



Barcelona, Spain - 16-19 October 2013

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 aid	Parents
Association	Members	Co-production of activities	Members: General Assembly
Public service	Civil servants and Users	Deliver services Receive services	State
Enterprise	Employees and Clients	Produce and sell/ buy services	Owner

# 1.2 Current evolutions of voluntary sport for all associations

Process	Content
“Bureaucratization”	<ul style="list-style-type: none"><li>-Formalisation of the administration of the associations</li><li>-Division of labour and specialization of tasks (board/coaches/members)</li></ul>
“Federalisation”	<ul style="list-style-type: none"><li>-As a specific mode of bureaucratization</li><li>- “Pyramid-shaped” (top-down /bottom up)</li></ul>
“Professionalization”	<ul style="list-style-type: none"><li>-Need to improve the quality of activities</li><li>-Mostly done through recruiting paid personnel</li></ul>
“Servicisation”	<ul style="list-style-type: none"><li>-Associations being (and looking at themselves as) more and more “business like”</li><li>-Members behaving more and more like clients</li></ul>

## **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 become 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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