voluntary work play compared with the work of paid staff? Which developments can be observed in volunteering?
2. What role does volunteering play in club management? How much do clubs experience problems in having enough volunteers?
3. What measures do sports clubs take to recruit and retain volunteers?
4. What individual and organisational factors play a role in volunteer satisfaction?

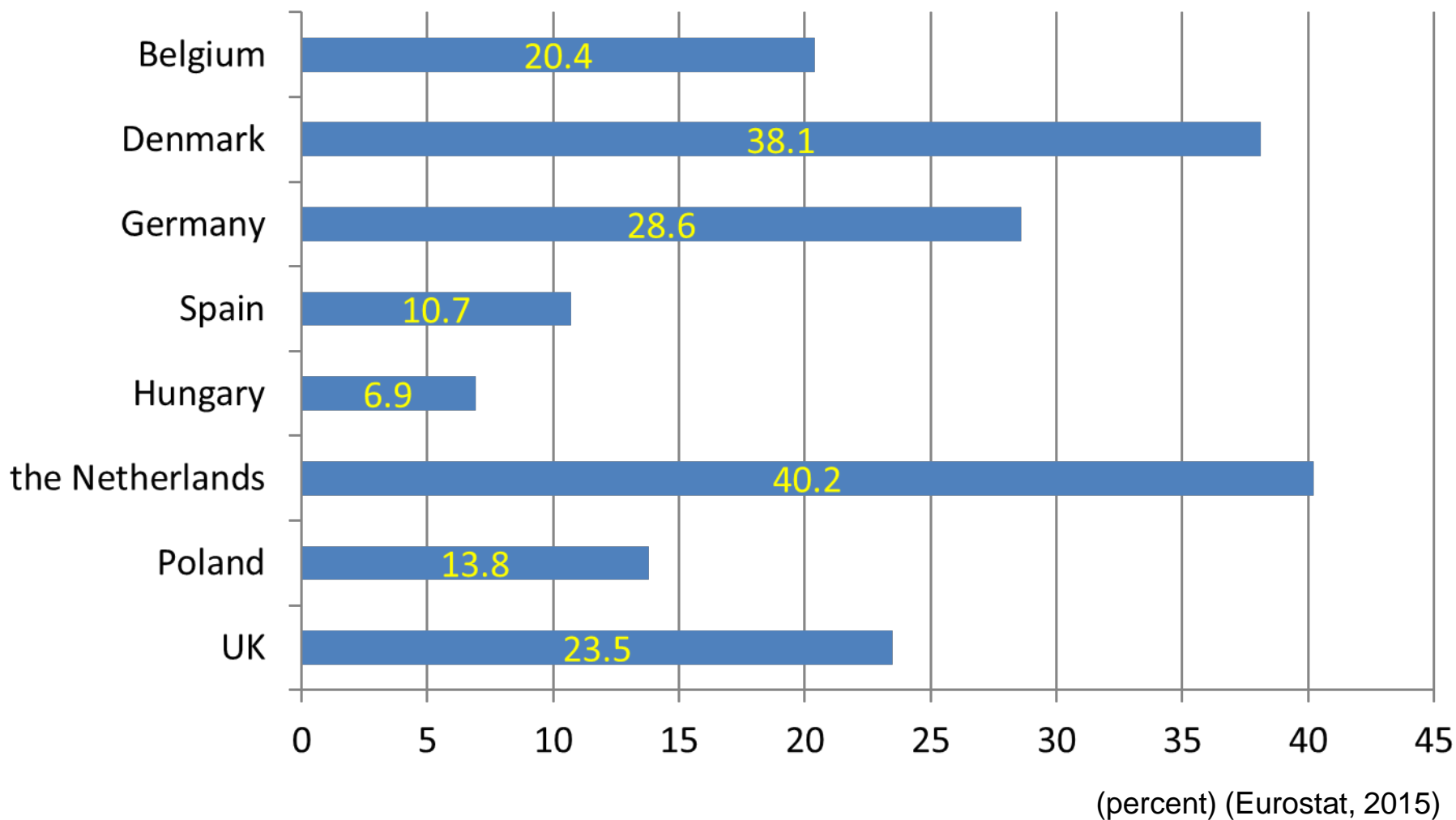


Relative share of volunteers in sport clubs

Country	Volunteers in fixed positions	Volunteers not in fixed positions
	Proportion relative to members (in %)	
TOTAL	19	16
Spain	23	18
Hungary	22	16
Netherlands	21	13
Denmark	20	14
England	20	6
Belgium (Flanders)	19	18
Norway	19	16
Poland	18	13
Switzerland	14	25
Germany	13	17



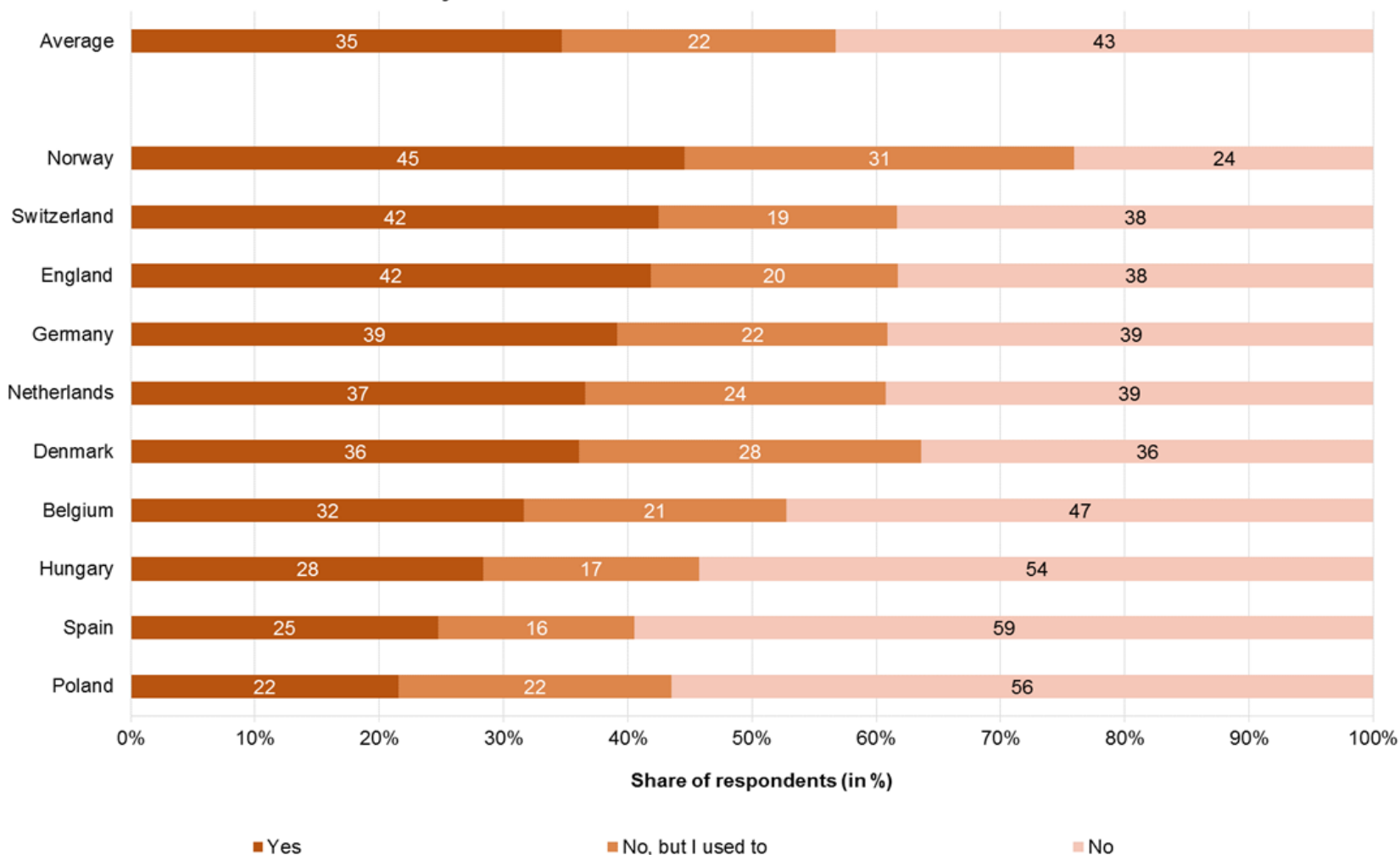
Participation in formal voluntary work





Voluntary work outside the club

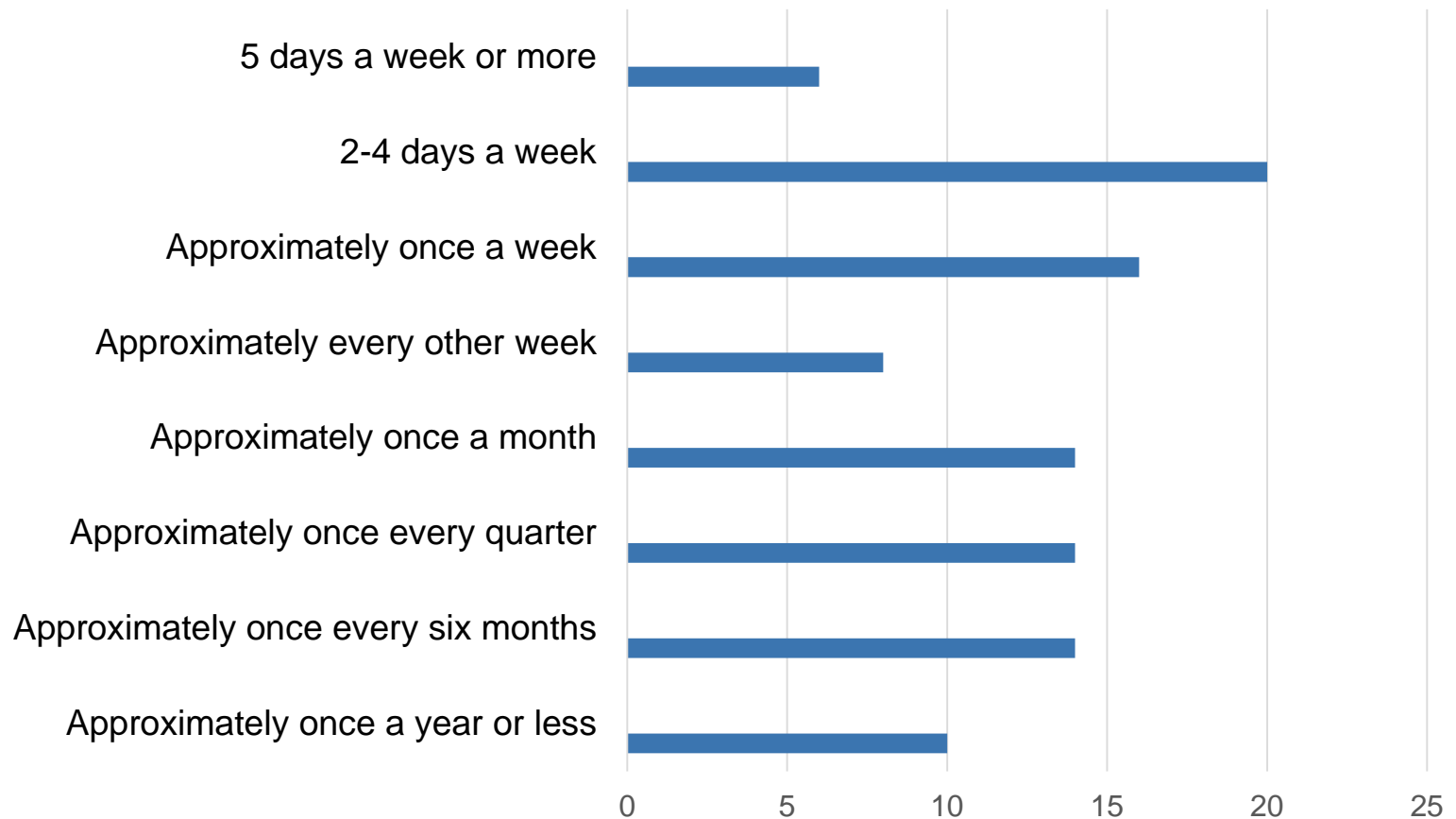
Do you do volunteer work outside of the club?





Average time spent on voluntary work

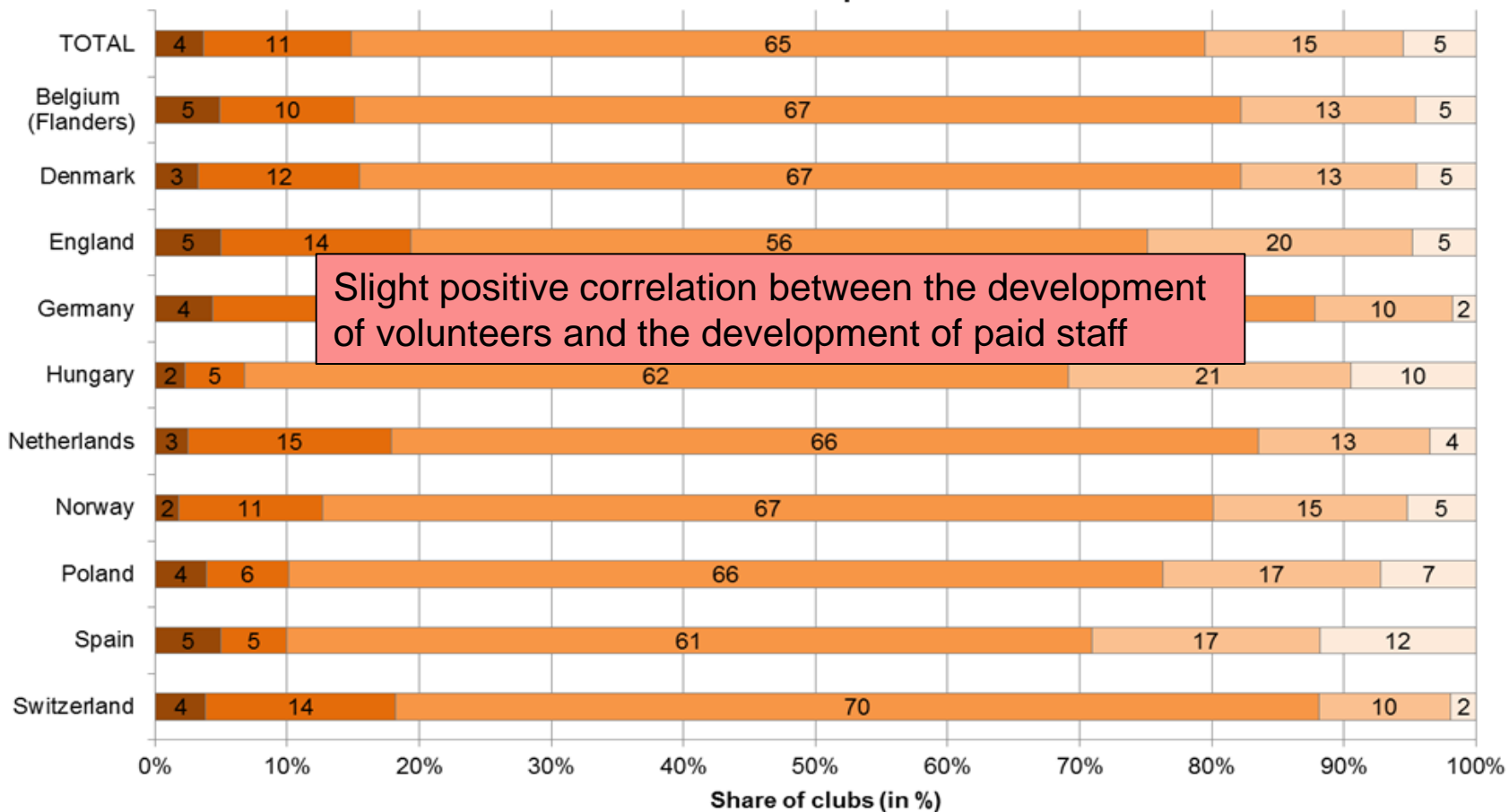
„How often do you typically do voluntary work in the club?“ (in %)





Development of volunteers in sport clubs

Volunteer development



Slight positive correlation between the development of volunteers and the development of paid staff

- Large decrease (more than 25 %)
- Moderate decrease (11-25 %)
- Roughly unchanged (+/- 10 %)
- Moderate increase (11-25 %)
- Large increase (more than 25 %)



Relative share of paid staff in sport clubs

Country	Paid staff (Proportion relative to members, in %)
TOTAL	2
Poland	5
Spain	3
Hungary	2
Germany	2
England	1
Denmark	1
Belgium (Flanders)	1
Netherlands	1
Norway	1
Switzerland	1



Paid manager in sport clubs

Country	Full-time	Part-time	No paid manager
	Proportion of clubs (in %)		
TOTAL	5	4	91
England	12	7	81
Norway	10	7	83
Hungary	9	6	85
Poland	5	4	91
Spain	5	3	92
Denmark	4	4	92
Germany	2	5	93
Netherlands	1	5	94
Belgium (Flanders)	1	2	97
Switzerland	1	2	97



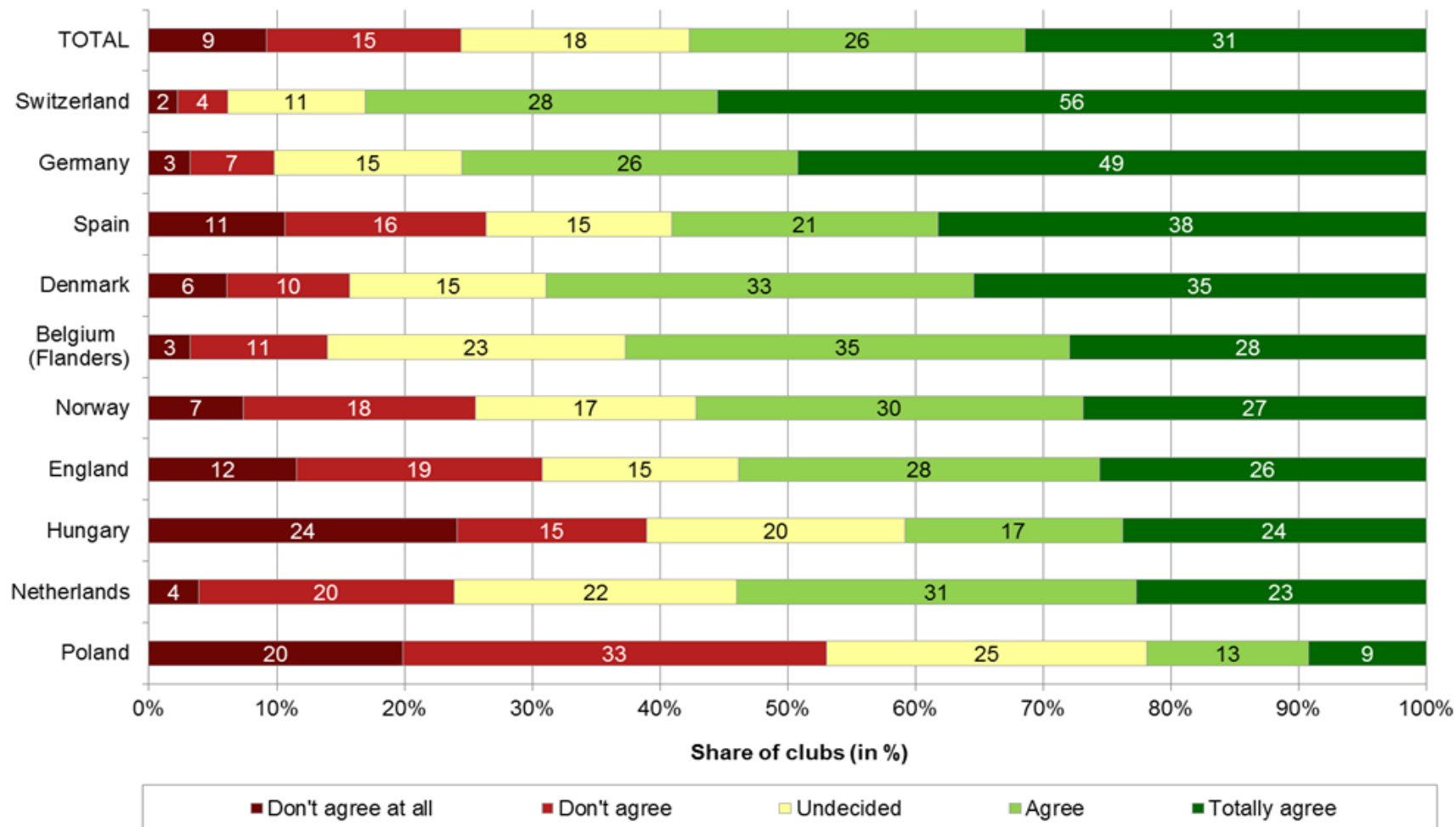
Paid manager and club size

	yes, full time	yes, part time	no	total
1-300	166 (1,1%)	359 (2,3%)	14'864 (96,6%)	15'389
301-1000	221 (4,5%)	379 (7,7%)	4'322 (87,8%)	4'922
>1000	264 (19,9%)	324 (24,4%)	739 (55,7%)	1'327
Total	651 (3,0%)	1'062 (4,9%)	19'925 (92,1%)	21'638



Crucial role of volunteering in club management

Our club should be run exclusively by volunteers





Crucial role of volunteering in club management

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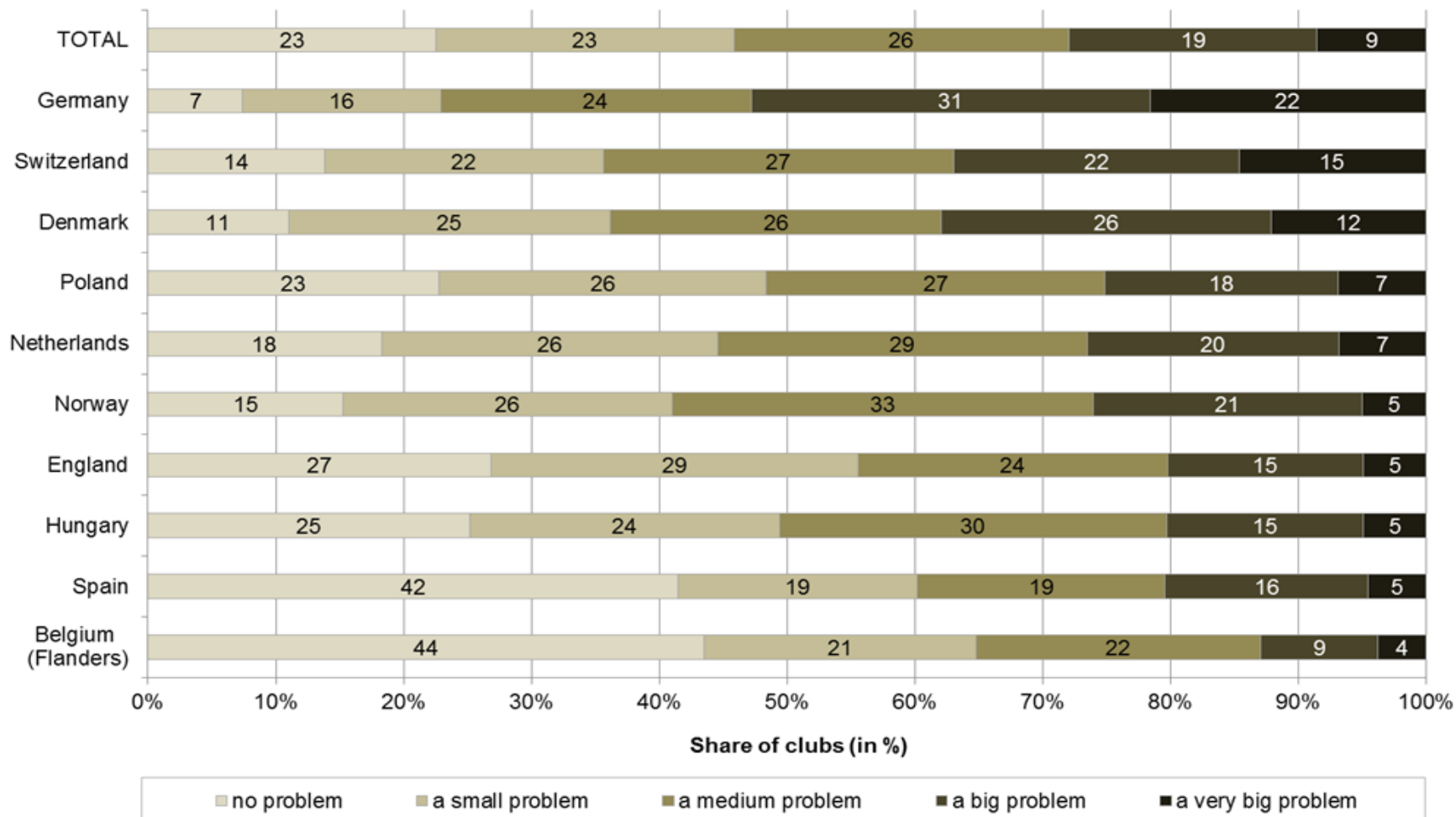
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- Sports clubs with a paid manager agree far less with the statement that clubs have to be managed exclusively by volunteers (M = 2.5) than clubs without paid management (M = 4.1).
- Negative correlation between the opinion that sports clubs should exclusively be run by volunteers and the average proportion of paid staff in a club



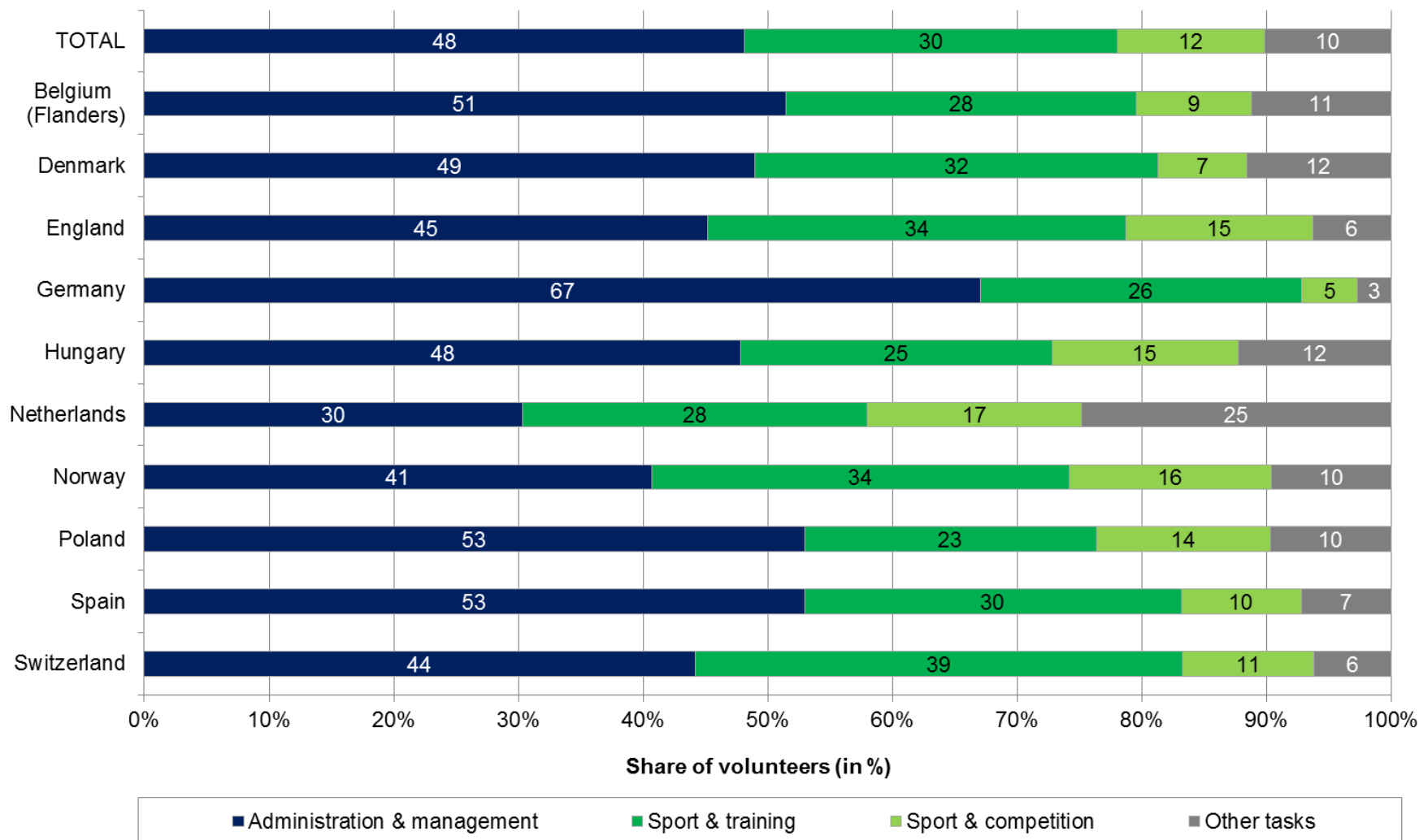
Volunteering as an existential challenge

Problem: Recruitment/retention of volunteers on the board level



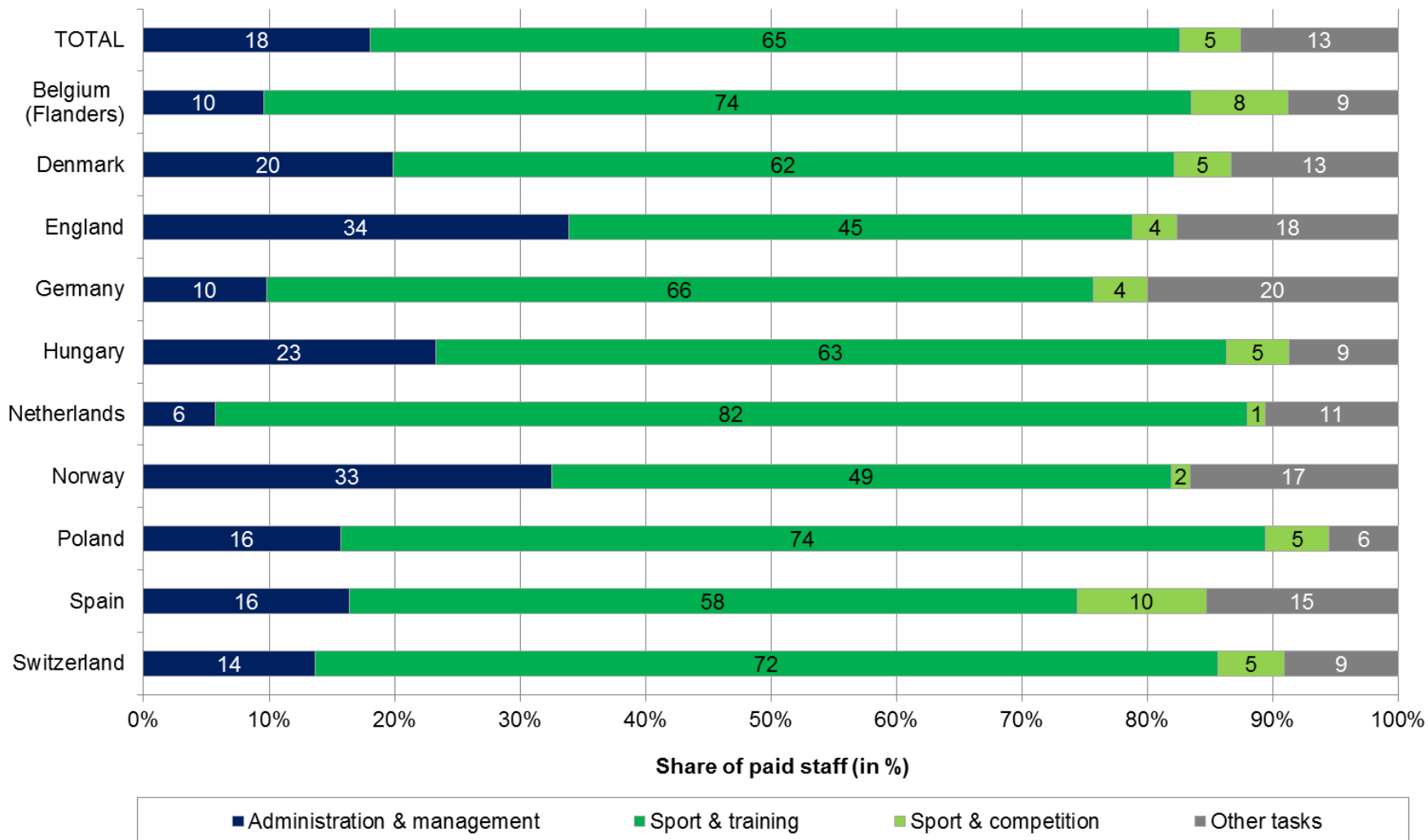


Club areas operated by volunteers





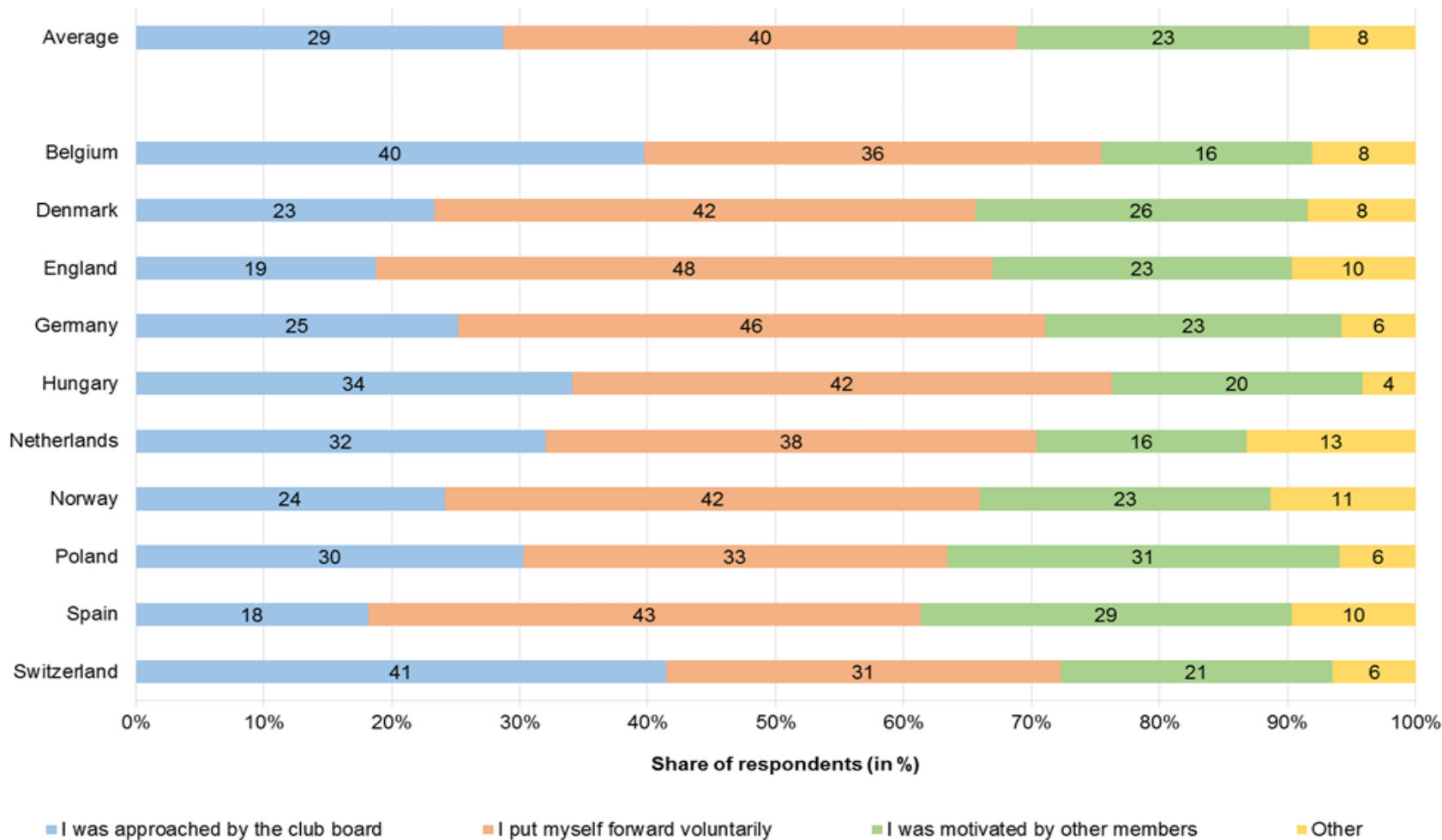
Club areas operated by paid staff





Volunteer recruitment (member perspective)

How or through whom did you come to volunteer in the club?





Measures to recruit and retain volunteers

Measures	Relative share of clubs (%)
The club encourages and motivates its volunteers verbally.	42
The club arranges parties and social gatherings for the volunteers to strengthen group identity.	69
The club informs members that they are expected to contribute with voluntary work.	70
The club informs parents of children who are members that they are expected to contribute with voluntary work.	28
The club pays for volunteers to take training or gain qualification.	25
The club rewards its volunteers with benefits in kind.	24
The club has a volunteer or paid staff member with specific responsibility for volunteer management.	13
The club tries to recruit volunteers from	more often taken by clubs that also reported an increase in the number of volunteers
The club has a written strategy for volunteer recruitment.	18



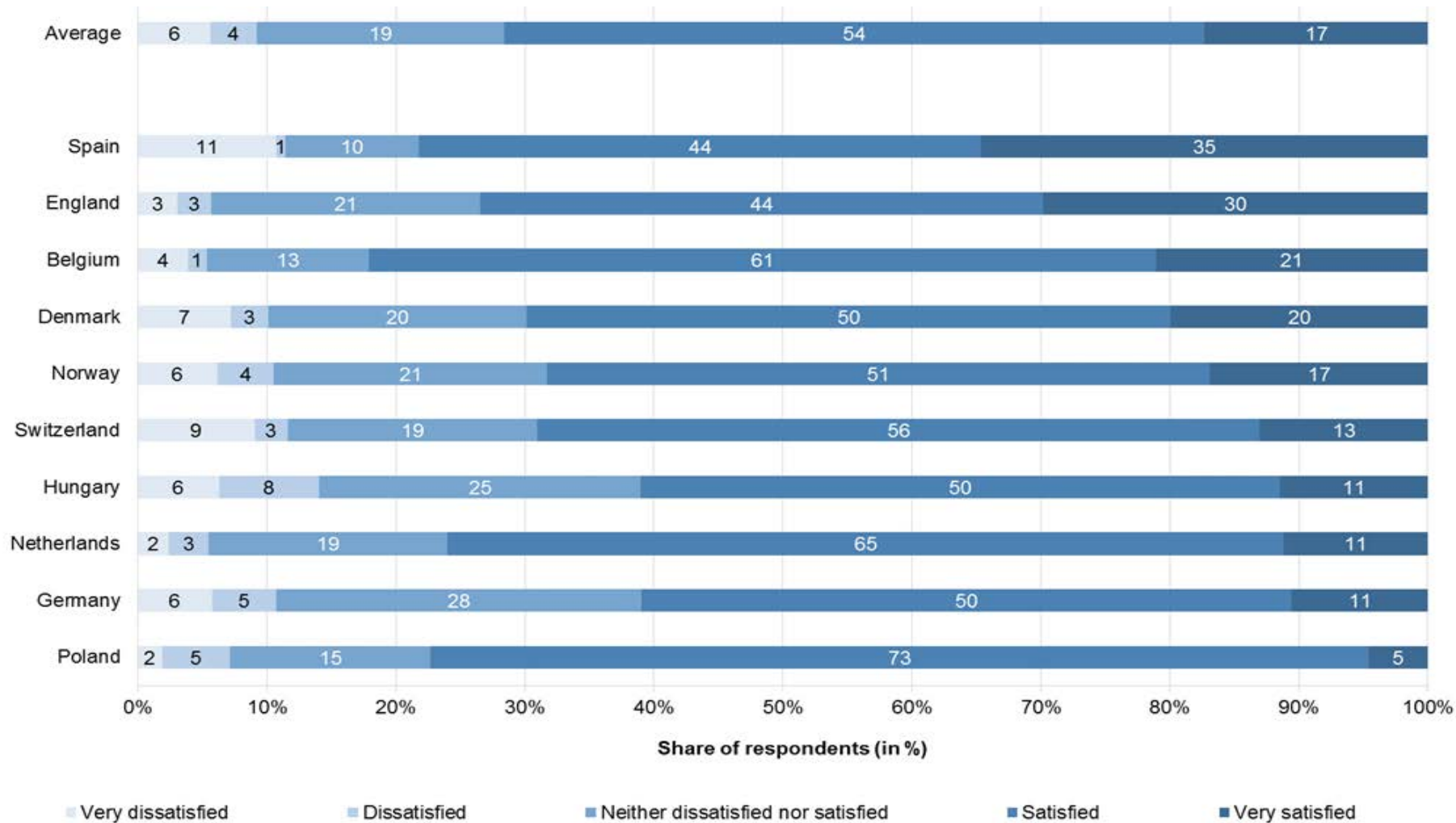
Conditions for volunteering

1 = strongly disagree to 5 strongly agree

Factors	Items	M (all countries)
Task design	tasks are interesting and challenging	4.0
	carrying out work autonomously	3.9
Material incentives	getting fringe benefits	2.2
	some payment for volunteer work	1.9
Leadership	constructive feedback from club management	3.3
	information about major club affairs	3.9
Support	problems and concerns are taken seriously	3.7
	support from other club members	3.9
Recognition	work is appreciated	4.2
	club honours volunteer work.	3.7



Satisfaction with conditions for volunteers





Factors of volunteer satisfaction

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	B	
Task design	-.11**	0
Material incentives	.12***	0/+
Leadership	.21***	+
Support	.24***	+
Recognition	.58***	++
Size of the club (number of members)	-.04*	0
Paid manager	R	
No paid manager	-.04 (n.s.)	0
<i>Modellfit (Nagelkerkes R²)</i>		.190



Summary

- In all ten countries, volunteering is a central element of sports clubs.
- The number of volunteers shows stable figures over the last five years.
- In countries with a relatively low formal volunteering rate in the society as a whole, the relative number of members volunteering in sports clubs is nearly the same as in countries with a high general participation rate.
- Clubs with an increase in the number of volunteers use the following measures: having a person responsible for volunteer management, giving benefits in kind to the volunteers, and recruiting through the networks of current volunteers
- Across all ten countries, a clear majority of volunteers are satisfied with the general conditions that the clubs provide for their work



Volunteer management in sports clubs – recommendations and promising strategies I

- Direct recruiting through the network of current volunteers
- Paying attention to expectations of volunteers (higher satisfaction leads to commitment) and optimising conditions for volunteering
 - *Recognition* (volunteer work is appreciated and honored)
 - *Leadership* (feedback and information)
 - *Support of volunteers* (e.g. by paid staff)
- Giving benefits in kind to the volunteers
- Having a person responsible for volunteer management (volunteer coordinator)



Volunteer management in sports clubs – recommendations and promising strategies II

- Stimulating the identification with the club
- Promoting a moral commitment to volunteers
- Offering small roles to start volunteering and setting time limits
- Dividing the tasks of large volunteer positions

National/regional federations and/or sport policy (government) can support clubs in promoting volunteers and implementing a systematic and strategic volunteer management



General trends in Europe to strengthen volunteering and civil society

Initiatives in many countries (government as well as sport federations)

- Volunteer recruitment
- Management of volunteers
- Recognition of volunteers
- Courses and non-formal educations for voluntary leaders
- Support and advice to sports clubs regarding volunteering



Good practices of engagement in volunteering in sports clubs

(WP-5 report)

- Policy towards volunteering
- Technology support for communication
- Retention of volunteers
- Recruitment of volunteers
- Training
- Indirect but tangible benefits
- New approaches to volunteering



Future research

→ Studies to evaluate different strategies, measures and programmes to promote volunteering in sports clubs (in different European countries)?

What do sports clubs do to successfully recruit and retain volunteers?

How satisfied are the volunteers with the support?

What are the consequences for long-term volunteering?

