



HUMAN RESOURCE MANAGEMENT FOR VOLUNTEERS IN SPORTS ORGANISATIONS IN EUROPE

Bjarne Ibsen

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MOVEMENTS

Human Resource Management for Volunteers in Sports Organisations in Europe

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1. Introduction

This study is a part of the ‘Training for Volunteers’ project (T4V) conducted within the 2010 Preparatory Action on Sport of the European Commission. T4V is led by the Leadership Academy of the German Olympic Sports Confederation and executed by a network of experts from nine Member States.

According to an EU Study on volunteerism carried out in 2009 for the 27 Member States, better human resource management is needed to improve the situation of volunteers and the quality in sport. However, comparable information about policies, strategies, programmes and best practices concerning the promotion of quality in volunteerism in sport across the EU is lacking.

The aim of this study is therefore

- a) to uncover differences and similarities regarding volunteer management between countries and organisations in the EU, and
- b) to map policies, strategies, activities, institutional arrangements and priorities for volunteer management in sport within the 27 EU Member States.

The study includes two surveys: One of a selection of sports federations in each of the EU countries, and one of the ministry or agency responsible for sport in all of the EU countries.

The outcome of the T4V project is an empirically supported framework that provides guidelines and orientation for sports organisations and public authorities to develop appropriate volunteer management activities according to their specific national, organisational and sports-related background.

The final report for the T4V project - including fact sheets, guidelines and an action plan for human resource development and human resource management for volunteers in sport - can be downloaded at <http://www.t4v.eu>.

The purpose of this report is to present and discuss the results of the two surveys, parts of which are included in the final report for the T4V project.

2. Volunteerism in sport and Human Resource Development

On the one hand, the political expectations to volunteer work in sport are very high. On the other hand, there is also a widespread perception that it is increasingly difficult for sports clubs to recruit and retain volunteers (Seippel 2004; Ibsen 2006; Breuer and Wicker 2010; Wicker and Breuer 2011; Laub 2012). Great attention is therefore given to how to promote volunteer work in sports organisations and sports clubs.

2.1 What is volunteer work?

Volunteer work goes by many names: philanthropy, altruism, volunteerism, community work, ideal work and honorary tasks (in German: Das Ehrenamt). Despite this, a common understanding of the notion has been established through the 1990's: Volunteer work is defined as

- volunteer activities,
- which are unpaid or paid for with a symbolic amount,
- which are carried out for unrelated persons,
- which are carried out for the benefit of other people,
- and which have a formal character, i.e. are organised or agreed (Ibsen 1992).

2.2 What determines the extent of volunteer work?

How can we explain and understand the involvement in volunteer work and why do such big differences exist between countries, cultures, sports and sports clubs when looking at volunteer work? Four approaches can be adopted to explain the extent of volunteer work:

1. Motives

The first approach focuses on the driving forces behind the civil engagement in sport and other activities and purposes. The involvement in volunteer work is a complex interaction between different motives and incentives. In a strongly simplified way, it could be said that people take on volunteer work because it is 'necessary', because it is 'meaningful' and because it is related to 'pleasure'¹.

Volunteer work is done, because it is 'necessary'. If I do not act as driver for my son's football team, they will not get to play the match they look forward to playing. And if I do not take on some tasks in the roller skating club of which I am a member, well, then the club will not work.

¹ This understanding of what leads people to involve themselves in volunteer work is inspired by Knoke and Wright-Isak's 'predisposition/opportunity' model from 1982, where they distinguish between three types of incentives that appeal to corresponding motives: utility incentives (appealing to rationality), normative incentives (appealing to the normative) and social-recreational incentives (appealing to emotions) (Knoke and Wright-Isak 1982).

However, the fact that this work is necessary is not a sufficient incentive for the members to take on volunteer work. The work also has to be 'meaningful' to the individual, i.e. be based on values and attitudes. Not necessarily in the form of ideologies – religious or political – but something more down to earth: that the club strengthens the local community or that the children have something useful to do.

But it is not sufficient that volunteer work is 'necessary' and 'meaningful'. It also has to involve 'pleasure' – the volunteer must also gain from it: it can be a 'pleasure' related to being in charge of an activity, being responsible for something, being part of a social community, testing oneself, etc. It presupposes that the organisation dares leave responsibility to the volunteer, respects the volunteer's way of doing things and appreciates the qualities of each volunteer.

However, it is not possible to understand people's motivation isolated from the specific situation or context in which such volunteer work is carried out. Therefore, it does not make much sense to ask people if they are favourable to volunteer work in general.

2. The social arena

The second approach concerns how volunteer work is determined by the social arenas in which the individual lives and moves.

The recruitment is mainly done through close social networks – family, colleagues, neighbours, friends in the club, etc. People volunteer when they are encouraged to do so, while ads and campaigns do not make people volunteer (Wilson 2012; Koch-Nielsen, Henriksen, Fridberg and Rosdahl 2005).

However, the same studies also show that social background - in particular education level - affects both the scope and nature of the voluntary work that people perform.

We also know that the more active a person is – at work and in his spare time – the more likely he is to take on volunteer work. A study from Denmark show, that people who work 50 hours a week take on more volunteer work than people who only work 30 hours a week, who in turn take on much more volunteer work than those who do not have a job at all (Koch-Nielsen et al 2005).

It can thus be claimed that those who volunteer are not more motivated in advance. People volunteer in a certain context. In this way, volunteer work can be compared to love. It is not something you are more or less motivated for – it is something that happens to you in a specific situation and context where it is meaningful to you.

3. Organisational characteristics

The third approach focuses on the dependency of volunteer work on organisational characteristics of the club or organisation. Studies from Germany, Norway and Denmark show, that there is a clear connection between the size and structure of an organisation on the one hand, and the extent and nature of volunteer work on the other. Some forms of organisation further volunteer work while other forms of organisation do the opposite (Ibsen 1992; Heinemann 1992; Seippel 2002).

For instance, studies of sports clubs in Denmark show that the relative importance of volunteer work is smaller in large and often old clubs where the majority of the members do one of the major sports (gymnastics, swimming, badminton and tennis), than in small, specialised and often new clubs where it is easy to make people volunteer. Furthermore, the tradition of volunteer work in the club and its expectations of the members to volunteer play an important part (Ibsen 1992. Laub 2012).

4. Characteristics of society

Fourthly, the overall organisation of society is of course of great importance to the part played by volunteer work, i.e. dominant values and ideologies and the distribution of tasks between the market, the public sector, the volunteer sector and families. Studies have shown that political and institutional opportunity structures affect the extent and characteristics of civil society (Kriesi 1995). There are simply major differences from one country to another as to the involvement of the public sector, the strength of the commercial sector, how much is left to the volunteer organisations and clubs and how much the public sector supports and regulates the volunteer sector.

For many years, the general assumption was that the volunteer sector and the extent of volunteer work are smaller in societies with either a large private economy sector (or market sector), such as in the USA, or a large public sector, such as in the Nordic countries. In recent years, however, research has shown that it is not that simple. On the contrary, a large international comparative study of the size of the volunteer sector indicates that exactly in a society with a large public sector or a large private economy sector we also find a large volunteer sector and much volunteer work (Salamon and Sokolowski 2004). The size of public support – direct and indirect – and the conditions given to organisations and clubs are of great importance to the number of people doing sports – and volunteer work – in a club.

Following the above, this study looks especially at whether there are differences between the EU countries and between different types of sport

- *on the importance of volunteering for the sports clubs,*
- *on the value attributed to volunteer work, and*
- *on how easy or difficult it is for sports clubs to recruit and retain volunteers.*

These analyses can be found in Chapter 4.

2.3 Human Resource Management of volunteer work

As mentioned above, the extent and nature of volunteering in sports clubs depend on the club's structure and culture. The consequence of this knowledge, then, is that each association can promote the volunteer work by adapting the organisation to a structure and a culture that promotes voluntary commitment. Recent studies also suggest that how the

association is managed is important to the involvement of volunteers. This highlights the importance of human resource management.

Human resource development (HRD) has been developed for ‘professional’ organisations, i.e. private economic companies and public institutions. The broad understanding of the concept is that it concerns the development of employees’ personal and organisational competencies, skills and knowledge. HRD is designed to attract, select, develop, motivate and retain employees for the effective operation of the organisation (Jackson & Schuler, 1995). It therefore typically includes activities such as career development, education and training, personal support (coaching, mentoring), but also organisation development. It can also be understood as an effort to develop and expand the human capital within the organisation through the development of both the organisation and the individual employees in order to better achieve both objectives of the organisation and ambitions of the individual employees.

Based on present knowledge, human resource development is not widely used in volunteer sports organisations and clubs; thus, very little research is carried out with regard to the scope and impact of HRD in voluntary organisations (Cuskely, Taylor, Hoye and Darcy 2006: 142). Therefore, there is also a shortage of studies of the effect of HRD in volunteer organisations (Cuskely, Taylor, Hoye and Darcy 2006: 142). Several countries - including Australia and England – have, however, consciously worked to promote participation in and development of voluntary organised sport through HRD programmes. There are several reasons for this.

Firstly, many volunteer sports organisations and clubs indicate that it is difficult to recruit and retain volunteers. This is true even in countries where there has been an increase in the proportion of people working voluntarily - including in sports (Breuer and Wicker 2010: 16).

Secondly, there has been a partial ‘professionalisation’ of many sports organisations and major sports clubs - both in the vocational sense because of increased demand for professional standards and in terms of paid staff - and some organisations and clubs have become more ‘business-like’.

Thirdly, this can be explained by the fact that some organisations and clubs have more competition from commercial sports organisations (e.g. gyms).

Finally, parts of the voluntarily organised sports have experienced increased expectations from the public sector – among other things to increase the number of members and to participate in partnerships with public institutions e.g. in order to get physically inactive people to exercise and to promote integration of people of different ethnic origins, etc.

For these reasons Cuskely, Hoye and Auld claim that *‘It is no longer a question of whether volunteers ought to be managed but how should they be managed in a way that does not impinge upon a fundamental condition of volunteering’* (ibid, page 80).

As mentioned above, human resource management covers many different activities. Cuskely, Hoye and Auld (2006: 84-93) distinguish between two sides of human resource management of volunteers in sports organisations and clubs:

1. Acquiring human resources:
 - An examination of organisational strategies and long-term goals along with estimates of current and future needs for volunteers.
 - Recruitment and selection of volunteers to implement the activities and fulfil the strategies and goals, i.e. to attract qualified and motivated persons to different positions and tasks.
2. Developing human resources:
 - Orientation about the position or the tasks that the volunteers must undertake.
 - Training of and support to the volunteers, for example through trainer or referee courses.
 - Performance management where the organisations try to achieve their goals – e.g. through motivation, monitoring, evaluation and recognition (i.e. by rewarding good performance).

As mentioned, there are only few studies of the effect of human resource management in sports organisations, but these indicate that there is a direct relationship between appropriate management practices and retention, which means that the organisations do not need to recruit so many new volunteers (Hager and Brudney 2004. Philips et al., 2002. Cuskelly et al. 2006).

2.4 Criticism of HRM

Cuskelly, Hoye and Auld (2006: 82) find that club development programmes in several countries have devoted significant space to volunteer management, but they criticise the way HRM is used. The traditional HRM paradigm – as presented above – ignores the specific character of volunteer sports organisations, because many of the concepts and methods comes from HRM in private economic business and public institutions. Meij and Hoogstad - whom Cuskelly et al. are inspired by - distinguish between ‘programme management’ (= the traditional approach to HRM) and ‘membership management’, which they claim is more firmly based on the specific characteristics of volunteer organisations’ (Cuskelly et al 2006: 83). Some of the inconsistencies between the basis of traditional HRM and volunteer sports organisations (particularly sports clubs) are as follows:

1. A traditional HRM approach - as presented above - begins with an examination of the organisation’s strategies and long-term goals in order to estimate current and future needs for volunteers. This builds on the assumption that the overall goals and their implementation can be determined independently of the ‘employees’. Volunteer associations, however, rarely work in this way (especially the smaller sports clubs). Sports associations are indeed - like other formal organisations - goal-oriented, i.e. they deal with a limited, but defined part of members’ lives. But volunteer associations differ from other types of organisations in that there is a close correlation between the association’s goals and its members’ - and particularly those who work voluntarily in the

club - interests and motivation. Moreover, volunteer organisations differ from the more professional organisations by having a democratic structure, since it is the members that in principle determine the association's objectives, activities and leadership (Horch 1994. Ibsen 1992).

2. Volunteer organisations therefore also differ from professional organisations in that many of the volunteers are democratically elected. This typically applies to volunteer leaders of boards and committees. Recruitment and selection of the most qualified volunteers is secondary to the democratic principles upon which volunteer sports organisations and clubs are founded. However, sports clubs also use many volunteers who are not democratically elected. This applies first and foremost to coaches and 'sporadic volunteers' (Wicker and Breuer 2011). And many associations make a selection of possible candidates for various positions prior to the general assembly where the members choose which of the candidates they prefer.
3. Many volunteer organisations often find themselves in a situation where they cannot choose between a number of qualified candidates for a job or position in the way a private company or a public institution usually can when the organisation is seeking a new employee. The volunteer organisations have to accept the persons who want to volunteer and the way they prefer to carry out the tasks.
4. Because of the above characteristics of the recruitment of volunteers and because volunteers are much less dependent on the organisation than employees of a professional organisation usually are, the volunteers often act very autonomously and independently of the club or organisation they volunteer for – in a way which they find meaningful and help them carry out the tasks. This independence leads to less subordination to a common organisational behaviour, demands from the board, etc. The traditional HRM approach assumes that the organisations must find volunteers to the predefined tasks ('from task to volunteer'). In a volunteer organisation, however, the order is often reversed ('from volunteer to task/assignment').
5. HRM does not take into account that volunteers often have different tasks and positions at the same time. 'They are decision-makers, producers, consumers, and at the same time, financiers of the clubs's sport supply' (Wicker and Breuer 2011). And they can be both coach and member of the board of the club. The roles and tasks are not usually as specialised and differentiated as in large professional organisations.
6. Volunteer sports clubs tends to operate on the basis of informal, interpersonal and value-based control mechanisms rather than bureaucratic control (Pearce 1993). In professional organisations, there is often a clear distance ('arm's length') between management and employees and the expectations and requirements are explicit. In volunteer organisations, the relationship is much closer and integrated and expectations are more implicit.

7. The last difference to be emphasized is that the recognition in traditional HRM happens on the basis of performance. In volunteer organisations it is - often - just as much friendship, loyalty towards the club, many years of voluntary effort and the like that is recognised and 'rewarded'.

Meij and Karr describe the fundamental difference between 'Programme management' and 'Membership management' in this way: 'Programme management identifies specific operational tasks to be undertaken prior to recruiting volunteers to do these tasks. In contrast, membership management focuses on the volunteers themselves, taking into account the expectations of existing members and ensuring that the task fit these expectations' (Cuskelly, Hoye and Auld 2006: 82).

Inspired by the above, this study seeks to elucidate

- a) the extent to which sports organisations and their clubs make use of various HRM practices and what approach the organisations take to HRM, and*
- b) differences between types of countries and types of sports (organisations) regarding HRM practices and approaches.*

These analyses can be found in Chapter 5.

However, before presenting the analyses of the responses to the questions in the questionnaire in chapters 4, 5 and 6, the procedure according to which the study was carried out will be presented in the next chapter.

3. Method and response rate

The analyses in this report is based on two questionnaires developed by the Centre for Sports, Health and Civil Society at the University of Southern Denmark in cooperation with the Leadership Academy of the German Olympic Sports Confederation and the other members of the project group for T4V.

This chapter begins with a description of how the study was conducted, moves on to outline how many organisations and countries answered the questionnaires and finally sets out how the sports organisations are grouped by country type, sport type, organisation type and size, facts on which the analyses in the following chapters are based.

3.1 How was the study conducted?

Between 14 and 26 sports organisations from each of the 27 EU countries were selected for the study. The selection includes all confederations of sport (umbrella organisations) and 15 to 20 federations for specific sports in each country. The selected federations and organisations included large sports organisations (with many large clubs) as well as relatively small sports organisations (with many small clubs). The selection included team sports (football, handball, basketball, volleyball, etc.) as well as more individual sports (athletics, badminton, tennis, etc.)

The study was conducted as an electronic survey. The questionnaire mainly included 'fixed' response options with the opportunity to elaborate the answers. The questionnaire was distributed in English, German and French. Countries and organisations that did not reply received two reminders.

It is important to note that the questionnaire was answered by sports organisations and federations. Some of the questions relate to the local sports clubs, but the organisations have responded to questions concerning, for example, how easy or difficult it is for clubs to recruit volunteers and how much they use different human resource development instruments on behalf of the clubs. These answers are of course more uncertain than if the questions had been answered by the sports clubs themselves.

In selecting organisations to the questionnaire, it was attempted to select the same types of sports (federations) from each country. However, which types of sports (federations) that have responded to the questionnaire differ widely between the countries. However, the study shows that the type of sport has a relatively small impact on volunteer work and HRM activities. Even so, this difference between countries on what types of sports have responded to the questions means that the comparisons between countries and types of countries are somewhat uncertain.

3.2 How many responded to the questionnaires?

125 sports organisations answered the ‘organisation questionnaire’ which corresponds to 25 percent of the 499 selected organisations (table 3.1). 11 countries answered the ‘country questionnaire’ which corresponds to 41 percent of the 27 EU countries (table 3.2).

One consequence of the substantial differences between countries on the response rate is that the survey is hardly representative of the entire EU. However, it seems to give a good picture of how sports organisations think and act in the investigated area. Another consequence of the low response rate is that it is not possible to make valid one-to-one comparisons between the countries and that comparisons between types of countries are uncertain.

Table 3.1: Sports organisations which have responded to the questionnaire divided into EU countries

COUNTRY	Number of responses	Percent of all responses	Organisations selected to the study	Response rate (percent)
Austria	6	4.8	20	30
Belgium	4	3.2	20	20
Bulgaria	5	4.0	19	26
Cyprus	3	2.4	18	17
Czech Republic	2	1.6	19	11
Denmark	14	11.2	19	74
Estonia	0	0	18	0
Finland	4	3.2	22	18
France	2	1.6	17	12
Germany	7	5.6	20	35
Greece	2	1.6	17	12
Hungary	9	7.2	21	43
Ireland	3	2.4	18	17
Italy	1	.8	18	6
Latvia	3	2.4	18	17
Lithuania	8	6.4	20	40
Luxembourg	4	3.2	14	29
Malta	12	9.6	17	71
Netherlands	3	2.4	17	18
Poland	2	1.6	17	12
Portugal	5	4.0	18	28
Romania	2	1.6	19	11
Slovakia	4	3.2	15	27
Slovenia	2	1.6	17	12
Spain	2	1.6	17	12
Sweden	6	4.8	18	33
United Kingdom	10	8.0	26	39
Total	125	100.0	499	25

Table 3.2: Countries which have responded to the questionnaire ¹

	Frequency	Percent
Belgium (German-speaking)	1	9.1
Belgium (Wallonia)	1	9.1
Denmark	1	9.1
Germany	1	9.1
Hungary	1	9.1
Lithuania	1	9.1
Malta	1	9.1
Netherlands	1	9.1
Poland	1	9.1
Romania	1	9.1
Sweden	1	9.1
Total	11	100.0

1) With the exception of Malta, where the Malta Sports Council responded to the questionnaire, a ministry responsible for sport has responded for each of the countries.

3.3 Grouping of organisations by country type, sport type, organisation type and size

The analysis of the answers of the sports organisations (in the following chapters) examines whether

- a) the country in which the organisation belongs,
- b) the type of sport with which the organisation is concerned,
- c) the type of organisation, and
- d) the size of the organisation and the member clubs

affect the activities and attitudes to HRD and HRM of the organisations and their clubs.

The reasons for these variables and how they are operationalised are outlined below.

The country in which the organisation belongs

First, the responses of organisations belonging to different groups of countries are compared. The number of responses from each country is unfortunately not large enough to make valid comparisons between countries. Therefore, the countries are grouped according to three criteria:

Geography - the belonging of the country to a particular geographic region: The reason for this criterion is that countries which are geographically close to each other and belong to the same region often share many common political, cultural and historic traits.

Studies of the volunteer sector show that this is very important to the size and character of the volunteer sector (in accordance with the so called ‘social origins theory’ (Salamon, Sokolowski and Anheier 2000)).

Welfare society characteristic - the distinction between universalistic welfare states, corporative welfare states and liberal welfare states: International comparative studies show that the public sector plays an important role for the volunteer sector’s size, but the volunteer sector has different meanings in the three welfare state types. In the universalistic welfare state, the volunteer sector plays a relatively small role in social care, health and education, but a major role within the fields of culture, leisure and sport, where volunteer organisations receive considerable public support. In the corporatist welfare state, many welfare services and leisure and culture activities are carried out by non-profit organisations with significant public support. In the liberal welfare state model, the voluntary effort is also important, but public support is relatively small.

Political and religious commonalities - the divide between Western European and Eastern European countries, i.e. countries that belong to the former bloc of communist countries, and the divide between Catholic and Protestant countries: Free associations were only allowed to a small extent in the communist regimes and many tasks that volunteers took care of in Western European countries was handled by professionals and wage earners in Eastern European countries. Regarding the religious dimension, studies have shown that people are more involved in volunteer work in Protestant communities than in Catholic communities.

Based on these criteria, a distinction is made between five groups of countries (table 3.3.):

- *The Nordic countries*: 19 percent of the responses come from sports organisations from Denmark, Sweden and Finland. They belong to the Nordic region of Europe; they are all characterised as universalistic welfare states; the predominant religion is Protestantism; and the extent of volunteering in general is relatively high compared to other European countries.
- *The British Isles countries*: 10 percent of the responses come from organisations in the United Kingdom and Ireland. Both countries are characterised as liberal welfare states, but differ with regard to the religious dimension. The extent of volunteering is on average compared with the rest of Europe.
- *Central European countries*: 19 percent of the responses come from Austria, Belgium, Germany, Luxembourg and the Netherlands. The welfare state in these countries is characterised by the corporate principles and Roman Catholicism has great importance. The extent of volunteering is high compared with the other countries in Europe (but lower than in the Nordic countries).
- *Southern European countries*: 22 percent of the responses come from sports organisations from Cyprus, Malta, Greece, Italy, Spain, Portugal and France. The welfare state in these countries is also characterised by the corporate principles and the predominant religion is Roman Catholicism and the Orthodox Church. The extent of volunteering is much lower than in the Nordic, Central European and British Isles countries.

- *Eastern European countries:* 30 percent of the responses come from sports organisations from Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovakia, Slovenia, Latvia and Lithuania. The main common denominator of these countries is that they previously belonged to the Eastern European communist bloc. The extent of volunteering differs a lot with some countries (Slovenia and Slovakia) on a relatively high level and other countries on the same low level as in the Southern European countries.

Table 3.3: Sports organisations which have responded to the questionnaire broken down by type of country.

COUNTRY TYPE	Number of responses	Percent of all responses
Nordic countries	24	19,2
UK and Ireland	13	10,4
Central Europe	24	19,2
Eastern Europe	37	29,6
Southern Europe	27	21,6
Total	125	100.0

As an alternative to the above grouping, we have broken down the countries according to the percentage of adult citizens who work voluntarily (according the latest EU survey on how many citizens who work voluntarily in the EU countries (McCloughan, Batt, Ostine and Scully (2011)) (table 3.4).

- Countries with a ‘very high level’ of volunteering (more than 40 percent of the adult population) include Denmark, Finland, Sweden, Austria and the Netherlands.
- Countries with a ‘high level’ (between 25 and 35 percent of the adult population) include Estonia, the UK, France, Slovenia, Belgium, Germany, Slovakia and Luxembourg.
- Countries with a ‘low level’ (between 15 and 25 percent of the adult population) of volunteering include Italy, Cyprus, Czech Republic, Hungary, Latvia, Ireland, Malta and Greece.
- Countries with a ‘very low level’ (less than 15 percent of the adult population) include Lithuania, Rumania, Portugal, Bulgaria and Spain.

Table 3.4: Sports organisations which have responded to the questionnaire broken down by the level of volunteering in the country in which the organisation belongs.

COUNTRY TYPE	Number of responses	Percent of all responses
Very high level (> 40 pct.)	33	26.4
High level (between 25 and 35 pct.)	33	26.4
Low level (between 15 and 25 pct.)	35	28.0
Very low level (< 15 pct.)	24	19.2
Total	125	100.0

The type of sport with which the organisation is concerned

Second, the responses of the organisations are compared between different types of sports which the organisations work for (Table 3.5). Several studies have shown that major differences exist concerning the need for and the tradition of volunteering between the various sports. Generally, there is a greater need for volunteer work in team sports than in individual sports. Moreover, the need is greater in disabled sports than in regular sports. In the following we distinguish between seven types of sports or sports organisations ('Sports type I'):

- Ball games (football, handball, basketball, volleyball and rugby).
- Racket sports (tennis, badminton and squash).
- Martial arts (karate, taekwondo and judo).
- Other predominantly individual sports.
- Disabled sports.
- Comprehensive sport (typically umbrella organisations for sports).

Several of these groups of sports, however, have relatively few responses and it is therefore difficult to find statistically significant differences between types of sports. We have therefore divided the organisations into three types of sports ('Sports type II'):

- Ball games.
- Individual sports.
- Disabled sports, sport for all and umbrella organisations.

Table 3.5: Sports organisations which have responded to the questionnaire divided into sports disciplines and types of sport.

SPORT	Frequency	Per-centage	Sports type I		Sports type II	
			Sports type	Percent-age	Sports type	Percent-age
Football	10	8.0	Ball games	28,8	Ball games	28,8
Handball	6	4.8				
Basketball	12	9.6				
Volleyball	6	4.8				
Rugby	1	.8				
Tennis	10	8.0	Racket sports	10,4	Individual sports	53,6
Badminton	2	1.6				
Squash	1	.8				
Karate	3	2.4	Martial arts	9,6		
Taekwondo	4	3.2				
Judo	5	4.0				
Athletics	7	5.6				
Climbing	1	.8	Other sports	33,6		
Golf	8	6.4				
Gymnastics	3	2.4				
Ice hockey	1	.8				
Rowing	3	2.4				
Ski	6	4.8				
Swimming	7	5.6				
Triathlon	1	.8				
Unknown	6	4.8				
Disabled	11	8.8			Disabled	8,8
Comprehensive	11	8.8	Comprehensive	8,8		
Total	125	100.0		100,0		100,0

Type of organisation

Third, we examine whether there are differences between types of sports federations on the status of volunteering and HRD for volunteers. Most respondents, 83 percent, come from the federations for one sport. Furthermore, 8 percent of the responses come from Paralympic sports organisations, 6 percent from 'sport for all' organisations, and 3 percent from National Olympic Committees (Table 3.6).

Table 3.6: Sports organisations which have responded to the questionnaire divided into types of organisation.

TYPE OF SPORTS ORGANISATION	Frequency	Percent-age	Type	Percent-age
National Sports Federation	104	83.2	Federations	83.2
National Olympic Committee	4	3.2	Other organisations	16,8
National Paralympic Committee	10	8.0		
Sport for all organisations	7	5.6		
Total	125	100.0	125	100.0

The size of the organisation and the member clubs

Fourth, we examine whether the organisation's size affects the HRD activities in the sports organisations and clubs. In the following, we use three estimates of the 'size'. Several studies of volunteer work in sport have shown that the size of the organisation and especially the clubs is one of the most important factors concerning the extent and character of the voluntary effort in the organisation. In the following we use three different estimates of the 'size'.

The first estimate is the number of clubs: Approximately one third of the organisations that answered the questionnaire are relatively small with fewer than 100 clubs and one third has more than 500 clubs (table 3.7).

Table 3.7: Sports organisations which have responded to the questionnaire broken down by number of clubs represented by the organisation.

Number of clubs	Frequency	Percentage
0 - 100 clubs	43	36.4
101 - 500 clubs	40	33.9
More than 500 clubs	35	29.7
Total	118	100.0

The second estimate is the number of members: Nearly one third of the organisations are relatively large with more than 50,000 members, whereas one fourth has less than 2,000 members (Tables 3.8).

Table 3.8: Sports organisations which have responded to the questionnaire broken down by the number of individual members in the clubs which are represented by the sports organisation.

Number of individual members	Frequency	Percentage
0 – 2,000 members	26	24.1
2,001 – 50,000 members	44	40.7
More than 50,000 members	38	35.2
Total	108	100.0

The third estimate is the average size of the member clubs of the organisation. Research has shown that the club's size is very important to the extent and character of the volunteer work. In one fourth of the organisations, the member clubs are relatively small with an average size of less than 50 members. In one third of the organisations, the member clubs are relatively large with more than 150 members on average (table 3.9).

Table 3.9: Sports organisations which have responded to the questionnaire broken down by average size of the member clubs.

Average size of member clubs	Frequency	Percentage
Less than 50 members	28	27.2
Between 50 and 150 members	42	40.8
More than 150 members	33	32.0
Total	103	100.0

The analysis below will shed light on whether country type, sport type, organisation type and the size of the organisation and the member clubs affect the organisation's assessment of the development of volunteering and volunteer management in the organisation.

4. Status of and trends in volunteering in sports organisations

In the following two chapters, the answers of the sports organisations and federations are analysed. Each part of the analysis is set out as follows. First, the distribution of responses on the question is presented and, second, the significance of the following four factors for volunteering and volunteer management in the sports organisation and the sports clubs are examined:

- a) the country in which the organisation belongs,
- b) the type of sport with which the organisation is concerned,
- c) the type of organisation, and
- d) the size of the organisation and the member clubs

4.1 The importance of volunteer work in sports clubs

How important is volunteering for the sports organisations and their clubs? In the questionnaire, the organisations were asked to relate to four different statements about the importance of volunteering and its role in the clubs.

The responses show that half of organisations consider that the statement *‘The club mainly relies on volunteers because it is an important goal in itself that the club is primarily run by volunteers’* applies to most of the member clubs of the organisation.

One fourth of the organisations responded that the following statement is true for most of the clubs: *‘The club mainly relies on volunteers (because without volunteers, the club would not be able to provide its current activities) but the club is generally open for professionalisation with (more) salaried managers, coaches and instructors’*.

About a fourth of the organisations assess, however, that most of its clubs strive for or primarily relies on the professional workforce (Table 4.1).

Organisations in the Eastern European countries differ markedly from organisations in the other groups of countries in that only about one fourth organisations have replied that the statement *‘The club mainly relies on volunteers because it is an important goal in itself that the club is primarily run by volunteers’* applies to most of their clubs (table 4.2). Conversely, the proportion of organisations from Eastern Europe who believe that most of the clubs strive to professionalise the clubs is much higher than among the organisations from the other groups of countries (table 4.3).

There is also a very strong correlation between the ‘level of volunteering’ in the country in which the organisation belongs and the proportion of organisations which have responded that it applies to most of the clubs that *‘the club mainly relies on volunteers because it is an important goal in itself that the club is primarily run by volunteers’*. 63 percent of the organisations in countries with a very high level of volunteering have replied that it applies to most of the clubs, while only 27 percent of the organisations in countries with a very low level of volunteering have given the same answer.

Conversely, the answers show that in 52 percent of the organisations in countries with a low level of volunteering, the clubs mainly relies on professional staff, while it only applies to most of the clubs in 3 percent of the organisations in countries with a very high level of volunteering.

Table 4.1: To how many of the sports clubs that are represented by your organisation do the following statements apply? Percentage of the sports organisations.

	Applies to very few or none of the clubs	Applies to some of the clubs	Applies to most of the clubs	N =
The club mainly relies on volunteers because it is an important goal in itself that the club is primarily run by volunteers.	20.8	22.1	49.6	113
The club mainly relies on volunteers (because without volunteers, the club would not be able to provide its current activities) but the club is generally open for professionalisation with (more) salaried managers, coaches and instructors.	31.3	43.8	25.0	112
The club mainly relies on volunteers (because without volunteers, the club would not be able to provide its current activities) but the club systematically strives for professionalisation with (more) salaried managers, coaches and instructors.	57.3	34.5	8.2	110
The club mainly relies on professional staff (salaried managers, coaches and instructors).	73.5	9.7	16.8	113

Table 4.2: To how many of the sports clubs that are represented by the organisation do the following statements apply? The club mainly relies on volunteers because it is an important goal in itself that the club is primarily run by volunteers. Broken down by type of country.

	Applies to very few or none of the clubs	Applies to some of the clubs	Applies to most of the clubs	N =
Nordic countries ¹	18.2	18.2	63.6	22
UK and Ireland	.0	54.5	45.5	11
Central Europe ²	13.6	9.1	77.3	22
Eastern Europe ³	48.5	24.2	27.3	33
Southern Europe ⁴	12.0	20.0	68.0	25
Chi2-test significant with $\alpha < 0,001$				
1) Sweden, Finland and Denmark				
2) Germany, Belgium, the Netherlands, Austria and Luxembourg				
3) Rumania, Slovakia, Slovenia, Bulgaria, Czech Republic, Hungary, Latvia, Lithuania and Poland				
4) Cyprus, France, Greece, Italy, Malta, Spain and Portugal				

Table 4.3: To how many of the sports clubs that are represented by your organisation do the following statements apply? The club mainly relies on professional staff (salaried managers, coaches and instructors). Broken down by type of country.

	Applies to very few or none of the clubs	Applies to some of the clubs	Applies to most of the clubs	N =
Nordic countries ¹	90.9	4.5	4.5	22
UK and Ireland	75.0	25.0	.0	12
Central Europe ²	90.9	9.1	.0	22
Eastern Europe ³	47.2	11.1	41.7	36
Southern Europe ⁴	81.0	4.8	14.3	21
Chi2-test significant with $\alpha < 0,001$				
1) Sweden, Finland and Denmark				
2) Germany, Belgium, the Netherlands, Austria and Luxembourg				
3) Rumania, Slovakia, Slovenia, Bulgaria, Czech Republic, Hungary, Latvia, Lithuania and Poland				
4) Cyprus, France, Greece, Italy, Malta, Spain and Portugal				

4.2 Has the number of volunteers and employees in sports clubs increased or decreased?

This next part of the analysis shows the sports organisations' assessment of the development in the number of volunteer as well as professional coaches and managers in the sports clubs.

More organisations have responded that the number of volunteers and the number of professionals have increased than have responded that the number has decreased. 31 percent of the organisations have answered that the number of volunteer managers has increased within the last five years and 39 percent estimate that there are more volunteer coaches today than five years ago. The proportion that has fewer volunteer managers and coaches is 20 percent and 15 percent, respectively.

The organisations therefore estimate that there has been an increase in the number of volunteers as well as the number of coaches in a majority of the clubs, but the increase is greatest in the number of professional and salaried coaches and managers (table 4.4).

There is a significant difference between the different groups of countries in the organisations' assessment of the development in the number of volunteers and paid managers and coaches. Organisations from the Central European countries to a much greater degree than organisations from other countries have responded that the number of volunteer leaders in sports clubs has been reduced in the last five years. There is also a slight majority of organisations in the Nordic countries who feel the same, while especially the organisations in the Southern European countries estimate that the number of volunteer leaders has increased (table 4.5).

We find the same difference between the studied groups of countries in the organisations' assessment of the number of volunteer coaches. Here, it is only among organisations from Central European countries (who have answered the questionnaire) that more organisations estimate that the number of coaches has been reduced than that the number has been increased (table 4.6).

Conversely, it is especially the organisations from Central European countries which estimate that the number of salaried managers has been increased, while the number of organisations from Eastern European countries estimating that the number has been increased is the same as the number estimating that it has been reduced (table 4.7).

In countries with a low or very low level of volunteering, a majority of the organisations estimate that the number of volunteer leaders or managers in the clubs has increased, while only 10 to 20 percent of the organisations from countries with a high or very high level of volunteering estimate the same.

Especially among organisations for racket sports and ball games, relatively many estimate that the number of volunteer leaders in the clubs has decreased over the past five years (table 4.8).

Organisations with many small clubs to a greater extent than organisations with many large clubs estimate that the number of volunteer leaders or managers has increased. 56 of the organisations with an average size of the clubs of less than 50 members estimate that

the number has increased, while only 17 percent of the organisations with an average size of the clubs of more than 150 members give the same answer.

There are no significant differences between the different types of sports on the assessment of the development in the number of volunteer coaches and paid managers and coaches. There are also no significant differences between large and small associations.

Table 4.4: Within the last 5 years, has the number of professional staff (employees) and the number of volunteers in the clubs that are represented by your organisation increased, decreased or stayed the same?

	increased a great deal	increased a little	un-changed	de-creased a little	de-creased a great deal	don't know	N =
Voluntary leaders/managers	2,5	28,7	40,2	17,2	2,5	9,0	122
Voluntary coaches/instructors	3,3	36,1	35,2	11,5	3,3	10,7	122
Professional leaders/managers	5,1	35,6	39,8	10,2	0,8	8,5	118
Professional coaches/instructors	9,4	43,6	30,8	9,4	1,7	5,1	117

Table 4.5: Within the last 5 years, has the number of volunteer leaders/managers in the clubs that are represented by your organisation increased, decreased or stayed the same? Divided by type of country.

	Increased a great deal	Increased a little	Un-changed	Decreased a little	Decreased a great deal	N =
Nordic countries ¹	.0	26.1	39.1	30.4	4.3	23
UK and Ireland	10.0	40.0	40.0	10.0	.0	10
Central Europe ²	.0	4.8	47.6	47.6	.0	21
Eastern Europe ³	3.0	30.3	54.5	6.1	6.1	33
Southern Europe ⁴	4.2	58.3	33.3	4.2	.0	24
Chi2-test significant with $\alpha < 0,005$						
1) Sweden, Finland and Denmark						
2) Germany, Belgium, the Netherlands, Austria and Luxembourg						
3) Rumania, Slovakia, Slovenia, Bulgaria, Czech Republic, Hungary, Latvia, Lithuania and Poland						
4) Cyprus, France, Greece, Italy, Malta, Spain and Portugal						

Table 4.6: Within the last 5 years, has the number of voluntary coaches/instructors in the clubs that are represented by your organisation increased, decreased or stayed the same? Divided by type of country.

	Increased a great deal	Increased a little	Un-changed	Decreased a little	Decreased a great deal	N =
Nordic countries ¹	.0	43.5	43.5	13.0	.0	23
UK and Ireland	10.0	60.0	30.0	.0	.0	10
Central Europe ²	.0	20.0	45.0	30.0	5.0	21
Eastern Europe ³	6.3	37.5	43.8	3.1	9.4	33
Southern Europe ⁴	4.2	50.0	29.2	16.7	.0	24
Chi2-test significant with $\alpha < 0,2$						
1) Sweden, Finland and Denmark						
2) Germany, Belgium, the Netherlands, Austria and Luxembourg						
3) Rumania, Slovakia, Slovenia, Bulgaria, Czech Republic, Hungary, Latvia, Lithuania and Poland						
4) Cyprus, France, Greece, Italy, Malta, Spain and Portugal						

Table 4.7: Within the last 5 years, has the number of professional leaders/managers in the clubs that are represented by your organisation increased, decreased or stayed the same? Divided by type of country.

	Increased a great deal	Increased a little	Un-changed	Decreased a little	Decreased a great deal	N =
Nordic countries ¹	.0	50.0	36.4	9.1	4.5	22
UK and Ireland	27.3	18.2	45.5	9.1	.0	11
Central Europe ²	.0	60.0	35.0	5.0	.0	20
Eastern Europe ³	5.9	23.5	50.0	20.6	.0	34
Southern Europe ⁴	4.8	42.9	47.6	4.8	.0	21
Chi2-test significant with $\alpha < 0,05$						
1) Sweden, Finland and Denmark						
2) Germany, Belgium, the Netherlands, Austria and Luxembourg						
3) Rumania, Slovakia, Slovenia, Bulgaria, Czech Republic, Hungary, Latvia, Lithuania and Poland						
4) Cyprus, France, Greece, Italy, Malta, Spain and Portugal						

Table 4.8: Within the last 5 years, has the number of volunteer leaders/managers in the clubs that are represented by your organisation increased, decreased or stayed the same. Divided by type of sport.

	Increased a great deal	Increased a little	Un-changed	De-creased a little	De-creased a great deal	N =
Team sports ¹	.0	27.6	48.3	24.1	.0	29
Judo, karate and taekwondo	.0	54.5	36.4	9.1	.0	11
Tennis, badminton and squash	7.7	15.4	38.5	23.1	15.4	13
Other sports ²	5.3	42.1	34.2	18.4	.0	38
Disabled	.0	10.0	90.0	.0	.0	10
Comprehensive e	0	20.0	40.0	30.0	10.0	10
Chi2-test significant with $\alpha < 0,05$						
1) Football, handball, basket, volley, rugby and ice hockey						
2) Athletics, climbing, golf, gymnastics, rowing, ski, swimming, triathlon, unknown						

4.3 How easy is it for sports clubs to recruit and retain volunteers?

Although a majority of the sports organisations respond that they have more volunteer leaders and coaches today than five years ago, a large majority of the organisations also respond that it is relatively difficult to recruit and retain volunteers. 49 percent have responded that it's 'rather difficult' and 19 percent that it is 'very difficult' to recruit and retain volunteer leaders, while only one out of ten finds it easy. The assessment is almost the same in terms of volunteer instructors, although slightly fewer organisations find this difficult (table 4.9).

A large majority of the organisations also assess that it has become more difficult to recruit and retain volunteers within the last five years. 68 percent and 60 percent, respectively, have responded that it has become more difficult to recruit and retain volunteer leaders and volunteer coaches (table 4.10).

This assessment applies to all groups of countries, but the proportion of organisations which assess that it has become more difficult to recruit and retain volunteer coaches is slightly lower among the organisations in the Nordic countries than in the other groups of countries. Especially among organisations in Eastern and Southern Europe, relatively many assess that it is very difficult to recruit and retain volunteer coaches (table 4.11).

35 percent of the organisations in countries with a low level of volunteering assess that it is very difficult for the clubs to recruit and retain volunteer coaches, while only 3 percent of the organisations from countries with a very high level of volunteering give the same answer.

However, there is a tendency that relatively more organisations in countries with a 'high level of volunteering' than organisations in countries with a 'low level of volunteering' assess that it has become more difficult to recruit volunteers.

There is also a tendency for especially the relatively small associations to respond that it is difficult or very difficult to recruit and retain volunteers.

There are no significant differences between groups of sports on the assessment of how easy or difficult it is to recruit and retain volunteers.

If the clubs' efforts to recruit and retain volunteers are compared with other tasks and requirements of the clubs, it is also a minority of the organisations which assess that the clubs are 'much more successful', or 'a little more successful' in recruiting, retaining and empowering volunteer coaches and leaders. The organisations assess, however, that the clubs have relatively greater success with 'empowering volunteer coaches/instructors to meet the demands of the clubs' than with 'empowering voluntary leaders/managers to meet the demands of the club' (Table 4.12).

Between the groups of countries, there are large differences in the assessment of this. The organisations from Eastern Europe are much more negative in their assessment of the clubs' ability to recruit, retain and qualify the volunteers than the organisations from the other group of countries (table 4.13).

Organisations from countries with a 'high level of volunteering' to a larger extent than organisations from countries with a 'low level of volunteering' assess that the organisation succeed in 'recruiting and retaining voluntary coaches/instructors' and in '...empowering voluntary coaches/instructors to meet the demands of the club'.

Table 4.9: How easy or difficult is it for the clubs that are represented by your organisation to recruit and retain volunteers?

	very easy	rather easy	moderately easy/difficult	rather difficult	very difficult	Don't know	N =
Voluntary leaders / / managers	0,8	9,9	19,8	48,8	19,0	1,7	121
Voluntary coaches/ instructors	0,8	9,1	28,1	39,7	20,7	1,7	121

Table 4.10: Has it become easier or harder for the clubs that are represented by your organisation to recruit and retain volunteers in the past five years?

	much easier	a little easier	unchanged	a little harder	much harder	Don't know	N =
Voluntary leaders/ managers	0,8	7,5	20,8	49,2	15,8	5,8	120
Voluntary coaches/ instructors	0,8	10,8	25,8	39,2	18,3	5,0	120

Table 4.11: How easy or difficult is it for the clubs that are represented by your organisation to recruit and retain volunteer coaches/instructors? Divided by type of country.

	Very easy	Rather easy	Moderately easy/difficult	Rather difficult	Very difficult	N =
Nordic countries ¹	.0	13.0	43.5	43.5	.0	23
UK and Ireland	.0	.0	41.7	58.3	.0	12
Central Europe ²	.0	4.3	30.4	56.5	8.7	23
Eastern Europe ³	2.9	8.6	20.0	25.7	42.9	35
Southern Europe ⁴	.0	15.4	19.2	34.6	30.8	26

Chi2-test significant with $\alpha < 0,2$

1) Sweden, Finland and Denmark
 2) Germany, Belgium, the Netherlands, Austria and Luxembourg
 3) Rumania, Slovakia, Slovenia, Bulgaria, Czech Republic, Hungary, Latvia, Lithuania and Poland
 4) Cyprus, France, Greece, Italy, Malta, Spain and Portugal

Table 4.12: How successful are the sports clubs that are represented by your organisation in the management and development of volunteers? Percentage of sports organisations.

If you compare it to all the other tasks and requirements the clubs are confronted with, are they more or less successful in ...	much more successful	a little more successful	successful on average	a little less successful	much less successful	We do not know	N =
...recruiting and retaining voluntary coaches/instructors	7,0	17,4	33,9	13,9	13,0	14,8	115
...recruiting and retaining voluntary leaders/managers	2,6	13,8	29,3	26,7	12,9	14,7	116
...empowering voluntary coaches/instructors to meet the demands of the club	3,4	25,9	34,5	9,5	12,9	13,8	116
...empowering voluntary leaders/managers to meet the demands of the club	4,3	13,9	33,0	20,9	12,2	15,7	115

Table 4.13: In summary, how successful are the sports clubs that are represented by your organisation in the management and development of volunteers? Broken down by type of country (percentage that assess that the organisation is more or much more successful in this compared with other tasks).

If you compare it to all the other tasks and requirements the clubs are confronted with, are they more or less successful in ...	Nordic countries	UK and Ireland	Central Europe	Eastern Europe	Southern Europe	All organisations	Chi2-test significant with $\alpha <$
...recruiting and retaining voluntary coaches/instructors	41.7	20.0	35.3	8.0	36.4	28.6	0,1
...empowering voluntary coaches/instructors to meet the demands of the club	29.2	30.0	55.6	11.5	50.0	34.0	0,05

4.4 Assessments of and attitudes to the situation for volunteer work in the country

The sports organisations were asked to respond to a series of statements about the current societal challenges for voluntarily organised sport and volunteering:

- The political expectations to organised sport.
- The public interest in volunteering.
- Competition from commercial sports activities.
- Increasing professional standards for sport.
- Opportunities to get sponsors to fund the sport.
- Public sector financial support for sport.

According to the volunteer sports organisations in Europe, the biggest challenge is that *'it is increasingly difficult for sports clubs to raise money from sponsors'*. 44 percent 'strongly agree' and 38 percent 'agree' with this statement, whereas only 22 percent disagree or strongly disagree.

A large majority of the organisations also agrees with the view that *'the requirements for sports clubs to work according to professional standards are growing'*. 81 percent agree or strongly agree with this statement. At the same time, very few agree with the statement that *'more and more people are interested in volunteering in a sports club'*.

Nearly 60 percent agree with the statement that *'sports clubs are increasingly exposed to competition from commercial or public sport providers'*.

More than 60 percent support the view that *'the public financial support for sports clubs is decreasing'*, whereas fewer than 20 percent disagree with this position. Despite this, a little over half of the organisations agree with the statements that *'government policies create an increasing demand on sports clubs to raise the level of participation in*

organised sports' and '*... to contribute to the welfare of society*'. A majority also supports the view that '*public attitudes towards voluntary organised sport are very positive*' (table 4.14).

On three of these statements we find significant differences in the attitude of the organisations between the different groups of countries. On the statement '*Government policies create an increasing demand on sports clubs*' we find the lowest proportion of the organisations that agree among the Eastern European countries and the highest among the organisations from UK and Ireland. Correspondingly, the share of the organisations that agree with the statement that '*public attitudes towards voluntary organised sport are very positive*' is lower among the organisations in the Eastern European countries than in the other parts of Europe.

Finally, especially the organisations from the United Kingdom and Ireland, along with organisations from Central Europe, agree with the view that '*The requirements for sports clubs to work according to professional standards are growing*' (Table 4.15).

There is a clear correlation between the size of the organisations (number of clubs and members) and the attitude to several of these statements. The largest organisations thus tend to agree more with the following statements than the smaller organisations:

- 'Government policies create an increasing demand on sports clubs to raise the level of participation in organised sport'.
- 'Government policies create an increasing demand on sports clubs to contribute to the welfare of society'.
- 'Sports clubs are increasingly exposed to competition from commercial or public sport providers'.
- 'The requirements for sports clubs to work according to professional standards are growing'.

There are no significant differences in attitudes to these statements between types of sports.

Table 4.14: What is the situation for voluntary sports clubs in your country when considering the statements below? Does your organisation agree or disagree with the following positions? Percentage of sport organisations.

	strongly agree	agree	neither agree nor disagree	disagree	strongly disagree	Don't know
It is increasingly difficult for sports clubs to raise money from sponsors	43,9	38,2	10,6	5,7	0,8	0,8
The public financial support for sports clubs is decreasing	23,0	42,6	15,6	13,9	3,3	1,6
The requirements for sports clubs to work according to professional standards are growing	22,0	59,3	8,9	8,1	0	1,6
Public attitudes towards voluntary organised sport are very positive	15,7	38,8	26,4	13,2	2,5	3,3
Sports clubs are increasingly exposed to competition from commercial or public sport providers	13,2	43,8	16,5	18,2	3,3	5,0
Government policies create an increasing demand on sports clubs to raise the level of participation in organised sport	11,6	40,5	24,8	15,7	5,8	1,7
Government policies create an increasing demand on sports clubs to contribute to the welfare of society	5,8	50,4	29,8	8,3	3,3	2,5
More and more people are interested in volunteering in a sports club	1,7	9,9	25,6	45,5	14,0	3,3

Table 4.15: Does your organisation agree or disagree with the following positions? Broken down by type of country (percentage of the organisations that strongly agree or disagree with the position).

	Nordic countries	UK and Ireland	Central Europe	Eastern Europe	Southern Europe	All organisations	Chi2-test significant with $\alpha <$
Government policies create an increasing demand on sports clubs to raise the level of participation in organised sport	50.0	84.6	65.0	34.3	55.6	52.9	0,05
Government policies create an increasing demand on sports clubs to contribute to the welfare of society	62.5	84.6	65.0	41.2	55.6	57.6	0,1
More and more people are interested in volunteering in a sports club	.0	7.7	10.0	17.6	19.2	12.0	0.3
Sports clubs are increasingly exposed to competition from commercial or public sport providers	75.0	33.3	80.0	56.3	48.1	60.0	0,05
The requirements for sports clubs to work according to professional standards are growing	79.2	100.0	100.0	70.6	77.8	82.6	0,05
It is increasingly difficult for sports clubs to raise money from sponsors	79.2	92.3	82.6	82.9	81.5	82.8	0,9
Public attitudes towards voluntary organised sport are very positive	66.7	91.7	52.4	39.4	55.6	56.4	0,05
The public financial support for sports clubs is decreasing	54.2	61.5	59.1	70.6	81.5	66.7	0,3

5. Volunteer management in sports clubs and sports organisations

This chapter deals with how the sports organisations and their clubs are engaged in human resource development and management for the volunteer leaders and instructors.

In the first part of the chapter, we look at

- how the sports organisations and their clubs recruit, retain and qualify the volunteer leaders and instructors;
- on which target groups and phases of these efforts the organisations especially focus; and
- what approaches to human resource development the clubs mainly use.

In the latter part of the chapter, we analyse the organisations' attitude to volunteer management.

5.1 Activities to increase the volunteers' commitment, capability and motivation to volunteer

The responses show that the organisations strive more to increase the volunteer trainers' qualifications and skills than to increase the volunteer leaders' leadership skills. 56 percent of the organisations responded that they have '*an educational programme for voluntary coaches / trainers*', while only 30 percent responded that they have '*an educational programme for voluntary leaders*' (table 5.1).

Similarly, the percentage of organisations that offer '*license-/certificate renewal courses*', '*training courses on specific topics*', '*mentoring programme*' and '*provide internet resources*' for coaches/trainers is about twice as large as the percentage that offer the same activities for the leaders (table 5.1):

- The most widespread human resource development activity is 'courses and educational programmes':
- 6 percent/30 percent of the organisations have an educational programme for voluntary coaches/voluntary leaders'.
- 53 percent/34 percent offer training courses (which are not part of the regular license or license renewal system) on specific topics for voluntary coaches/voluntary leaders.
- 48 percent/42 percent 'offer short courses (a few hours) for voluntary coaches/voluntary leaders'.
- 44 percent/17 percent offer license/certificate renewal courses for voluntary coaches/voluntary leaders.
- 62 percent of the organisations '*provide consultation and advisory opportunities for our clubs*'.
- 48 percent and 36 percent, respectively, provide *written materials to support voluntary coaches and voluntary leaders*' and 33 percent and 32 percent provide *internet resources* to support voluntary coaches/voluntary leaders.

- *Mentoring programmes* are much less common. 25 percent of the organisations have a mentoring programme for their own volunteers (i.e. volunteers of the federation/association/etc.) and 10 percent have a mentoring programme for voluntary leaders/managers of the clubs.
- 31 percent have a *volunteer manager or volunteer coordinator* in their organisation.
- 40 percent organise *seminars and conferences* on volunteer management and volunteer development.
- 24 percent have a *reporting system* to regularly map the status and development of qualifications in the organisation and the affiliated clubs.
- 38 percent have an *annual celebration* of volunteers and/or awards to selected volunteers and clubs.
- 14 percent have a system to *acknowledge skills and qualifications* acquired through volunteer work in the organisation or the affiliated clubs (e.g. volunteer passport, volunteer certificate etc.).
- 14 percent *co-operate with volunteer agencies* to recruit new volunteers (table 5.1).

With regard to most of these activities aimed at qualifying the volunteer coaches and managers, the organisations in the Nordic countries, the United Kingdom and Ireland and Central Europe differ from the organisations in Southern Europe and particularly Eastern Europe in that they offer and organise such activities to a much larger extent (table 5.2).

Organisations in the Nordic countries and the United Kingdom and Ireland more often offer courses and training programmes for volunteers than organisations in Central Europe, while relatively few organisations in Southern Europe and Eastern Europe offers such courses and programmes.

However, organisations in the Nordic countries to a lesser degree use more formal training and qualification (for example license/certificate renewal courses for volunteer leaders/managers) and mentoring programmes.

This difference between groups of countries is also evident when the number of activities to promote the voluntary commitment, motivation and skills are counted for each organisation. The questionnaire contains 22 different activities that the organisations could tick off. On average, the organisations offer 7.6 activities:

- Organisations in the United Kingdom and Ireland have an average of 12.5 activities.
- Organisations in the Nordic countries have an average of 11.0 activities.
- Organisations in Central Europe have an average of 10.6 activities, meaning that the difference between these first three groups of countries in terms of activities offered is small.
- Organisations in Southern Europe have a much lower average of 5.6 activities.
- Finally, organisations in Eastern Europe have the lowest level with an average of only 3.4 activities for the organisations that have responded to the questionnaire (table 5.2).

There is also a very clear relationship between the level of volunteering in the country in which the organisation belongs and the number of activities to promote the voluntary

commitment, motivation and skills in each organisation. Organisations from countries with a very high level of volunteering have an average of 11.5 activities, while organisations from countries with a very low level have an average of 4.5 activities.

The size of the organisation and the average size of the member clubs of the organisation also influence the number of activities. Organisations with large clubs have more activities than organisations with small and medium-sized clubs.

Table 5.1:

A) Instruments and activities that are (systematically) employed by the organisations to increase the volunteers' commitment, capability and motivation to volunteer (N = 125).

B) The five most important human resource development instruments employed by the organisation.

	A Percent of org.	B Percent of org.
We offer short courses (a few hours) for voluntary coaches/instructors	48,0	20,8
We offer short courses (a few hours) for voluntary leaders/managers	41,6	15,2
We do have an educational programme for voluntary coaches/instructors (typically to be completed with some kind of license or certificate)	56,0	41,6
We do have an educational programme for voluntary leaders/managers (typically to be completed with some kind of license or certificate)	29,6	13,6
We offer license- /certificate renewal courses for voluntary coaches/instructors	44,0	20,8
We offer license- /certificate renewal courses for voluntary leaders/managers	16,8	5,6
We offer training courses (which are not part of the regular license- or license renewal-system) on specific topics for voluntary coaches/instructors	52,8	19,2
We offer training courses (which are not part of the regular license- or license renewal-system) on specific topics for voluntary leaders/managers	33,6	8,0
We provide written materials to support voluntary coaches/instructors (e.g. model work out etc.)	48,0	18,4
We provide written materials to support voluntary leaders/managers (e.g. management tools, model job descriptions etc.)	36,0	7,2
We do have a mentoring-programme for our own volunteers (i.e. volunteers of the federation/association etc.)	24,8	4,0
We do have a mentoring-programme for voluntary leaders/managers of the clubs	9,6	0,8
We organise seminars and conferences on volunteer-management and volunteer-development	40,0	12,8
We provide internet resources to support voluntary coaches/instructors (e.g. model work outs etc.)	32,8	15,2
We provide internet resources to support voluntary leaders/managers (e.g. management tools, model job description etc.)	32,0	14,4
We do have a volunteer-manager or volunteer-coordinator in our organisation	31,2	14,4
We provide consultation and advisory opportunities for our clubs	62,4	32,0
We do have a system to acknowledge skills and qualifications which were acquired through voluntary work in our organisation or the affiliated clubs (e.g. volunteer passport, volunteer certificate etc.)	14,4	3,2
We do have an annual celebration of volunteers and/or awards to selected volunteers and clubs	38,4	18,4
We do have a reporting system to regularly map the status and development of qualifications in our organisation and the affiliated clubs	24,0	9,6
We co-operate with volunteer agencies to recruit new volunteers	14,4	4,8
We use other instruments to increase the volunteers commitment, capability and motivation to volunteer in our organisation or affiliated clubs	33,6	12,8

Table 5.2: Instruments and activities that are (systematically) employed by the organisations to increase the volunteers' commitment, capability and motivation to volunteer divided by type of country.

	Nordic countries	UK and Ireland	Central Europe	Eastern Europe	Southern Europe	All organisations	Chi2-test significant with $\alpha <$
We offer short courses (a few hours) for voluntary coaches/instructors	66.7	69.2	45.8	29.7	48.1	48.0	,05
We offer short courses (a few hours) for voluntary leaders/managers	70.8	69.2	41.7	24.3	25.9	41.6	0,001
We do have an educational programme for voluntary coaches/instructors (typically to be completed with some kind of license or certificate)	91.7	69.2	79.2	18.9	48.1	56.0	0,001
We do have an educational programme for voluntary leaders/managers (typically to be completed with some kind of license or certificate)	70.8	53.8	33.3	2.7	14.8	29.6	0,001
We offer license- /certificate renewal courses for voluntary coaches/instructors	50.0	61.5	79.2	16.2	37.0	44.0	0,001
We offer license- /certificate renewal courses for voluntary leaders/managers	20.8	46.2	33.3	5.4	.0	16.8	0,001
We do have a mentoring-programme for our own volunteers (i.e. volunteers of the federation/association etc.)	20.8	38.5	29.2	18.9	25.9	24.8	0,7
We do have a mentoring-programme for voluntary leaders/managers of the clubs	8.3	23.1	12.5	2.7	11.1	9.6	0,3
We offer training courses (which are not part of the regular license- or license renewal-system) on specific topics for voluntary coaches/instructors	87.5	69.2	83.3	29.7	18.5	52.8	0,001

We offer training courses (which are not part of the regular license- or license renewal-system) on specific topics for voluntary leaders/managers	58.3	69.2	62.5	8.1	3.7	33.6	0,001
We organise seminars and conferences on volunteer-management and volunteer-development	83.3	53.8	41.7	18.9	22.2	40.0	0,001
We provide internet resources to support voluntary coaches/instructors (e.g. model work outs etc.)	58.3	46.2	54.2	5.4	22.2	32.8	0,001
We provide internet resources to support voluntary leaders/managers (e.g. management tools, model job description etc.)	45.8	76.9	54.2	5.4	14.8	32.0	0,001
We provide written materials to support voluntary coaches/instructors (e.g. model work out etc.)	70.8	61.5	79.2	10.8	44.4	48.0	0,001
We provide written materials to support voluntary leaders/managers (e.g. management tools, model job descriptions etc.)	54.2	76.9	62.5	.0	25.9	36.0	0,001
We do have a volunteer-manager or volunteer-coordinator in our organisation	33.3	38.5	37.5	18.9	37.0	31.2	0,5
We provide consultation and advisory opportunities for our clubs	95.8	61.5	79.2	45.9	40.7	62.4	0,001
We do have a system to acknowledge skills and qualifications which were acquired through voluntary work in our organisation or the affiliated clubs (e.g. volunteer passport, volunteer certificate etc.)	12.5	30.8	12.5	13.5	11.1	14.4	0,6
We do have an annual celebration of volunteers and/or awards to selected volunteers and clubs	45.8	84.6	50.0	16.2	29.6	38.4	0,001
We do have a reporting system to regularly map the status and development of qualifications in our organisation and the affiliated clubs	25.0	53.8	33.3	10.8	18.5	24.0	0,05

We co-operate with volunteer agencies to recruit new volunteers	.0	38.5	16.7	16.2	11.1	14.4	0,05
We use other instruments to increase the volunteers commitment, capability and motivation to volunteer in our organisation or affiliated clubs	29.2	53.8	37.5	18.9	44.4	33.6	0,1

5.2 Which target groups and stages of volunteering receive special attention?

In this chapter, we look first at which groups the human resource development activities particularly target. Subsequently, we look at which stage of volunteer involvement the clubs and organisations particularly focus on.

Target groups

- The responses indicate that the organisations primarily focus on the young members. 48 percent have responded that this group receives ‘a lot of attention’, and 29 percent have responded that this group receives ‘comparably much attention’.
- Women come in second, with 65 percent of the organisations responding that this group receives ‘a lot of attention’ or ‘comparably much attention’.
- On the third place is the elderly, with 47 percent of the organisations responding that this group receives ‘a lot’ or ‘comparably much’ attention.
- Relatively little attention is given to other groups (table 5.3).

Organisations in the Central European countries give less attention to young people than organisations in other groups of countries. There are also significant differences between the groups of countries in how much attention the organisations give to the elderly as a target group. The organisations in the Nordic countries give less attention to this group than especially the organisations in the United Kingdom and Ireland (Table 5.4).

As expected, the Paralympic sports organisations have much greater focus on disabled people as a target group than the other organisations have.

The groups of sports differ most widely in the attention they give towards ethnic minorities as a target group, with more than half of the organisations for martial arts (judo, karate and taekwondo) and every fourth organisation for team ball games giving great attention to this group, while this is the case in fewer than one tenth of the organisations for the other sports (table 5.5).

The size of the organisation does not have any influence on the target groups on which the organisations primarily focus. However, organisations with small or middle-sized clubs give more attention to women and disabled persons in their human resource development.

Table 5.3: If you look at all the human resource development instruments and activities that are employed by your organisation and the affiliated clubs, how much attention is given to the following target groups? Percentage of sport organisations.

	A lot of attention (priority)	Comparably much attention	Comparably little attention	No attention	Don't know	N =
Young people	48,4	29,0	13,7	2,4	6,5	124
Older people	13,9	32,8	36,1	9,8	7,4	122
Women	17,4	47,1	19,0	5,8	10,7	121
People with limited education	4,1	13,2	39,7	23,1	19,8	121
Immigrants, ethnic minorities	4,1	16,5	39,7	21,5	18,2	121
Disabled persons	9,1	23,1	35,5	14,9	17,4	121

Table 5.4: How much attention is given to the following target groups in relation to human resource development instruments and activities? Broken down by country type (percentage of sport organisations that gives the target group a lot or comparably much attention).

	Nordic countries	UK and Ireland	Central Europe	Eastern Europe	Southern Europe	All organisations	Chi2-test significant with $\alpha <$
Young people	79.2	66.7	58.3	75.7	100.0	77.4	0,05
Older people	33.3	75.0	54.2	38.9	50.0	46.7	0,05
Women	54.2	66.7	66.7	65.7	69.2	64.5	0,4
with limited education	16.7	16.7	4.5	10.8	38.5	17.4	0,1
Immigrants, ethnic minorities	41.7	25.0	18.2	8.1	19.2	20.7	0,1
Disabled persons	25.0	33.3	27.3	32.4	42.3	32.2	0,2

Table 5.5: How much attention is given to the following target groups in relation to human resource development instruments and activities? Broken down by sports type (percentage of sports organisations).

	Team sport	Judo, karate and taekwondo	Tennis, badminton and squash	Other sports	Disabled	Comprehensive	All organisations	Chi2-test significant with $\alpha <$
Immigrants, ethnic minorities	26.5	58.3	7.7	7.5	9.1	36.4	20.7	0,05
Disabled persons	26.5	58.3	15.4	22.5	72.7	36.4	32.2	0,1

Stages of volunteering

HRD for volunteers can be divided into four stages of volunteering:

- The first stage is ‘pre-volunteering’, which includes recruitment and selection of volunteers with focus on the volunteer’s interests and motivation and an introduction of potential volunteers to the club and the voluntary tasks etc.
- The second stage is ‘new volunteering’, where HRD focuses on developing the necessary skills and competencies to the specific voluntary tasks etc.
- The third stage is ‘established volunteering’, where HRD focuses on developing the volunteer’s competencies for more skilled positions/roles and renewal of the volunteer’s motivation and involvement in the club.
- The final stage is ‘post-volunteering’. At this stage, HRD focuses on the volunteer’s withdrawal from different tasks, the preservation of the volunteer’s experience and his connection to the club and perhaps renewal of the volunteer’s motivation and continuation as a volunteer for new tasks.

The sports organisations focus mainly on ‘established volunteering’, which 54 percent gives a lot or comparably much attention. Somewhat less attention is given to ‘new volunteering’ and ‘pre-volunteering’, while ‘post-volunteering’ receives little attention in most of the organisations (table 5.6).

‘New volunteering’ receives more attention in the organisations in Central Europe than in the other groups of countries, while ‘established volunteering’ receives less attention in the countries in Eastern Europe and Southern Europe than in the other groups of countries (table 5.7).

Organisations in countries with a very high or high level of volunteering focus more on ‘new volunteering’, ‘established volunteering’ and ‘post-volunteering’ than organisations in countries with a low or very low level of volunteering.

Larger sports organisations focus more on ‘pre-volunteering’, ‘new volunteering’ and ‘established volunteering’ than smaller sports organisations.

Table 5.6: If you look at all the human resource development instruments and activities that are employed by your organisation and the affiliated clubs, how much attention is given to the following stages of volunteering? Percentage of sports organisations.

	A lot of attention (priority)	Comparably much attention	Comparably little attention	No attention	Don't know	N =
Pre-volunteering	12,5	25,8	32,5	17,5	11,7	120
New volunteering:	11,7	33,3	30,8	14,2	10,0	120
Established volunteering	11,7	42,5	21,7	14,2	10,0	120
Post-volunteering:	3,3	23,5	40,0	20,8	13,3	120

Table 5.7: Percentage of sport organisations that give 'a lot or comparably lot attention' to different stages of volunteering in sport broken down by type of country.

	Nordic countries	UK and Ireland	Central Europe	Eastern Europe	Southern Europe	All organisations	
New volunteering	52.4	54.5	76.2	33.3	44.0	50.0	0,05
Established volunteering	85.7	72.7	71.4	50.0	36.0	60.2	0,005

5.3 Different approaches to increase the volunteers' commitment and capability

HRD first and foremost takes place in each club. Here we look at what approaches the clubs prefer and use in their effort to develop the volunteers' skills and competencies. The results are somewhat uncertain because they rely on the organisations' assessment of how many of the member clubs use the different approaches.

The dominant approach is '*educational programmes or other training activities*' which the volunteers can join. 33 percent of the organisations answered that it applies to the majority of the clubs that 'voluntary coaches/instructors are offered to participate in educational programmes or other training activities. 30 percent of the organisations answered that it applies to some of the clubs. 'Educational programmes for voluntary leaders' are offered to the leaders in the majority of the clubs in 20 percent of the organisations and to some of the clubs in 26 percent of the organisations.

All other approaches are used by a majority of the clubs in less than 10 percent of the organisations. 10 percent of the organisations answered that the majority of the clubs systematically give new volunteers an introduction to the club and the voluntary position, whereas 30 percent of the organisations answered that this applies to some of the clubs. In 7 percent of the organisations the majority of the clubs have a mentor to new or young volunteers to guide them during the initial time of their voluntary activity and in 20 percent of the organisations some of the clubs do that. In 6 percent of the organisations the majority of the clubs have a written policy or strategy for the development and quality

of volunteer work, while this approach applies to some of the clubs in 29 percent of the organisations (table 5.8).

Between the groups of countries we find several significant differences in the use of different approaches to increase the volunteer's commitment, capability and motivation to volunteer.

The use of the different approaches is lowest in the member clubs of the organisations in the Eastern European countries and lower in the member clubs of the organisations in Southern European countries than in member clubs of organisations in Central European countries, the Nordic countries or the UK and Ireland.

The use of a specific volunteer coordinator to recruit volunteers and improve volunteer work in the clubs is more common in the UK and Ireland than in the other countries.

The clubs in Central European countries seem to use an active recruitment strategy more often than the clubs in especially the Nordic countries do (table 5.9).

The analysis also shows that clubs in countries with a relatively large number of volunteers use the different human resource methods to a larger degree than clubs in countries with few volunteers. For example, 56 percent of organisations in countries with very high level of volunteering have answered that volunteer coaches are offered to participate in educational programmes or other training activities in a majority of the clubs. In organisations in countries with very low level of volunteering, the same applies only to 5 percent of the organisations.

The analysis shows no significant differences in the use of different approaches between types of sports.

In organisations with large clubs (average) it is more common than in organisations with many small clubs that the clubs offer educational programmes etc. to the volunteer coaches and leaders.

Table 5.8: What proportion of the sports clubs - that are represented by your organisation - use the following approaches to increase the volunteers' commitment, capability and motivation to volunteer (percent)?

	Applies to the majority of the clubs	Applies to some of the clubs	Applies to none or very few of the clubs	We do not know	N =
The club has a written policy or strategy for the development and quality of voluntary work in the club	6,1	29,1	48,7	16,2	117
The club has a specific volunteer-coordinator or a similar position aimed at recruiting volunteers and improving voluntary work in the club	4,3	25,0	52,6	18,1	116
The club pursues an active recruitment strategy (i.e. the club is searching for persons with specific skills in and outside the sports organisation)	4,3	33,3	48,7	13,7	117
The club co-operates with volunteer agencies to recruit new volunteers	0,9	7,8	69,8	21,6	116
The club provides written job descriptions to inform (potential) volunteers about the requirements connected to specific positions	0,9	32,7	50,4	15,9	113
The club takes (informal) interviews with potential volunteers to find out if their expectations, skills and qualification match with the needs of the club	3,5	25,7	48,7	22,1	113
New volunteers systematically receive an introduction/induction to the organisation of the club and their new voluntary position or activity	9,8	30,4	42,0	17,9	112
Voluntary coaches/instructors are offered to participate in educational programmes or other training activities	32,7	30,1	27,4	9,7	113
Voluntary leaders/managers are offered to participate in educational programmes or other training activities	20,2	26,3	41,2	12,3	114
The club (systematically) assigns a mentor to new or young volunteers to guide them during the initial time of their voluntary activity	7,1	20,4	51,3	21,2	113
The club provides supervision opportunities to it's volunteers	1,8	22,1	53,1	23,0	113
The club systematically acknowledges skills and qualifications which were acquired through voluntary work in the club (e.g. certificate of activities etc.)	3,5	32,5	49,1	14,9	114
Other approaches to increase the commitment, capability and motivation of volunteers	7,1	25,7	31,0	36,3	113

Table 5.9: The proportion of the sports clubs represented by the organisations that use the following approaches to increase the volunteers' commitment, capability and motivation to volunteer (applies to the majority or some of the sports clubs) (percentage of the sports organisations).

	Nordic countries	UK and Ireland	Central Europe	Eastern Europe	Southern Europe	All organisations	Chi2-test significant with $\alpha <$
The club has a written policy or strategy for the development and quality of voluntary work in the club	50.0	54.5	45.5	9.1	37.0	35.0	0,005
The club has a specific volunteer-coordinator or a similar position aimed at recruiting volunteers and improving voluntary work in the club	29.2	54.5	36.4	12.1	34.6	29.3	0,1
The club pursues an active recruitment strategy (i.e. the club is searching for persons with specific skills in and outside the sports organisation)	33.3	45.5	59.1	18.2	44.4	37.6	0,05
The club provides written job descriptions to inform (potential) volunteers about the requirements connected to specific positions	43.5	45.5	54.5	15.6	24.0	33.6	0,05
Voluntary coaches/instructors are offered to participate in educational programmes or other training activities	95.8	81.8	90.9	19.4	52.0	62.8	0,001
Voluntary leaders/managers are offered to participate in educational programmes or other training activities	75.0	81.8	61.9	18.8	26.9	46.5	0,001

5.4 The sports organisations' attitudes to volunteer management

Finally, we look at the organisations' position on a number of statements about volunteer management. The organisations were asked to choose between two contradictory statements about volunteering and volunteer management (table 5.10).

A relatively large number of sports organisations in the EU countries believe that the clubs are best served by professionalisation when it comes to management of volunteers.

- 44 percent of the organisations support the statement, that *'managing volunteers in a sports club is handled best by a professional manager'* (paid staff), whereas only 16 percent support that managing volunteers in a sports club is handled best by a *'voluntary manager'*.
- One third of the organisations answered that they agreed with the statement that *'sports clubs need to follow the same principles of management as professional/commercial organisations'*. Conversely, one third agreed that *'sports clubs need to follow different principles of management that are specific for democratic voluntary organisations'*.
- A small majority of organisations, however, believe that the clubs will be managed by volunteers in the future. 40 percent of the organisations agree that *'within 10-15 years the majority of 'our' sports clubs will be managed by volunteers'* and slightly fewer agree with the opposite statement, that *'within 10-15 years, the majority of 'our' sports clubs will be managed by professionals'*

A majority of the organisations also believe that the volunteers must be managed and selected.

- More than half of all the organisations believe that *'it is the management or board of the sports club that needs to decide when, where and how the volunteers of a club operate'* and only one out of five believe that *'volunteers freely choose when, where and how to operate for the club'*.
- Likewise, the statement *'sports clubs must find and select the most qualified volunteers'* get support from twice as many as the statement *'all who wish to volunteer for a sports club must be accepted'*.

Between the groups of countries, we find significant differences in the attitudes to these statements. The organisations in the UK and Ireland and the organisations in Central Europe to a much larger extent agree that *'within 10-15 years, the majority of 'our' sports clubs will be managed by volunteers'* than primarily the organisations in the Eastern European countries, but also the organisations in the Nordic countries and Southern European countries do (table 5.11).

Organisations in Central European countries support professionalisation of the management of volunteers in sports clubs to a larger extent than organisations in the other countries do. Only five percent of the organisations in Central European countries agree with the statement that *'managing volunteers in a sports club is handled best by a voluntary manager'* (table 5.11).

42 percent of the organisations in Central European countries also agree that *'all who wish to volunteer for a sports club must be accepted'*, which is a much higher proportion than among the organisations in the other groups of countries (table 5.11).

When we divide the organisations by the 'level of volunteering' in the country where the organisation belongs, the comparison shows that the proportion of organisations that agree with 'professionalisation statements' is greater in countries with a low level of volunteering than in countries with a high level of volunteering. Conversely, the proportion of organisations who agree that *'sports clubs need to follow different principles of management that are specific for democratic voluntary organisations'* is twice as large in the organisations in countries with a high level of volunteering than in organisations in countries with a low level of volunteering.

Between types of sport, we only find one significant difference. The organisations for martial arts (judo, karate and taekwondo) and the organisations for racket sports (tennis, badminton and squash) to a much lesser extent than organisations for ball games, disabled sports and 'other sports' agree with the statement that *'within 10-15 years, the majority of our sports clubs will be managed by volunteers'* (table 5.12).

Table 5.10: ‘In the following series of questions we ask you to choose between two contradictory statements about volunteering and volunteer-management. Does your organisation rather agree with statement A or B?’ (Number of respondents = 121 – 124, percent).

A	Rather agree with A	Some-what agree with both	Rather agree with B	B
Sports clubs need to follow the same principles of management as professional/commercial organisations	32,3	30,6	36,8	Sports clubs need to follow different principles of management that are specific for democratic voluntary organisations
Within 10-15 years, the majority of ‘our’ sports clubs, will be managed by volunteers. (Volunteers organise themselves and are responsible for the strategic decisions)	40,3	25,0	34,7	Within 10-15 years, the majority of ‘our’ sports clubs, will be managed by professionals (volunteers are involved in many activities and tasks, but the strategic decisions and responsibilities lie with paid staff)
Managing volunteers in a sports club is handled best by a voluntary manager	16,5	39,7	43,8	Managing volunteers in a sports club is handled best by a professional manager (paid staff)
Volunteers freely choose when, where and how to operate for the club	20,7	25,6	53,7	It is the management or board of the sports club that needs to decide when, where and how the volunteers of a club operate
All who wish to volunteer for a sports club must be accepted	24,2	31,5	44,4	Sports clubs must find and select the most qualified volunteers
Volunteer management is a task, that needs to be assigned to a specific office/position in the organisation	31,7	34,1	34,1	Volunteer management is a task that must be assigned to the general/strategic club management

Table 5.11: Percentage of the organisations that agree with statement A/statement B, divided by type of country.

	Nordic countries	UK and Ireland	Central Europe	Eastern Europe	Southern Europe	Chi2-test significant with $\alpha <$
Within 10-15 years, the majority of 'our' sports clubs will be managed by volunteers. (Volunteers organise themselves and are responsible for the strategic decisions) VERSUS Within 10-15 years, the majority of 'our' sports clubs, will be managed by professionals (volunteers are involved in many activities and tasks, but the strategic decisions and responsibilities lie with paid staff)	37.5/33.3	69.2/7.7	54.2/29.2	19.4/55.6	44.4/25.9	0,05
Managing volunteers in a sports club is handled best by a voluntary manager VERSUS Managing volunteers in a sports club is handled best by a professional manager (paid staff)	12.5/33.3	15.4/23.1	4.5/31.8	22.2/58.3	23.1/53.8	0,05
All who wish to volunteer for a sports club must be accepted VERSUS Sports clubs must find and select the most qualified volunteers	33.3/29.1	15.4/53.8	41.7/25.0	19.4/61.1	11.1/48.1	0,1
Volunteer management is a task, that needs to be assigned to a specific office/position in the organisation VERSUS Volunteer management is a task that must be assigned to the general/strategic club management	25.0/29.2	38.5/30.8	21.7/60.9	41.7/30.6	29.6/22.2	0,1

Table 5.12: Percentage of the organisations that that agree with the first statement, broken down by type of sports.

	Team sport	Judo, karate and taekwondo	Tennis, badminton and squash	Other sports	Disabled	Comprehensive	Chi2-test significant with $\alpha <$
<p>Within 10-15 years, the majority of 'our' sports clubs will be managed by volunteers. (Volunteers organise themselves and are responsible for the strategic decisions)</p> <p>VERSUS</p> <p>Within 10-15 years, the majority of 'our' sports clubs, will be managed by professionals (volunteers are involved in many activities and tasks, but the strategic decisions and responsibilities lie with paid staff)</p>	44.4	16.7	16.7	40.5	36.4	81.8	0.05

6. Policies for volunteering in sport in EU countries

The study's final part contains a short review of the responses of the questionnaire that was sent to each EU country. As mentioned, only 11 countries responded to the questionnaire and it is doubtful whether their responses are representative of all the 27 EU countries. Furthermore, the number of responses is too small to form a basis for comparative analysis of differences between types of EU countries. Therefore, this analysis is limited to a description of the distribution of the 11 countries' responses.

6.1 How does the state promote volunteer organised sport?

In this first part of the analysis, we look at policies and activities in the 11 countries that seek to promote volunteer organised sport. The most common ways to support and promote volunteer sports organisations and volunteer work in the sports clubs are

- to provide direct economic subsidies to sports organisations at the national level (90 percent),
- to provide funding schemes and programmes to support measures and projects of national sport organisations or local sports clubs (90 percent),
- that the organisations can operate under some kind of 'public benefit status' which privileges them in comparison to commercial sports organisations (73 percent),
- having a national strategy or policy for volunteering in general (73 percent),
- implementing specific programmes and campaigns to promote and support volunteer sports organisations (64 percent), and
- providing direct economic subsidies to local sports clubs (60 percent).

Much less common are

- 'a national strategy or policy for volunteering in sport' (22 percent),
- state-run volunteer centres to support sports organisations and sports clubs in recruiting and retaining volunteers (30 percent), and
- state-run or -funded knowledge or competence centres to create and provide expertise on volunteering and voluntary sports organisations (9 percent) (table 6.1).

Table 6.1: How does the state¹ at national level promote voluntary sports organisations and facilitate volunteering in sport? (Percentage of the countries).

	Yes	No	Don't know	N=100%
The state provides direct economic subsidies to sports organisations at the national level (This would also include income from the lottery, gambling etc, which is regulated by the state)	90,0	9,1	0	11
The state provides funding schemes and programmes to support measures and projects of national sports organisations or local sports clubs (Usually regulated through specific application procedures)	90,0	10,0	0	10
Government or Parliament have adopted a national strategy or policy for volunteering in GENERAL	72,7	27,3	0	11
Voluntary sports organisations operate under some kind of 'public benefit status' which privileges them in comparison to commercial sports organisations (e.g. through tax exemptions, free use of public premises, reduced administrative requirements etc.)	72,7	18,2	9,1	11
The state implements specific programmes and campaigns to promote and support voluntary sports organisations (e.g. programmes/campaigns to increase participation in sports clubs in deprived communities, programmes to improve health promotion activities in sports clubs etc.) ³	63,6	34,4	0	11
The state facilitates volunteering in sport through other kinds of legislation or measures ⁵	63,6	27,3	9,1	11
The state provides direct economic subsidies to local sports clubs	60,0	40,0	0	10
The state runs or funds 'volunteer centers or volunteer agencies' to support sports organisations and sports clubs in recruiting and retaining volunteers ⁴	30,0	70,0	0	10
Government or Parliament have adopted a national strategy or policy for volunteering in SPORT	22,2	66,7	11,1	11
The state runs or funds specific 'knowledge or competence centers' to create and provide expertise on volunteering and voluntary sports organisations ⁴	9,1	81,8	9,1	11
1) State = Government, parliament, ministry or other public body responsible for sport in your country				

6.2 How does the state and local administrations encourage individuals to volunteer?

Activities that encourage and support the citizens to volunteer are less common than direct support to volunteer organisations and clubs.

- More than half of the 11 countries have tax reductions for expenses of volunteer work (64 percent) or implement public campaigns for volunteering (55 percent).
- Slightly fewer have a policy to acknowledge and certify skills and competencies gained during volunteer work (40 percent), a policy to reduce bureaucracy for volunteer work and volunteer organisations or provide a public insurance scheme for volunteers (37 percent).
- The least common forms of encouragement is that the state ensures that volunteering does not lead to a reduction of social benefits (27 percent) and that volunteer engagement is rewarded through legislation (27 percent) (table 6.2).

Table 6.2: How does the state encourage and support the individual to volunteer? (percentage of the countries).

	Yes	No	Don't know	N=100%
Tax exemptions/reductions are granted for (symbolic) compensation fees or reimbursements of expenses that are associated to the voluntary work	63,6	36,4	0	11
The state implements public campaigns for volunteering	54,5	45,5	0	11
The state has a policy to reduce bureaucracy for voluntary work and voluntary organisations to a minimum	45,5	18,2	36,4	11
The state has a policy to acknowledge and certify skills and competencies gained during voluntary work	40,0	60,0	0	11
The state provides (or contributes to) a public insurance scheme for volunteers (e.g. third party liability, accidents etc. related to the voluntary activity)	36,4	63,6	0	11
The state ensures that volunteering does not lead to a reduction of social benefits (e.g. unemployment benefits)	27,3	54,5	18,2	11
The state has legislation or policies to reward voluntary engagement (e.g. preferred admission to university programmes, prolonged eligibility for social benefits etc.)	27,3	54,5	18,2	11
The state provides other kinds of motivation and support to the individual to volunteer	18,2	27,3	54,5	11

6.3 How does the state support qualifications of the volunteers?

Typically, the volunteer sports organisations alone or in collaboration with the public sector ensure that volunteers in sports organisations and sports clubs have the necessary qualifications, skills and competencies (table 6.3).

Table 6.3: Who ensures that volunteers in sports organisations and sports clubs in your country have the necessary qualifications, skills and competencies? (percentage of the countries).

	Frequency	Percentage
Primarily the public sector	1	10,0
Primarily the voluntary sector	4	40,0
The public and the voluntary sector	5	50,0
Total	10	100,0

The instrument most commonly used in the 11 states to support or influence the development of qualifications, skills and competencies of volunteers in sports organisations and sports clubs is for the state to provide public education or training programmes to qualify coaches/instructors (64 percent), leaders (55 percent) and volunteer managers (18 percent). It is primarily Eastern European countries and Central European countries that use this kind of instrument.

It is less common among the 11 countries to support private education or training programmes to qualify voluntary coaches (18 percent), leaders and managers (36 percent) and volunteer managers (18 percent).

A more comprehensive national qualification framework for coaches, leaders and volunteer managers is found in less than half of the 11 countries. 46 percent have a qualification framework for coaches, 36 percent for leaders and only 9 percent for volunteer managers.

More pervasive instruments are even less common. In 36 percent of the countries, it is required by law that sports coaches/instructors are licensed or have a coaching qualification, whereas it is required that leaders have successfully completed a management course in 18 percent of the countries. It is a requirement for state support in

- 27 percent of the countries that part of the financial support to sports organisations or clubs has to be used for education and training activities;
- 36 percent of the countries that coaches are licensed or have a coaching qualification; and
- 18 percent of the countries that leaders have successfully completed a management course etc.

It is primarily Eastern European countries and Central European countries that use this kind of instrument.

Only one of the 11 countries has a public or state-supported educational institution that offers courses and training for volunteers in sport (Germany) (table 6.4).

Table 6.4: How does the state support or influence the development of qualifications, skills and competencies of volunteers in sports organisations and sports clubs? (percentage of the countries).

	Yes	No	Don't know	N=100%
The state provides public education or training programmes to qualify coaches/instructors in sport	63,6	36,4	0	11
The state provides public education or training programmes to qualify leaders/managers in sport	54,5	45,5	0	11
The state provides a comprehensive national qualification framework for coaches/instructors in sport	45,5	54,5	0	11
It is required by legislation that coaches/instructors in sport are licensed or have a coaching qualification	36,4	63,6	0	11
The state supports private education or training programmes to qualify leaders/managers in sport	36,4	63,6	0	11
The state provides a comprehensive national qualification framework for leaders/managers in sport	36,4	63,6	0	11
It is a requirement for financial public support that coaches/instructors in sport are licensed or have a coaching qualification, or have successfully taken a training course, etc.	36,4	63,6	0	11
One or more public (or state-supported private) institutions provide consultation and guidance to voluntary sports organisations	30,0	50,0	20,0	10
It is a requirement for state supported sports organisations or sports clubs, that a part of the financial support has to be used for education and training activities	27,3	72,3	0	11
It is a requirement for financial public support that leaders/managers in sport have successfully completed a management course, etc	18,2	81,8	0	11
The state provides public education or training programmes to qualify volunteer-managers (a person who manages the volunteers of an organisation)	18,2	81,8	0	11
The state supports private education or training programmes to qualify (voluntary) coaches/instructors in sport	18,2	81,8	0	11
The state supports private education or training programmes to qualify volunteer-managers (a person who manages the volunteers of an organisation)	18,2	81,8	0	11
It is required by legislation that leaders/managers in sport have successfully completed a management course, etc	18,2	81,8	0	11
One or more public (or state-supported private) educational institutions (e.g. universities, state academies) offer courses and trainings for volunteers in sport	10,0	70,0	20,0	10
The state provides a comprehensive national qualification framework for volunteer-managers (a person who manages the volunteers of an organisation)	9,1	90,9	0	11

6.4 How do the local public administrations support sports clubs and facilitate volunteering?

In 90 percent of the 11 countries, the local public administration (municipalities and similar local administrations) provide direct economic subsidies to the sports clubs at the local level; 80 percent provide funding schemes and programmes to support initiatives and projects of local sports clubs; and 73 percent provide public premises and facilities for sports clubs for a reduced fee or no fee at all (table 6.5).

Unlike the widespread public support for sports clubs, very few of the 11 countries have programmes or activities designed to promote volunteer work in sports clubs (primarily in Denmark) (table 6.6).

It characterises the public effort to qualify and develop volunteers in sport that it has no specific focus on a particular group (73 percent of the countries). Two of the countries have focus on young people as a target group (table 6.7).

Table 6.5: How do the local public administrations (i.e. the municipalities) typically promote local sports clubs and facilitate volunteering in sport?

	Yes	No	Don't know	N=100%
The local public administrations provide direct economic subsidies to the sports clubs at local level	90,0	0	10,0	10
The local public administrations provide funding schemes and programmes to support initiatives and projects of local sports clubs (usually regulated through specific application procedures)	80,0	10,0	10,0	10
The local public administrations provide public premises and facilities to sports clubs for free or at reduced fees.	72,7	9,1	18,2	11
The local public administrations reimburse the expenses for the use of privately owned premises and facilities to sports clubs	30,0	30,0	40,0	10
The local public administrations support and promote sports clubs through other kinds of regulation	30,0	0	70,0	10

Table 6.6: How do the local public administrations (municipality etc.) typically support or influence the development of qualifications, skills and competencies of volunteers in sports clubs?

	Yes	No	Don't know	N=100%
The local public administrations offer development programmes and guidance to sports clubs and volunteers in sport	30,0	30,0	40,0	10
It is a requirement for supported sports clubs, that a part of the financial support from the local public administration has to be used for education and training activities	10,0	60,0	30,0	10
It is a requirement for public support from the local public administration that (voluntary) coaches/instructors in sport are licensed or have a coaching qualification, or have successfully taken a training course, etc.	30,0	40,0	30,0	10
It is a requirement for public support from the local public administration that (voluntary) leaders/managers in sport have successfully completed a management course, etc	10,0	60,0	30,0	10
The municipalities provide public education or training programmes to qualify (voluntary) coaches/instructors in sport	10,0	70,0	20,0	10
The municipalities provide public education or training programmes to qualify (voluntary) leaders/managers in sport	10,0	70,0	20,0	10
The municipalities provide public education or training programmes to qualify volunteer-managers (a person who manages the volunteers of an organisation)	10,0	70,0	20,0	10

Table 6.7: Do public efforts to qualify and develop volunteers in sport (at national or local level) focus on one or more of the following target groups? (Number of responses = 11)

	Frequency	Percentage
No particular group	8	72,7
Young People	2	19,2
Women	1	9,1
Men	1	9,1
Older people	0	0
People with limited education	0	0
Immigrants, ethnic minorities	1	9,1
Disabled persons	1	9,1
Other groups	1	9,1

6.5 Reasons for public sector support to the development of the volunteers' qualifications

The most important political reasons for encouraging the development of qualifications, skills and competencies of the volunteers are the same as typically legitimises political support for volunteer organised sport.

- 82 percent use the reason that *'it will help to increase sports participation in general'*,
- 73 percent have answered that it will *'help to increase the quality of sports organisations and sports clubs in general'*,
- 55 percent that it will *'improve the quality of health promotion through sport'*, and
- 55 percent that it will *'help to safeguard social values in sport and society'*.

More specific reasons, which are connected with the volunteers' skills and competencies, are supported by a minority of countries: 36 percent have responded that it will *'improve the quality of the management of sports organisations and sports clubs'* and 27 percent that it will *'strengthen democracy in sport and society'* (table 6.8).

It should be noted that no countries have answered that the development of qualifications, skills and competencies of volunteers in sport will contribute to the level of skills and competencies on the general labour market.

Table 6.8: Which reasons does the Public Sector view as the most important when promoting or supporting the development of qualifications, skills and competencies of volunteers in sport? (up to 5 items) (number of answers = 11)

The Public Sector expects, that the development of qualifications, skills and competencies of volunteers in sport will ...	N =	Per-cent
...help to increase sports participation in general	9	81,8
...help to increase sports participation among specific groups	1	9,1
...contribute to the protection of children and other vulnerable groups in sport	4	36,4
...improve the quality of health promotion through sport	6	54,5
...help to safeguard social values in sport and society	6	54,5
...help to increase the quality of sports organisations and sports clubs in general	8	72,7
...contribute to the level of skills and competencies on the general labor market	0	0
...contribute to the integration of ethnic minorities, marginalized or vulnerable groups in/through sport	2	18,2
...strengthen democracy in sport and society	3	27,3
...improve the level of performance and achievements in (competitive) sport	1	9,1
...improve the quality of the management of sports organisations and sports clubs	4	36,4
...improve the economic situation of sports organisations and sports clubs	2	18,2
...Other intentions	0	0

7. Conclusion

The analysis is based on data from two surveys conducted as a part of the ‘Training for Volunteers’ project (T4V) which is supported by the European Commission: One of a selection of sports federations and organisations in each of the EU countries and one of the ministry or agency that is responsible for sport in all EU countries.

The aim of the questionnaires were

- a) to map policies, strategies, activities, institutional arrangements and priorities for volunteer management in sport within the 27 EU Member States, and
- b) to uncover differences and similarities regarding volunteer management between countries and organisations in the EU.

Between 14 and 26 sports organisations from each of the 27 EU countries were selected for the study. The selection includes all confederations of sport (umbrella organisations) and 15 to 20 federations for specific sports in each country.

11 countries answered the ‘country questionnaire’ which corresponds to 41 percent of the 27 EU countries, while 125 sports organisations answered the ‘organisation questionnaire’ which corresponds to 25 percent of the 499 selected organisations.

7.1 Status and trends in volunteering in sport organisations

Volunteering is very important to a majority of sports clubs

How important is volunteer work to the sports organisations and clubs? A majority of the organisations estimates that the statement that *‘The club mainly relies on volunteers because it is an important goal in itself that the club is primarily run by volunteers’* applies to most of the member clubs of the organisation. However, a large minority of the organisations are open to or strive for professionalisation with (more) salaried managers, coaches and instructors.

Organisations in the Eastern European countries differ markedly from organisations in the other groups of countries in that only about one fourth of the organisations answer that the above statement applies to most of the clubs.

There is also a very strong correlation between the ‘level of volunteering’ in the country in which the organisation belongs and the proportion of organisations which have responded that it applies to most of the clubs that *‘the club mainly relies on volunteers because it is an important goal in itself that the club is primarily run by volunteers’*. A majority of organisations in countries with a very high level of volunteering has answered that it applies to most of the clubs, while only one fourth of the organisations in countries with a very low level of volunteering has answered the same. Conversely, the answers show that in half of the organisations in countries with a ‘low level of volunteering’, the

clubs mainly relies on professional staff, while this only applies to most of the clubs in very few of the organisations in countries with a very high level of volunteering.

Increase in number of volunteers

A majority of the organisations have responded that the number of volunteers and the number of professionals have increased in the last five years. The organisations assess that there has been an increase in the number of volunteers as well as the number of coaches in a majority of the clubs, but the increase is greatest in the number of professional and salaried coaches and managers.

Organisations in the Central European countries to a much greater extent than organisations in other countries respond that the number of volunteer leaders and coaches in sports clubs has been reduced in the last five years. There is also a slight majority of organisations in the Nordic countries that feel the same, while especially the organisations in the Southern European countries estimate that the number of volunteer leaders has increased. Conversely, it is especially organisations in the Central European countries which estimate that the number of salaried managers has increased.

In countries with a low or very low level of volunteering, a majority of the organisations estimate that the number of volunteer leaders or managers in the clubs has increased, while only 10 to 20 percent of the organisations in countries with a high or very high level of volunteering estimate the same.

Especially among organisations for racket sports and ball games, relatively many estimate that the number of volunteer leaders in the clubs has decreased over the past five years.

Difficult to recruit and retain volunteers

Although a majority of the sports organisations answer that they have more volunteer leaders and coaches today than five years ago, a large majority of the organisations also answer that it is relatively difficult to recruit and retain volunteer leaders. The assessment is almost the same in terms of volunteer instructors, although slightly fewer organisations find this difficult. A large majority of organisations also assesses that it has become more difficult to recruit and retain volunteers within the last five years.

This assessment applies to all the groups of countries, but the proportion of organisations which assess that it is more difficult to recruit and retain volunteer coaches is slightly lower among the organisations in the Nordic countries than in the other groups of countries. Especially among organisations in Eastern and Southern Europe, relatively many assess that it is very difficult to recruit and retain volunteer coaches.

One third of the organisations in countries with low level of volunteering assess that it is very difficult for the clubs to recruit and retain volunteer coaches, while only a few percent of the organisations in countries with very high level of volunteering give the same answer. However, there is a tendency that organisations in countries with a 'high level of volunteering' more often assess that it has become more difficult to recruit volunteers than organisations in countries with a 'low level of volunteering'.

There is also a tendency that especially the relatively small organisations respond that it is difficult or very difficult to recruit and retain volunteers.

Growing demands and increased competition

According to the volunteer sports organisations in Europe, the biggest societal challenge is that *'it is increasingly difficult for sports clubs to raise money from sponsors'*. A large majority of the organisations also agrees with the view that *'the requirements for sports clubs to work according to professional standards are growing'*. Most of the organisations agree with the statement that *'sports clubs are increasingly exposed to competition from commercial or public sport providers'* and the view that *'the public financial support for sports clubs is decreasing'*. Despite this, a little more than half of the organisations agree with the statement that government policies create an increasing demand on sports clubs *'... to raise the level of participation in organised sports'* and *'... to contribute to the welfare of society'*. A majority also supports the view that *'public attitudes towards voluntary organised sport are very positive'*.

With regard to three of these statements, we find significant differences in the attitude of the organisations between the different groups of countries. With regard to the statement 'Government policies create an increasing demand on sports clubs', we find the lowest proportion of the organisations that agree with the statement among the Eastern European countries and the highest among the organisations from the UK and Ireland. Similarly, the share of the organisations that agree with the statement that 'public attitudes towards voluntary organised sport are very positive' is lower among the organisations in the Eastern European countries than in other parts of Europe. Finally, especially the organisations in the United Kingdom and Ireland, along with organisations in Central Europe, support the view that 'The requirements for sports clubs to work according to professional standards are growing'.

7.2 Volunteer management in sports organisations and sports clubs

Courses and educational programmes are the most widespread HRD activity in sports organisations in the EU

The most widespread human resource development activities in sports organisations in the EU are

- courses and educational programmes,
- consultation and advisory opportunities for the clubs,
- written material and internet resources to support volunteer coaches and volunteer leaders,
- seminars and conferences on volunteer management and volunteer development, and
- an annual celebration of volunteers and/or awards to selected volunteers and clubs.

Less common are mentoring programmes; a volunteer manager or volunteer coordinator in the organisation; a reporting system to regularly map the status and development of

qualifications in the organisation and the affiliated clubs; a system to acknowledge skills and qualifications which were acquired through the volunteer work; and co-operation with volunteer agencies to recruit new volunteers.

The analysis shows that the organisations strive more to increase the volunteer trainers' qualifications and skills than to increase the volunteer leaders' leadership skills.

With regard to most of these activities aimed at qualifying the volunteer coaches and managers, the organisations in the Nordic countries, the United Kingdom and Ireland and Central Europe differ from the organisations in Southern Europe and particularly Eastern Europe by offering and organising such activities to a much greater extent.

There is also a very clear relationship between the 'level of volunteering' in the country in which the organisation belongs and the number of activities to promote volunteer commitment, motivation and skills in each organisation. Organisations in countries with a very high level of volunteering on average have twice as many activities than organisations in countries with a very low level of volunteering.

Educational programmes and other training activities is the predominant HRD approach in the sports clubs

In the sports clubs the predominant HRD approach is 'educational programmes or other training activities' which the volunteers can join. All other approaches are less common: introduction of the volunteers to the club and the volunteer position; a mentor to new or young volunteers to guide them during the initial time of their voluntary activity; and a written policy or strategy for the development and quality of volunteer work.

The use of the different HRD approaches is lowest in the member clubs of the organisations in the Eastern European countries and also lower in the member clubs of organisations in Southern European countries than member clubs of organisations in Central Europe, the Nordic countries or the UK and Ireland. The use of a specific volunteer coordinator aimed at recruiting volunteers and improving volunteer work in the clubs is more common in the UK and Ireland than in the other countries, while the clubs in Central European countries seem to use an active recruitment strategy to a larger extent than the clubs in especially the Nordic countries do.

The analysis also shows that clubs in countries with a relatively large number of volunteers use the different human resource methods to a larger extent than clubs in countries with few volunteers.

HRD activities particularly target young members and 'established volunteering'

The sports organisations primarily focus on the young members in their efforts to recruit and qualify volunteer leaders and coaches. Second and third most attention is given to 'women' and 'elderly people'. The primary focus of the organisations is on 'established volunteering'. Somewhat less attention is given to 'new volunteering' and 'pre-volunteering', while post-volunteering receives little attention in most of the organisations.

Many sports organisations question whether volunteer work will be sufficient in the future

The organisations' position on a number of statements about volunteering shows that a relatively large number of sports organisations in the EU countries are sceptical of

volunteerism and believe that the clubs are better served by professionalisation when it comes to management of volunteers. A majority of the organisations also believe that the volunteers must be selected and managed.

The organisations in the UK and Ireland and the organisations in Central Europe to a much larger extent believe in volunteerism as a fundamental part of organised sport in the future than the organisations in, primarily, the Eastern European countries, but also the organisations in the Nordic countries and the Southern European countries do. However, organisations in Central European countries also support professionalisation of the management of volunteers in sports clubs to a larger extent than organisations from the other countries.

When we divide the organisations according to the 'level of volunteering' in the country where the organisation belongs, the comparison shows that the proportion of organisations that agree with 'professionalisation statements' is greater in countries with a low level of volunteering than in countries with a high level of volunteering.

7.3 Policies for volunteering in sport in EU countries

In the 11 countries which answered the questionnaire to the EU countries the most common ways to support and promote volunteer sports organisations and volunteer work in the sports clubs are

- to provide direct or indirect economic subsidies to sports organisations and local sports clubs and to specific projects and measures in the organisations and clubs,
- that the organisations can operate under some kind of 'public benefit status', and
- having a national strategy or policy for volunteering in general and implementing specific programmes and campaigns to promote and support voluntary sports organisations.

Activities that encourage and support the citizens to volunteer is less common than direct support to the volunteer organisations and clubs. Most common is tax reductions for expenses of volunteer work, public campaigns for volunteering and acknowledgment of skills and competencies gained during volunteer work.

Unlike the widespread public support for sports clubs, very few of the 11 countries have programmes or activities designed to promote volunteer work in sports clubs. The most common instruments in the 11 states to support or influence the development of qualifications, skills and competencies of volunteers in sport is that the state provides public education or training programmes (or support private educational programmes) to qualify coaches, leaders and volunteer managers. A more comprehensive national qualification framework for coaches, leaders and volunteer managers is found in less than half of the 11 countries and more pervasive instruments are even less common.

7.4 Different approaches to human resource management of volunteers

In Chapter 2, the traditional understanding of Human Resource Management were defined and described, but also criticised. The main criticism is that it ignores the specific character of volunteer sports organisations - and particularly local sports clubs - and the difference between volunteer organisations and more professional types of organisations (private economic business and public institutions). As an alternative to the traditional HRM of volunteers - in literature denoted as 'programme management' - an alternative approach known as 'membership management' can be employed, which places more emphasis on the volunteers themselves and the expectations of existing members ensuring that the tasks fit their expectations.

This study indicates that there is an inconsistency between the approach to HRM, which most sports organisations (on the national level) believe in, and the real HRM activities taking place in the member clubs of the same organisations.

On the one side, the responses of the sports organisations show that a large part of organisations are mostly in agreement with 'programme management': a third of the organisations believe that 'sports clubs need to follow the same principles of management as a professional/commercial organisation' and about half the organisations believe, *'that it is the management or board of the sports clubs that needs to decide when, where and how the volunteers of a club operate'*, that *'managing volunteers in a sports club is handled best by a professional manager'*, and that *'sports clubs must find and select the most qualified volunteers'*.

On the other side, the responses from the same organisations show that their own sports clubs primarily provide the volunteer coaches and managers the opportunity to participate in courses and training programmes, while relatively few clubs have a written policy or strategy for the development and quality of volunteer work in the club, have an active recruitment strategy or give support to the volunteers (including in the form of a mentor or supervisor).

This inconsistency between the sports organisations' HRM ideals and the practices that take place in the clubs may be due to the fact that the organisations have not yet managed to influence the clubs to use these HRM activities. But it could also be that some of these activities are neither meaningful nor realistic for the sports clubs. Perhaps there is a need to develop a different approach to HRM in sports clubs that is more in line with the ideals and ways of working of volunteer organisations.

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