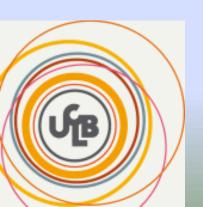


Human Capital of new professionals/ volunteers in sport

Expected characteristics of the human resources in sport for all organisations



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Introduction

- Human resources /capital under their different forms
 (board members, paid staff, members or volunteers) have
 always been and are currently an essential component of
 "voluntary sport for all associations".
- But the human resources/capital are efficient only if they fit perfectly to the general purpose and structure of the organization to which they belong.
- For that reason I will start from the specific purpose and structure of voluntary sport for all organisations to identify and promote the expected corresponding human resources/capital.

Expected characteristics of the human resources in sport for all organisations

- 1- Which purpose and structure for the sport for all voluntary organisations?
- 2-Can we professionalize volunteer human resources/ capital in sport for all voluntary associations?
- 3-Which role for paid human resources in voluntary sport for all associations?
- 4-Which organisation of power within sport for all voluntary associations?

1- Which purpose and structure for the sport for all voluntary organisations?

1.1 The "voluntary association" as a new social structure born in the XIX century

1.2 Current evolutions of voluntary sport for all associations

1.1 The "voluntary association" as a new social structure born in the XIX century

- Voluntary associations are gathering individual "members" who put together freely their resources and commitments to reach common goals in a democratic context between equals (mostly in urban settings).
- New social links, freely chosen and not imposed by tradition (traditional communities) or included in contracts signed between unequal people (employers and employees/ sellers and consumers).

Types of social links in formal social settings

Structure	Type of affiliation	Type of activity	Sovereign power
Family	Relatives	Domestic mutual	Parents

aid

activities

Deliver services

Receive services

buy services

Co-production of Members:

Produce and sell/ Owner

General

State

Assembly

Association Members

Civil servants

and Users

Employees

and Clients

Public

service

Enterprise

1.2 Current evolutions of voluntary sport for

all associations			
Process	Content		
"Bureaucratization"	-Formalisation of the administration of the		

(board/coaches/members)

-Division of labour and specialization of tasks

-As a specific mode of bureaucratization

-Need to improve the quality of activities

as) more and more "business like"

- "Pyramid-shaped" (top-down /bottom up)

-Mostly done through recruiting paid personnel

-Associations being (and looking at themselves

-Members behaving more and more like clients

associations

"Federalisation"

"Servicisation"

"Professionalization"

2-Can we professionalize volunteer human resources/ capital in sport for all voluntary associations?

2.1 Can we develop members' competences in sport for all voluntary associations?

2.2 "Learning communities" as a key tool for the professionalization of volunteers?

2.1 Can we develop members' competences in sport for all voluntary associations?

- Members of sport for all voluntary associations are all potential volunteers (active contributors) and not clients (passive consumers)
- Promote a "reflexive" practice of physical activity (not only "be active" but understand why we are doing what we are doing: become physically educated human beings)
- From a reflexive personal practice to a self-controlled practice and to the initiation to the role of coach/instructor or board member ("professional" volunteers)?

2.2 "Learning communities" as key tools for the "professionalization" of volunteers?

- A "learning community": organize/formalize, share and transfer the required competences for the running of voluntary sport for all associations;
- Goal: increase the global competences available in the association;
- Identify and formalize managerial and coaching/training competences;
- Share and transfer the competences
- Learning and e-learning communities

3-Which role and behaviour for paid human resources in voluntary sport for all associations?

- 3.1 Recruiting paid staff in voluntary sport for all associations
- 3.2 Main role; contribute to the development of competences in the association

3.1 Recruiting paid staff in voluntary sport for all associations

- Usual affiliation is voluntary membership: recruiting paid staff is a break (even if a necessity for increasing the quality of activities);
- The recruitment of paid staff introduce challenges in voluntary sport for all associations
- "Volunteer professionals" and "professional volunteers" are complementary

3.2 Main role; contribute to the development of competences in the association

- Paid staff are mostly recruited for their individual competences
- Their key role might be to generate more and more qualified volunteers
- The goal is to increase the competence of the association as a whole
- Organize and lead the "learning community"?

4-Which organisation of power within sport for all voluntary associations?

4.1 Organize transfer and sharing of board members competences

4.2 Come back to a democratic bottom-up approach

4.3 A proposal for local/national relationships

4.1 Organize transfer and sharing of board members' competences

- "New volunteers" have time limited commitments...
- But we need more and more qualified board members (political/ethical –mission- and managerial competences)
- Organize sharing of competences (e-learning communities of presidents, treasurers, secretary generals...)
- Organize transfer of competences for board members (elected-acting-past /mentors board members)

4.2 Come back to a democratic bottom-up approach

- The sport voluntary movement has became more and more a top-down organisation (from international federations to local clubs)
- Reconstruct the system starting from local associations and their missions and goals (within a broad common framework)
- Take seriously the "all sports for all" slogan

4.3 A proposal for local/national relationships

- Chose federal board members within volunteering and trained local club presidents (to be elected or drawn by lots?)
- A six years cycle for national federation board members (elected, acting past/mentors)?
- Based on a strong national "learning community" producing, formalizing and updating "political", "managerial" and "technical" guides

Conclusion

- The voluntary sport for all movement has to promote and strengthen its own social model based on free involvement and democratic sharing of common goals
- This supposes to reinforce democracy in its structures as well as competences of its associations and human resources/capital
- The new communication tools and an adequate use of paid staff are key elements to face those challenges

Thank you for your attention!

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