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PRACTICAL APPROACH TO AN AMATEUR SPORTS CLUB ACTIVITIES DEVELOPMENT

– Case Paimion Haka

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PRACTICAL APPROACH TO AN AMATEUR SPORTS CLUB ACTIVITIES DEVELOPMENT

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The foundation of a Finnish sporting system is a local community sport organization (CSO) and voluntary work done within them. Changes in sport as a hobby and changes in CSOs have brought up the need to study how actual CSOs function and how well they respond to modern day requirements. This master's thesis focuses on mapping out how to develop Paimion Haka club activities towards more organized and systematic ways of working and still retaining its voluntary workforce.

The paper starts with introduction to the topic and continues describing the research objectives and methodology used in the thesis. Quantitative method was chosen since the population under study was large and variability of opinions needed to be recorded and described (Saunders, 2012, 419). A self-completed and a web-based survey produced enough responses to group and generalize opinions meaningfully.

A theoretical perspective on good governance practices is presented in chapter two. The chapter also reviews Finland's Football Federation's Quality System in detail. Understanding its qualification criteria is relevant before any conclusions about the system's responsiveness can be drawn. The third part of the theory chapter studies sport volunteers' motivational factors and retention means.

The empirical study and analysis are presented in the third chapter. Its focus was on defining well and badly functioning activity areas and practices of the club. The most significant aspect of the study was to map out the most important development needs in the minds of the club members.

In the final chapter, it is concluded that implementation of the Quality System at Paimion Haka is feasible and responds well to the needs of the club. However, before implementation the management team needs to re-formulate its strategic action plan to comply with the Quality System's criteria. This master's thesis ends with recommendations to apply the four principles of good governance practices in all the club related development work.

KEYWORDS:

Quality system, quality criteria, good governance practices, sport club management, sport volunteers, leading volunteers, volunteer motivation, volunteer retention

Tiina Milan

KÄYTÄNNÖNLÄHEINEN URHEILUSEURAN TOIMINNAN KEHITTÄMINEN – Case Paimion Haka

Suomalaisen urheilutoiminnan perustana ovat paikalliset urheiluseurat ja niissä tehtävä vapaaehtoistyö. Muutokset liikunnan harrastamisessa sekä muutokset urheiluseurojen toiminnoissa ovat nostaneet esiin tarpeen tutkia kuinka hyvin ja millä tavoin urheiluseurat ovat muutostarpeisiin vastanneet. Tässä opinnäytetyössä keskitytään kartoittamaan miten Paimion Hakan tulisi kehittää seuratoimintojaan paremmin hallittavaan ja järjestelmällisempään suuntaan, ja kuinka seura muutosprosessin aikana pystyy tukemaan ja pitämään kiinni vapaaehtoisistaan.

Opintonäytetyö alkaa aiheen esittelyllä ja jatkuu tutkimuskysymysten ja -metodologian kuvauksilla. Kvantitatiivinen tutkimusmenetelmä valittiin, koska tutkimuspopulaatio oli suuri ja tavoitteena oli muodostaa käsitys koko populaation mielipiteistä urheiluseuran toimintaan liittyvissä väittämässä. (Saunders, 2012, 419). Itsetäytettävä, internet-pohjainen kyselytutkimus tuotti tarpeeksi vastauksia, jotta niistä pystyttiin tekemään ryhmitelmiä ja yleistyksiä tarkoituksenmukaisesti.

Kappaleessa kaksi esitellään teoreettiselta kannalta hyvän hallinnon toimintamalleja. Osiossa tarkastellaan myös Suomen Palloliiton Laatu järjestelmää yksityiskohtaisemmin. Järjestelmän laatukriteerien ymmärtäminen on oleellista ennen kuin voidaan esittää päätelmät siitä kuinka hyvin laatu järjestelmä vastaa seuran tarpeisiin. Kolmantena teoriaosiossa tutkitaan vapaaehtoistyön motivaatiotekijöitä sekä tapoja pitää heidät mukana toiminnassa.

Tutkimuksen empiirinen osuus ja tutkimustiedon analysointi esitellään kolmannessa kappaleessa. Tutkimuksella selvitettiin seurassa hyvin ja huonosti toimivat käytännöt. Tutkimuksessa oleellisinta oli määritellä nimenomaan seuran jäsenten mielipiteitä tutkittavan urheiluseuran eniten kehitystä vaativista toimintatavoista ja -alueista.

Viimeisessä kappaleessa todetaan, että Laatu järjestelmän käyttöönotto Paimion Hakassa on järkevää ja se vastaa hyvin seuran kehitystarpeisiin. Ennen käyttöönottoa suositellaan kuitenkin, että johtoryhmä päivittää ja mukauttaa toimintasuunnitelmansa vastaamaan Laatu järjestelmän kriteerejä sekä laatutasoja. Lopuksi tutkimustuloksiin pohjautuen suositellaan Paimion Hakaa ottamaan käyttöönsä hyvän hallintotavan neljä pääperiaatetta ja noudattamaan niitä kaikessa seuran toimintaan liittyvässä kehitystyössä.

ASIASANAT:

Laatu järjestelmä, laatukriteerit, hyvän hallinnon toimintamallit, urheiluseuran hallinto, urheilun vapaaehtoiset, vapaaehtoisten johtaminen, vapaaehtoisten motivointi

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LIST OF ABBREVIATIONS

SPL	Suomen Palloliitto, Finland's Football Federation
QS	Quality System, a framework defined by Suomen Palloliitto to assist amateur sporting clubs to develop their administration and activities towards more professional ways of working.
CSO	Community Sport Organization
EFQM	European Foundation for Quality Management
MT	Management Team

1 INTRODUCTION

The foundation of a Finnish sporting system is a local community sport organization (CSO) and voluntary work done within them. Sports are the greatest form of citizen activities in Finland and they are the most popular hobby among children and the youth. Changes in sport as a hobby and changes in CSOs have kicked up the need to study how actual sporting clubs and their federations function and how well they respond to modern day requirements (Tiihonen 2016, 5). The Ministry of Education and Culture has just recently (2016) published a study conducted by Arto Tiihonen on the effects of the changes in CSOs' operating environment.

1.1 Background of the Quality System

Suomen Palloliitto (SPL), The Football Federation of Finland, includes 930 member clubs with over 130 949 registered players (Suomen Palloliiton Strategia 2016-2020, 2015b). Football activates approximately 500 000 Finnish people weekly, and thus, SPL is the biggest sports organization in Finland. During the past few years SPL has developed and launched a Quality System to help its member clubs with management and development of their activities. The objective is a holistic development of football club activities and to function as means to guide and achieve them. Holistic development includes both the club's sports activities as well as the supportive governance (www.seuraohjelma.fi, 7.10.2016). The Quality System was opened to all member clubs from the beginning of 2015 and according to SPL's Development Director Henri Alho (24.11.2016), it is currently used by 167 football clubs in the country.

This paper's theoretical part focuses on describing the SPL specific Quality System and the quality criteria it includes. Although the quality criteria have five levels in total, only the first three levels of the criteria are opened and discussed here. In reference to comments made by Henri Alho, it is believed by the writer that the paper is most useful and serves its purpose best when the focus is limited. Henri Alho from SPL told that in Finland very few clubs (less than ten) have reached level four, and less than three clubs qualify for the highest level. Besides, the Quality System level specific criteria will be updated next year and standards will become more complex. Thus, it seems obvious

that the theory and related research results of the paper, serve best the clubs that are considering or are just beginning to improve their ways of operating.

1.2 Community Sport Club Paimion Haka as a Case Study

Paimion Haka is a member of the Federation with 463 registered players (www.palloliitto.fi, 31.10.2016). In comparison to profit oriented organizations, Paimion Haka is a non-profit community sport club (CSO) that facilitates both amateur football and ice hockey activities. Focus is on junior players although the traditional club offers sport activities to nearly all generations from 3-year to 99-year old people (www.paimionhaka.fi, 7.10.2016).

During the past five years Paimion Haka has faced a steady growth in player and member registrations. The growth has increased the number of club officials, volunteers, parents and most importantly, sporting activities. Paimion Haka has been under pressure to develop its operations and governance towards a more professionally run sporting club. One of the first steps was taken when the club hired a Sports and Executive Director in 2015, the first full-time official in the club. Nowadays people expect more value for their money and they are less enthusiastic about volunteer work. As the club's identity and role in the local community are evolving, it is important to train and guide both the current and the newly joined members on how things are done in the 'Paimion Haka way' (Hoye, 2012, 45-46). SPL's Quality System seems as an answer to the club's new needs.

1.3 Research Objectives

This master thesis paper has evolved around three elementary questions Paimion Haka wants to get answers for. Firstly, the research aims to define what are the most important development needs at Paimion Haka from the perspective of its stakeholders. The club's management board has a shared vision on development needs but in the spirit of democracy and openness its members are offered a chance to influence and get involved in the change process. The club has been introduced to Football Federation's Quality System and thus, the second research objective is to find out how well the Quality

System responds to the club's development needs. The Quality System was launched in late 2015 and therefore implications of its implementation and lessons learned are still limited, and the club must have more detailed information of its contents. Finally, this study's third objective is to understand how to motivate and retain sport volunteers during the change process in which the club becomes a more professionally and systematically run organization.

1.4 Research Methodology

Development of a sport club's activities and its governance needs to be based on information about well and badly functioning tasks or projects and good practices. It is also relevant to know what the members consider to be the most important ones and how they think these critical areas need to be developed. Voluntary activity is strongly linked to the general organization of operations of a sport club. (Tiihonen, 2016, 35)

In reference to the above, the empirical part of this study was conducted as a quantitative and descriptive research. A descriptive research is typically used when there is a need to identify and describe variability of opinions (Saunders, 2012, 419). The quantitative approach was chosen over a qualitative because a self-completed and a web-based survey produces more responses and consumes less time. The quantitative research is a suitable choice when the research population is large and there is a need to generalize opinions on a topic (Saunders, 2012, 436).

In this thesis research, the quantitative part of the questionnaire consisted of opinion variables and statements that used Likert-style four-point rating scale asking how strongly the respondent agrees or disagrees with a statement. Four-point rating was chosen so that each respondent would need to choose whether to lean on positive or negative side in their answers. Both negative and positive statements were used to ensure the questions were read carefully and thus, increased the reliability of the results (Saunders, 2012, 436). The research questionnaire was piloted among the board members before it was sent out. Pilot testing helps to ensure that respondents correctly and similarly understand the questions. At this phase one can assess also the validity and reliability of the likely survey results (Saunders, 2012, 451).

On top of the statements, there were five open questions allowing respondents to share their thoughts without restrictions. Written answers were analyzed and grouped under a common nominator so that the results would be easier to understand and act on. The survey was divided into three sections, where the first defined few background information of the respondent, such as their primary sports and their role/s in the team or the club itself. The second section focused on defining the respondents' thoughts on their child's sports team and its activities and management. Final, and the third part of the survey listed statements about Paimion Haka operations and activities as a sports club, the club's organization, management, communication, and brand value.

A covering email including a hyperlink to the online survey was sent to club members and/or their parents in case the member was a minor. In total 455 people were sent the email with the survey link. 230 response forms were registered in the web-based questionnaire tool, and of that figure 93 forms, that is 40%, were completed. Validation process sorted out three more forms due to conflicting responses. Thus, it is estimated that the response rate of the survey is 20,4%.

1.5 Findings and Recommendations

The empirical part of this thesis provides clear answers to the given research questions. The answer to the first question about the most important development needs at Paimion Haka in the eyes of the club's members, was received through analyzing the Member Survey results. The results clearly indicate that in general, quality and quantity of activities are sufficient and members are satisfied with their teams and the club.

There is always room for improvement and in the case of Paimion Haka, the respondents demanded more professional club governance. Primarily the club was criticized for lack of open and timely communication and inadequate cooperation with teams. Furthermore, the research found out that stakeholders demand more trained and educated coaches. In fact, nearly 30% would be willing to pay more for the activities if coaches were more professional.

The second research question was how well the Quality System (QS) responds to the needs of the club. It is concluded that QS responds well to the needs of the club because it provides a clear framework to start the development process and it offers an actionable

road-map to guide the development activities. However, the club needs to carefully consider how far they can go with its limited resources, both financial and human. “If there is a will, there will be a way”, said a wise man, and that way must be written open and split into needed actions in the club’s strategy or long-term action plan.

The third objective of the thesis paper is to study how to motivate and retain volunteers in the wind of change. It is concluded that sport volunteers have inherently differing values, expectations and motives than the paid staff. Thus, to retain volunteers, it is essential to ensure that they don’t feel as though they are being managed as resources rather than the owners and managers of community sport (Hoye et al 2008, Cuskelly 2004). The Octagon model developed by Dr. Yeung illustrates (Picture 2-2) different dimensions of volunteer motivation. It shows that emotional rewards such as sense of worth, self-expression and personal interest are the most typical elements of volunteer motivation. In addition, people wish to belong to a group and positive contacts in many cases deepen their commitment to the cause (Yeung, 2004).

Finally, it is recommended that before implementation of the QS, the long-term action plan and its targets are the priority of the management team (MT) and these are both documented and communicated to all stakeholders. It is also pointed out that successful implementation of the QS requires that the club’s MT members’ duties are clarified and each board member is given a specific area to take responsibility for. These both areas of development are covered with proper training and documented guidelines. Paimion Haka specific coaching and team management handbook should be prepared and put available in the club’s web site. It is therefore recommended that educating all team officials (team leaders, coaches etc.) on Paimion Haka way of doing things, needs to be done as soon as a team has been established.

Furthermore, it is recommended to involve interested team officials in the club’s decision making forums since willingness to help others is overpowered by a motive to participate (Yeung, 2004).

2 GOOD GOVERNANCE IN VOLUNTEER BASED ORGANIZATIONS

Development of sports and athletes is the key task of sport federations. According to Arto Tiihonen (2016) and his recent paper about impacts of change processes to practices in sports, in future fairly large and nearly professionally operated sport clubs will become the operators of that development. This applies to team sports as well as individual sports. There are already strong clubs in many sports, such as athletics, swimming, gymnastics and skiing, and similar movement is becoming more common among other sports as well. Very large and professionally operated clubs have come into being especially around big cities or a sports specific settlements. (Tiihonen, 2016, 85).

As such corporate governance theories cannot be applied to sporting clubs because they most commonly lack both the financial and personnel resources. In the White Book for Sports published by European Union, the concept is given more appropriate content. According to the White Book for Sports, four principles of good practices are openness, democracy, responsibility and representation of stakeholders. In football clubs stakeholders are players, coaches, parents, partners, communities, SPL, etc. Despite the limited resources following these principles enables efficient and unbiased leadership within a club. As such, it is considered to be the fifth principle in good governance of sport clubs.

Good practices are always based on the club's rules and regulations. Thus, all guidelines, strategies, action plans and other basic documentation need to be in line with the club's regulations. Conformity and stability is guaranteed these documents need to be updated regularly and ensure that they are available for the club members review as well. In brief, good governance within a sporting club is partly mandatory legislation and partly good practices. (Suomen Palloliitto, Seuran Hyvä Hallinto, 2013, 3)

2.1 The Quality System of Finland's Football Federation

Leadership of a football club has become more demanding. Clubs are still lead by elected officials and at operative level they are more often supported by full-time personnel. This

trend brings more responsibilities to the club executives, for example, in daily leadership as well as in form of employer duties. Despite the growth of full-time employees, most of the club's activities are still based on volunteer work. Besides, voluntary activities have changed from traditional bee work to more project oriented activities. The Quality System of football clubs and the learning and training environment closely related to it, helps the clubs to deal with the before mentioned challenges and to develop their activities (Suomen Palloliitto, 2015b).

Suomen Palloliitto (SPL), that is the Football Federation of Finland, started the development of their Quality System (QS) in 2013 in cooperation with Laatukeskus and some 30 national sports clubs. The QS was opened to all national clubs in 2015 and by October 2016 167 football clubs has joined in, commented SPL's Development Director Henri Alho.

According to SPL, development of the sporting activities alone will not create the best possible environment for a player nor the club itself. Comprehensive objective of the tool is to support the club in a long-term systematic and organized development which is based on a strong club identity and widely accepted practices among the club's members.

	LEADERSHIP	SPORT ACTIVITIES	COMMUNICATION & MARKETING
Self-audit levels			
Level 1			
Level 2			
Document Verification level			
Level 3			
Audit level			
Level 4			

Table 2-a. Quality System Criteria and Standard Levels (Suomen Palloliitto, 2015a).

The Quality System supports the club management development in three specified areas. These areas are 1) leading the club's practices, 2) leading the sports activities and 3) leading sales and marketing actions. Each of these areas include four different quality levels and the club can reach level two through a self-audit as can be seen in Table 2-a. The self-audit is conducted by key people within the club, the people who are

most familiar with the club's procedures and activities. Most typically these people are in roles such as the chairman, the sports and executive director, head of coaches etc. The actual self-audit is completed in the web based Quality System application.

Level three in the Quality System can be obtained once all required documents on level two are verified and validated by the club tutor appointed by the SPL. Level four is reached after an approved audit by SPL. Currently level four has been reached only by few of the biggest clubs in Finland, and the level five hasn't been needed yet. Level five will then include cooperation and certification done by Laatukeskus Oy for official certification according to the EFQM (European Foundation for Quality Management) standards, said Henri Alho from the Football Federation.

2.1.1 Quality Criteria for Leadership

The Quality System quality criteria creates foundation for fact-based decision-making. The quality criteria are used to evaluate short and long-term development, needs for corrective actions and success resulting from actions. The criteria are built around major leadership and management areas that are strategy, governance, people, finance and development needs. This paper focuses on describing the quality criteria only on the first three levels because, as Henri Alho mentioned, in Finland very few clubs have reached level four. Thus, it seems obvious that the theory and related research results of the paper, serve best clubs that are in their way of improving ways of operating (Suomen Palloliitto, Laatuajärjestelmä – Kriteerit, 2015a).

Strategy

To pass level one the club must have a strategic plan written including a mission and a vision (Suomen Palloliitto, 2015a). Leadership is based on the understanding of the meaning of the club and its activities in its community and environment. What does it mean to have an operational football club within the community? Therefore the club needs its own mission, reason for existing.

As relevant as is the mission for the club leaders, as important it is to define a clear direction where the club is heading towards. In order to operate efficiently a football club needs a vision, a common direction. Vision works best if it is a shared dream of the

community and the entire club is committed, devoted to pursue it. Vision is a dream and to accomplish them, objectives are required. Objectives operate as stepping stones towards to common goal, the vision. It is also significant to understand that a vision of a small group of active volunteers is very hard if not even impossible to realize. Instead the club needs a shared, common vision, in order to comprehensively involve and commit club actors. Thus, the vision should include a wide range of different dreams the community members might have (Hoye et al 2012, 88).

Leadership of volunteers is based on listening to volunteers and thus, capsulizing their dreams and expectations into a shared, common goal. In addition to listening, leadership is actions on different levels and in different directions. Leadership actions guide volunteers to make every choice bearing in mind the shared dream. Leadership objective should be to ensure that the chosen path is visible and present in the life football club actors (Suomen Palloliitto, 2015a).

On level two the club should have a yearly action plan which is done based on their strategy. In addition, on level two, the club's values and vision need to be available on the club's internet pages. On level three in strategy, the club must have documented development plan for sport conditions which is in line with their strategy and to put it on the club's official internet page. The club's management board should regularly evaluate the strategy and its implementation. The club is also expected to conduct a member survey on the club's activities at least once in two years.

Governance

The QS criteria includes a check list on governance and compulsory documentation that need to be maintained and updated yearly. On level one those are the club regulations, the club member listing and a list of licensed players. On the second level the club is expected to have assigned a clear area of responsibility to each management team member. Management team is also expected to actively participate in district level activities as well as those of the Federation. On the third level expectations are a lot higher since the criteria includes, for example, own working space for the club and their personnel. Other demands in the governance category include a yearly self-audit on management team ways of working and documented management rules.

People

In people criteria, all full-time people need to have written contracts and job descriptions, and all teams must have named officials, such as a coach, a team leader and a welfare officer. Assigning people to the club level key tasks and activities is also expected on level one. Criteria lists down feedback and development discussions with full-time people and highlights the need to take into account full-time and voluntary people's job satisfaction and well-being. Second level expects that all new team leaders are trained yearly and the club documents also all key officers' main tasks and responsibilities. On level three the club has to have a personal training and development plan to all full-time employees and an assigned management person to take the responsibility for it. The club should also have a named team leader trainer and a person responsible for supporting volunteers. In addition, on level three all teams of the club should have their inner management group that all the team officials belong to.

Finance

It is elementary on all levels that all monetary transactions and bank accounts are under club's supervision. Although teams have their own separate accounts supervised by a team specific treasurer, these accounts are under the parent account and thus, owned by the club itself. Therefore all monetary movements need to be included in the financial statement of the club. The second level demands documented financial rules and regulations and team treasurer trainings based on them. Income and expenses are expected to be in balance and training the treasurers is the key in achieving this. On the third level, the club's financial statement should include three accounting periods' income, expenses, turnover and balance sheet. The financial statement should also state the name of the preparer and the bookkeeping must be approved by an authorized agency or person. Additionally, at this point the documented financial rules and regulations, should also include the tasks and responsibilities of the club and its team officials (Suomen Palloliitto, Laatu järjestelmä – Kriteerit, 2015a).

2.1.2 Quality Criteria for Sport Activities

Sport clubs exist to offer sporting opportunities to their members and in some cases, also to their communities. Members maybe individual athletes, coaches, officials, little league

players or just people supporting the club (Hoye 2012, 47). Therefore sport clubs need to have established sporting paths to both the target oriented and the leisure oriented individuals. That means clubs should be able attract wide-range of people despite their age, gender or cultural background, to join their organized activities. Sporting activities are expected to be of high-quality, which in other words means that coaching and guidance must be credible and competing activities and fitness sporting both include organized and affordable activities among many other things (Tiihonen, 2016, 28).

Coaching plan

The starting level the club is to have a coaching plan in children junior sports which is streamlined with the SPL's Coaching Guidelines. Coaching plan should provide sporting opportunities for juniors at least twice a week. The second level criteria demands that the coaching plan is documented following a similar structure to the SPL Coaching Guidelines and on the following level the plan needs to be recorded as well. The criteria includes also documented club values and educational principles which are available and visible to the public. On third level the club is expected to have a written plan about ability grouping in which each and every junior is taken into account. In other words, the club must offer their planned services to every minor interested in sports (Suomen Palloliitto, 2015a).

Team Structure

In reference to sport activities the quality criteria requires the club to have minimum of two teams of different age groups, and that they play according Fair Play values established by SPL. On the next level the club should organize easy entry activities, such as football schools, in their communities. The club is already expected to offer a team to juniors in age group 7-11 years either by themselves or together with another club. They must have their own representative football team for adults or at least have the team in cooperation with another club. According to the quality criteria, the club's teams are instructed on the club's operating principles. The only demand on level three about team structure is to offer a team to every player from 7-year-olds to grown-ups (Suomen Palloliitto, 2015a).

Coaching Organization

The quality criteria for coaching organization requires an appointed person responsible for coaching. Besides all teams must have appointed coaches, team leaders and welfare

officers. On the second level, the club has an attending coach who organizes training sessions to coaches regularly. On third level, a Head of Coaching is appointed and he is responsible for the coaching guidelines and should have A-level or Junior Coach School education. There should also be an attending goal keeper coach who has MV1-level coach training. In addition, the third level criteria demands a named coach that is responsible for the entire club's physical coaching.

Training for Coaches

Quality criteria for begins with a possibility for coaches to do e-level coach training course. On the level higher, the demand is that the person responsible for the club's coaching must have minimum of C-level coach training background, and that every age group has at least one coach with D-level training. On third level the level of coaches' education must be defined by age group, and in teams where players are above 12 years the head coach education level should be minimum of C-level.

Conditions

The criteria for conditions on the first level include community owned training and competition facilities and conditions year-round. On the third level, it is expected that the club partly governs (defines and divides training times itself) the facilities that it is using year-round.

Talent Groups and Development Follow-up

From level two onwards the clubs are expected to organize talent or skill schooling for football players above 11 years. On third level both the talent and skill schooling need to be organized. On the second level the club should also organize talent competitions either alone or with another club. On third level the club is expected to organize SHA (Sami Hyypiä Akatemia) or similar testing to teams in age groups 10-14 years.

Cooperation with Schools and Academies

According to the quality criteria in sports activities from level two forward, the club must market their football activities in the regional daycare centers and /or schools. The next level includes football and sports related regular cooperation with daycare centers and /or schools (Suomen Palloliitto, Laatuajärjestelmä – Kriteerit, 2015a).

2.1.3 Quality Criteria for Communication and Marketing

On level one the club should have their own internet pages which describe all relevant information to the members and to outsiders of the club. The club should also have a logo and colors that they represent (club identity). On second level the club should already have a written communication and marketing plan and an appointed person to take the responsibility. The club should also have written instructions on social media use and all club officials, players and parents should be informed about them. Quality criteria for level three assumes that the club's communication and marketing is derived from the club's strategy. The club brand value and meaning to the stakeholders need to be written down.

2.1.4 Development Areas

After a self-audit and self-evaluation on level one and two, the management team lists down and documents all areas that require further development in order to fulfil the criteria and get to the next level. However, not all club's wish or need to become professional and therefore it is essential that these development plans are always based on generally accepted club's strategy (Hoye et al, 2012,88). On level three the same applies with the only difference that on this level, the assessment and evaluation is done by the SPL appointed tutor, not the management team members (Suomen Palloliitto, 2015a).

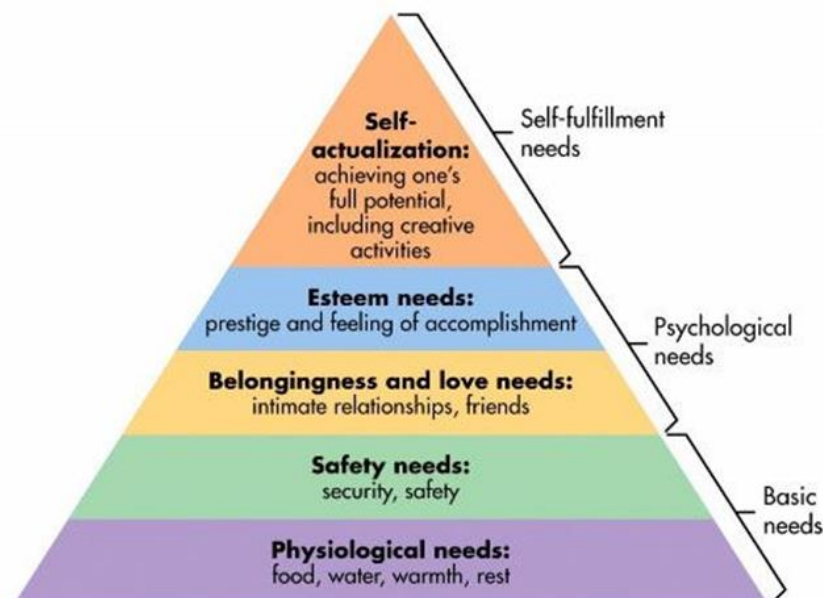
2.2 Leadership in Volunteer based Sports Organization

Joy of life comes into being from human encounters and collaboration. A person becomes human only when standing side by side another. Welfare communities are built on caring for oneself and each other but also on taking responsibility of other people. In voluntary work people provide help and support to the needy and receive genuine joy in return.

Voluntary work is not a free resource. Every volunteer requires coaching, teaching and guidance. She needs opportunities to learn from her experience and discuss them. Therefore, all voluntary activities need professional and organizational support.

It has become obvious that during the 21st century something has changed in people's orientation to their work and personal lives. In 2011 2% of employed Finnish men suffered severe burnout and 23% were diagnosed with mild burnout. For Finnish women the respective figures were 3 % and 24% (www.terveyskirjasto.fi/terveyskirjasto, 12.12.2016). Abraham Maslow's hierarchy of needs (1943) in the Picture 2-1 below provides one explanation to why people in today's working communities, in customer relationships and in family lives are getting more frustrated. Satisfaction of the needs described in the picture is not necessarily hierarchical but any of the fundamental human needs can be highlighted in a person's life.

In order to feel joy of living and being well, people cannot rely only on their work and working communities. Well-balanced life is characterized by belonging to various groups and communities of people. Voluntary work has become one way of fulfilling the void.



Picture 2-1. Maslow's Hierarchy of Needs, Maslow 1943.

Numerous organizations and associations offer various possibilities for volunteering. Volunteers choose a group based on their personal preferences and interests and which support their understanding, sense of belonging and the formation of one's identity. Simultaneously volunteering can be a path to mental growth, promotion of one's ideology, pleasure and social influence (Raninen, Raninen, Toni and Tornaesus, 2007).

2.2.1 Voluntary Work in Finland

It is in Finnish historical heritage to do things together. 'Talkoot', or a bee in English, is a special feature of Finnish voluntary work. Typically, the convener of a bee offers food and refreshments in return for work. The convener is expected to return the favor to all the participants in due time. In earlier days a bee was the only option for agricultural communities to get the communal work done. Joining labor forces enabled, for example, road and community hall building in small villages. Bees were utilized also in helping the less fortunate and people in trouble. In such a charity based bee, however, reciprocity was not applicable. A bee was also a significant part of social life offering younger people to get acquainted with each other and to look for a future spouse.

In hundred years the tasks and targets of a bee have changed but the principle remains the same: a bee work is unpaid, the participant is compensated in other ways. For example, when Eurovision Song Contest was organized in Helsinki in 2007, volunteers were happy to see the event from short distance and enjoy the atmosphere. The bee spirit is about mutual trust amongst the bee workers. They feel they are needed and their competencies accumulate year after year.

About 37% of Finns volunteer in some sort of voluntary actions. Men are slightly more active than women. Length of education has correlation to activity in voluntary work, organizational participation and in positions of trust. Activity in many traditional organizations decreases and trends towards sports, leisure time activities and life style associations (Raninen et al, 2007).

2.2.2 Volunteer Motivational Factors

Voluntary work provides a low threshold and easy surroundings to get to know new people, for example, after moving to a new location or after retiring from work life. In addition, voluntary organization activities might also offer families a shared leisure time activities and become a habit of spending spare time. For any new member, the voluntary community gives existing social network to get familiar with and through activities to get to know people in unpretentious way.

Thus, the primary motive in volunteering is not always helping others but helping oneself in developing a balanced life. An important community aspect of acting as a volunteer is in fact, the potential increase of one's social capital (Raninen et al, 2007).

Social Capital

Initially the concept of social capital was launched by sociologist Pierre Bourdieu. According to him in the field of reality the fight is over economic, social and cultural capital. Social capital comprehends social duties and privileges, and relationship networks which maintain them. The more contacts a person has on influential people, the more social capital she has (Raninen et al, 2007).

Researcher Anne Birgitta Yeung has studied motives in volunteering and according to the study, willingness to help others is overpowered motive to participate. Volunteering is often seen as giving and receiving, combination of altruism and egoism. Helping can be considered also as responsible community where people takes responsibility both their own and fellowmen's well-being. People willing to help highlight the importance of values they wish to defend.

Helping has become individual choice which serves construction of one's own identity. This is not a matter of selfishness but individualism typical to our culture. Helping cannot be too binding, it should be voluntary also in terms of time committed to it (Yeung, 2005).

According to Frederick Herzberg, employee motivation is done by enriching their jobs. People are motivated by interesting work, challenge and increasing responsibility. On contrary to extrinsic incentives, such as salary and other benefits, these intrinsic factors answer to human underlying need for growth and achievement (Frederick Herzberg, 2004. Harvard Business Review). An important motivational aspect in volunteering is the opportunity for self-development and learning new things. Volunteering brings

meaningfulness in life and heightens the sense of belonging. For some people motives to volunteer are based on professional orientation or promotion of career development. However, Finnish people traditionally have strong sense of duty and responsibility, and therefore volunteering might provide the means to fulfill these needs. According to Yeung's studies, when societal participation activity has been studied it has been noted that individual's activity is related to educational level, family background (that is helping attitude and parent's professions) and status on labor market. Upbringing impacts the youth's voting activity and in their belief in opportunities to influence. Thus, the attitudes towards charity and responsibility for the vicinity are inherited.

There are some principles of voluntary actions which are assumed by volunteers to be underlying. Equality has been mentioned as one of the key features in volunteering and reciprocity. When giving to others, people also get back. Without trustworthiness and commitment volunteerism cannot function properly and it is common to request some sort of confidentiality from volunteers, either in writing or verbally. Volunteerism should be based on acting on terms of the person in need and, on the other hand, in terms of the volunteer. It requires cooperation and people skills in the sense that a person to volunteer usually enjoys the action and activities with the community. A significant and important principle in volunteerism is also proper support and guidance to do the needed tasks (Yeung, 2004, 2005; Raninen, 2007).

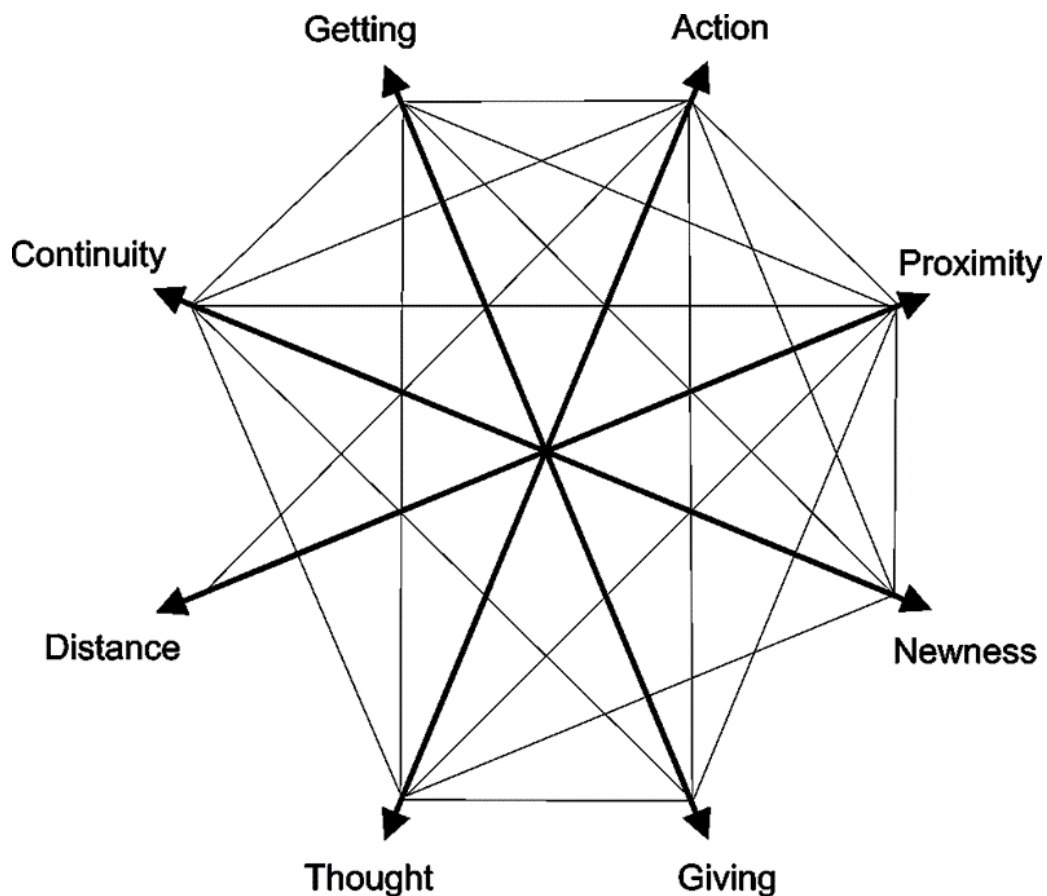
The Octagon Model of Volunteer Motivation

In her article researcher Anne Birgitta Yeung summarizes the results of her study on volunteer motivation. She has utilized a phenomenological approach to emphasize volunteer motivation more holistically. The article represents and discusses findings of a four-dimensional octagon model of volunteer motivation. Previous studies on volunteer motivation differ in their findings but many include altruism, social contact, personal interests and emotional needs. They describe motivation as an altruism–egoism mixture and in the article Yeung is asking what other complexities and interactions there might be.

Additionally, Yeung is utilizing M. E. Ford's motivational theory (1992) on volunteerism in her study. According to Ford, personal motivation is not just a simple inner factor but it includes environment and individual reflection on top of all. Yeung approaches motivation also in time-perspectives as she sees motivation as interconnection of both

motives and the elements of commitment. She states that individual volunteer motivation changes over time (Yeung, 2004).

The picture 2-2 below is the octagon model. It illustrates both the motivational elements and several individual descriptions of volunteer motivation. The model illustrates volunteer motives four dimensions: In Getting-Giving dimension activities are considered rewarding and increasing their own well-being. On the second axis the motivation is studied on Continuity-Newness dimensions. In brief, activities offer possibilities to continue using skills acquired earlier or to learn new things and challenge oneself. Distance-Proximity dimension describes how deeply people get involved. For some, volunteering need to be informal, irregular and flexible, on the other end is the sense of belonging and interaction with other people. In the fourth dimension, Thought-Action, self-learning and reflective discussions about one's values may be pondered and put into practice by doing something concrete.



Picture 2-2. The Octagon Model on Volunteer Motivation, Yeung 2004.

According to Yeung's study the dimension Getting-Giving covers nearly 33% of motivational elements. Interviewees' experiences included self-fulfillment in terms of self-expression, personal interest, abilities or creativity. Personal well-being is advanced by experiencing joy, positive moods and peace of mind. Volunteers felt that it offered them physical exercise and promoted their personal energy. Emotional rewards were mentioned as reasons for participating. Volunteerism helped to dispel the sense of emptiness and increased the sense of worth.

The dimension Continuity-Newness covered 10% of the motivational elements. Positive experiences in past had encouraged participation as well as familiarity with the matter. The study found that volunteer motivation could also be based on one's identity, such as being an active person. Volunteerism was sometimes viewed as a personal way of life or as a way to maintain one's skills in a less formal environment. Besides, volunteerism offered a counterbalance in life situation or personal life.

One-sixth of the motivational elements situated on Distance-Proximity dimension. Distancing is not relevant issue to volunteerism but the other pole is. Social proximity is one of the most significant reasons for volunteering. People wish to belong to a group and meet people. Positive social contacts had in many cases deepened the commitment to volunteerism.

The Thought-Action dimension covered about 10% of the motivational elements. From this perspective values are often on the background of volunteerism as well as the role models. Personal mental and spiritual growth was also found as an elemental motivating factor. Important appeals of volunteerism include filling up spare time, enjoyment of action-centered organization and putting own values into action (Yeung, 2004).

2.2.3 Volunteer Retention

Community sport organizations (CSOs) provide important pathways for children and adults to participate in a dynamic sport system. In many countries, CSOs are the foundation stone of sport systems. They are depending on numerous volunteers who organize, manage and run sport activities. Volunteers frequently have multiple roles in

CSOs. The volunteer workforce is the most critical component of the community sport system's capability to deliver organized sport to interested community members.

According to the researcher Graham Cuskelly, Australian studies and statistics show that volunteer workload is distributed unevenly. It seems that sporting clubs are facing difficulties in the retention of volunteers. Increasing the supply of volunteer labor can be achieved by any combination of: (1) Increasing the total number of volunteers (recruitment); (2) Increasing the average hours contributed by each volunteer (workloads); or, (3) Extending the average number of years each volunteer is involved in sport (retention). Globally, challenges in volunteer supply and retention are manifested in the increasing complexity of sport systems, conflict between paid staff and volunteers, and the disempowerment of volunteers. The level of complexity may have increased to the extent that it is difficult even for the most committed volunteers to find the time and/or to develop the needed skills. Hiring paid staff is one response to coping with increasing levels of complexity. However, as Amis, Slack and Berrett (1995) claim, differing values, expectations and motives between volunteers and paid staff are inherently conflictual. There is the potential for volunteers to feel as though they are being managed as resources rather than the owners and managers of community sport. Increasing levels of complexity and conflict tend to reduce both the magnitude and importance of volunteers whose roles are organizing and managing community sport. Decreasing rates of volunteering highlight problems in the recruitment and in the retention of sport volunteers.

Cuskelly says that there is evidence that quality of life in retirement and participation in volunteer work are in relation. There is an opportunity for CSOs to retain individuals by facilitating their transition from, for example, a player role to volunteer roles and thus, sustain supply of volunteers. The transition from a playing to a volunteer role in sport can lead to a heightened sense of engagement. For some, volunteering develops into a form of serious leisure defined by Stebbins (1996) as career volunteering. He identified a few qualities which included an occasional need to persevere, a tendency towards a career type of endeavor of enduring involvement, a significant personal effort, a range of durable benefits, a unique ethos associated with the pursuit and a tendency to identify strongly with the pursuit. Cuskelly, Harrington and Stebbins, (2003) found evidence that career volunteers had significantly higher levels of organizational commitment than those classified as marginal volunteers. Career volunteering is not likely to describe the experience of the majority of sport volunteers. However, career volunteers can be found

in most sports and in many CSOs. Such volunteers extend their involvement many years, sometimes decades.

It is not unusual in CSOs that some players, or parents who bring their children into junior sports, express the view that they can do a better job of organizing and running the sporting activities than the incumbent volunteers. Cuskelly and Harrington (1997) reported that for some sports volunteers the “perceived incompetence of others” motivated their initial choice to volunteer. If their competence is affirmed after some experience as a volunteer, the likelihood of extending their volunteer participation may be increased. It is acknowledged that not all sport volunteers initially join CSOs as a player. For example, many individuals become sport volunteers by “following” their children into junior sport (Cuskelly, 2004).

3 EMPIRICAL STUDY AND ANALYSIS

Community sport organizations (CSOs) provide important pathways for children and adults to participate in sporting activities. In Finland, as well as in many western countries, CSOs are the foundation of sport systems. They are depending on volunteers to organize, manage and run sports activities. The volunteer work force is the most critical component of the organization's capacity to deliver organized sport to interested community members (Cuskelly, 2004). However, voluntary work is not a free resource. Every volunteer requires coaching, teaching and guidance. There needs to be opportunities to learn from experience and to discuss them. Thus, all voluntary activities need professional and organizational support (Raninen et al, 2007).

3.1 Background of the Research Case Paimion Haka

Paimion Haka is a member of the Finland's Football Federation with 463 registered players (www.palloliitto.fi, 31.10.2016). The club's focus is on junior players although the traditional club offers sport activities to nearly all generations from 3-year to 99-year old people (www.paimionhaka.fi, 7.10.2016). During the past five years Paimion Haka has faced a steady growth in player and member registrations. The growth has increased the number of club officials, volunteers, parents and most importantly, sporting activities. Paimion Haka has been under pressure to develop its operations and governance towards a more professionally run sporting club. One of the first steps was taken when the club hired a Sports and Executive Director in late 2015, the first full-time official in the club.

Nowadays people expect more value for their money and they are less enthusiastic about volunteer work. As the club's identity and role in the local community are evolving, it is important to train and guide both the current and the newly joined members on how things are done in the 'Paimion Haka' way (Hoye, 2012, 45-46). Implementation of SPL's Quality System seems to provide a good framework for development activities. However, according to the White Book for Sports, the four principles of good practices (openness, democracy, responsibility and stakeholder representation) must be considered carefully before the Quality System can be implemented (Suomen Palloliitto, 2013).

This research's empirical part focuses on a CSO Paimion Haka and analyses the club's member survey conducted in October 2015. In reference to the above discussed representation of stakeholders as a principle of good practices, the club needed to map out members' views and improvement ideas on the club's and on the teams' activities and governance. The author of this thesis conducted the survey in October 2015 utilizing an internet based questionnaire tool called Analystica. An email introducing the survey and its purpose, was sent to all Paimion Haka team leaders with a request to send it out to all their respective member households. The email had a direct link to the survey embedded to make it easily available. In most cases, the email respondent was a parent of a junior player. The survey response rate is challenging to calculate because the club not does have a functioning member registry but all teams keep their own records in excel files. Based on information received from the teams, in football division the survey was sent to 282 respondents and in ice hockey division 173 (players or parents of junior players) totaling 455 receivers of the survey link. 230 response forms were registered in Analystica tool, and of that figure 93 forms, that is 40%, were completed. Validation process sorted out three more forms due to conflicting responses. Thus, it is estimated that the response rate of the survey is 20,4%.

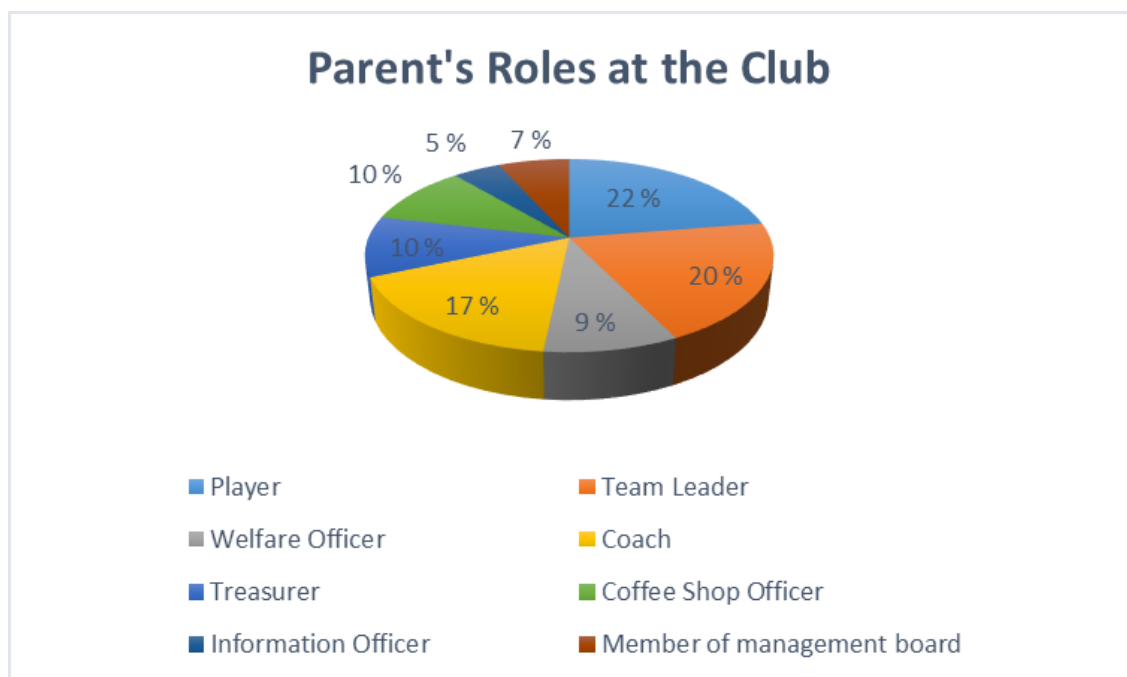
3.2 The Survey Respondent Background Analysis

The survey consisted of three sections. The first part categorized background of the respondent, second focused on team related questions and the third on the club itself. At first the survey asked to specify how many people of the family is participating in Paimion Haka sporting activities, and in case more than one family member was involved, the respondents were instructed to fill in the questionnaire separately for each member. 81 responses were given to the question and on average 1,74 family members were active at the club while the median answer was 1. In many families there are more than 2 persons involved in the activities and 15 responses stated that Paimion Haka involved 3-4 persons from the same household. This trend can be understood when considering Yeung's Octagon Model on Volunteer Motivation. Continuity-Newness dimension that covers approximately 10% of motivational elements, describes how past positive experience encourage participation, and that sometimes it is simply attracting

certain active personalities or families who enjoy the action as a way of life (Yeung, 2004).

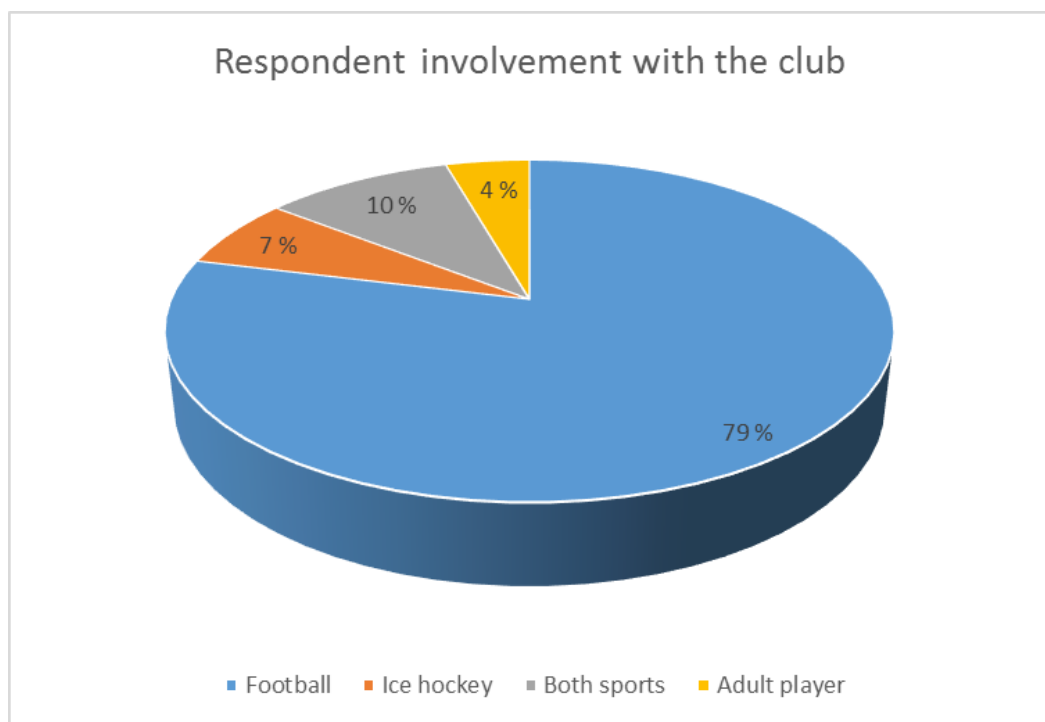
The second background question asked the respondent's primary sports involvement. 88% of the respondents stated football as their primary sports while 12% answered ice hockey. It can be noted that football division was more active in participation to the survey.

The third question focused on defining the role or roles the respondent has within the club. The most typical roles are a player, a player's parent, a coach, a team leader and a treasurer. Most of the respondents, 68%, were in the role of a parent of a junior player. 49% of the parents have a volunteer role within the club or their child's team. According to Cuskelly (2004), not all sport volunteers are players but many follow their children into the sport. The picture 3-1 below shows visually in what kinds of roles parents actually volunteer. 22% of parents are also players themselves and another 20% are team leaders. According to the survey though, 51% informed they were not involved in the club's activities in any other way. For Paimion Haka this is a remarkable source of untapped volunteer potential.



Picture 3-1. Division of Parents' Roles in Paimion Haka.

The idea of the next question was to define if the respondent was a parent of a member child or participating independently. Secondly it was relevant to know how many children played both sports and how many just the other and which one. As shown in the Picture 3-2, 79% of the respondents stated that their involvement with the club is through their child's football activities. 7% were involved through their child's ice hockey activities alone whereas, 10% were involved with both sports the club offers. The most recent Finnish study claimed that as many as 75% of short-term sports volunteers are involved because of their child's hobby (Tiihonen, 2016).



Picture 3-2. Respondent Participation in Paimion Haka Sport Club Activities.

In addition, there are also 'career' volunteers in every CSOs who extend their involvement many years, sometimes decades (Cuskelly & Harrington, 2003). 4% of the Paimion Haka member survey respondents stated that they are participating independently without their child being a member of the club. In reference to Tiihonen's research, these independently participating volunteers are most often long-term volunteers who continue even after their own children have grown up and left the club. Many of them become the club's key officials and end up in positions such as a division

leader or a club chairman. For them the most important motivational factors are love for the sport and its development, and the possibility to make use of their knowledge and skills (Tiihonen, 2016). Cuskelly, Harrington and Stebbins, (2003) found evidence that career volunteers had significantly higher levels of organizational commitment than those classified as marginal volunteers.

3.3 Child's Hobby at Paimion Haka

After the background questions, the survey focused on the player's team related questions. The aim of this part is to map out which areas of the good practices are covered well and which areas are challenged. This anonymous feedback is significant to the club management when prioritizing needs for development.

87 responses were given to this set of questions. In general, teams' activities received a school grade average 8,09. The figure implies there are not great challenges with the good governance practices and in the quality and quantity of their activities. In regards to learning atmosphere within the team, the average grade was 3,08. 81% of the respondents considered learning atmosphere to be good or very good. However, it is relevant to acknowledge that there is a team or teams where learning atmosphere is not considered good, and as such, these teams would need to be addressed individually by the club's appointed officials to clarify the situation further.

Second team related question asked about coaching and if it is adequate to the player's personal skill level. Average result was 3,15 and figures show that 77% considered coaching to be on a suitable level in regards to their abilities. However, 19% disagreed with the statement. In the following question about number of training events weekly, 51% strongly agreed that there were enough activities on weekly level. 19% of all responses disagreed indicating the need for more weekly training sessions. Average grade for the statement was 3,27. The next statement was about game events and their sufficiency. 93% agreed or strongly agreed that there were enough game events during the season.

Usually one of the most ambivalent topic in junior sports is if the player gets enough minutes in the matches. According to the survey, in Paimion Haka sports teams, impressive 90% think that their children get enough active minutes in the games. The

answer average was 3,6 on the scale of 1-4. Related to the received minutes, the following statement enquired if parents favored the idea of dividing players into separate groups based on their skill level from the beginning. Average answer was 2,59, thus, implying that more respondents favored the division. In total, 49% disagreed or strongly disagreed with the idea. All contradictory responses imply that either the member expectations vary significantly or the team activities' quality differs greatly. In practice, contradictory replies assumedly are caused by a combination of both the aforementioned elements.

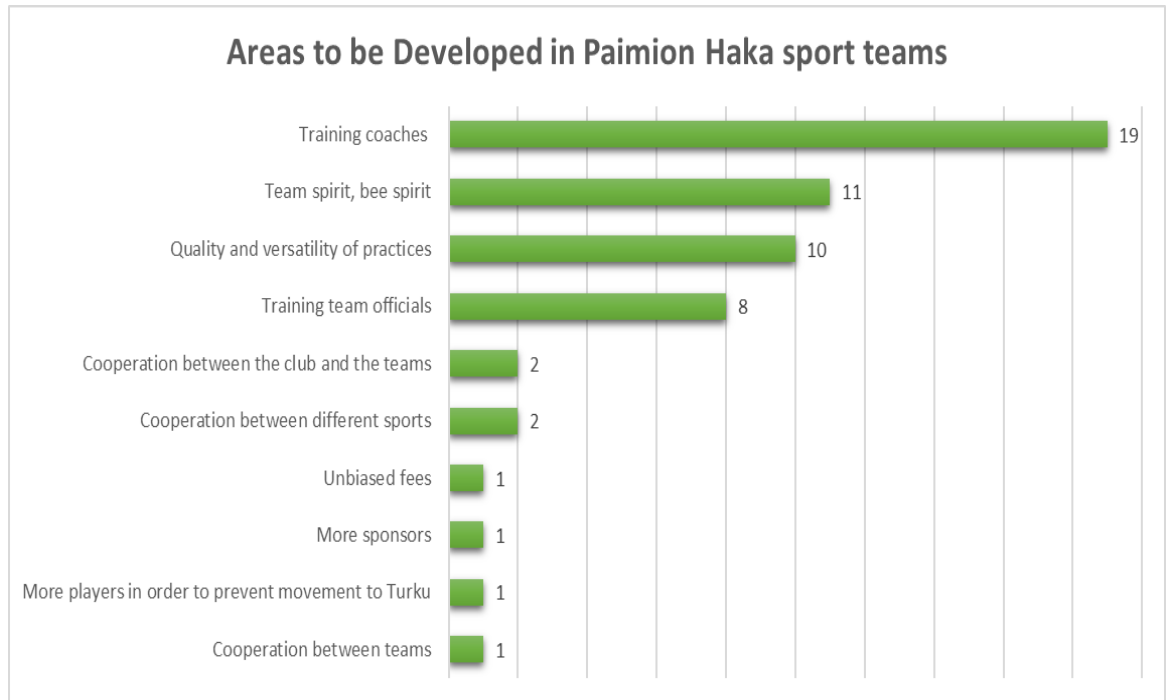
The latter part of team related questions focused on communication and people skills within the team and its officials. In regards to regular gatherings between the team officers and parents, 63% were satisfied with the number of meetings whereas, 37% disagreed. This clearly shows that some teams are more motivated to arrange meetings than others. The median answer was 3. However, the results of the next question, imply that information is shared openly and sufficiently despite the lack of meetings. 74% agree while the rest 26% disagree. Again, clearly proving different ways of operating and running a team. 85% of the respondents don't think they receive too many emails regarding the team's affairs. Thus, information is shared and could be shared even more.

People skills of the coaches and the team leader were addressed in the next questions, and it is obvious from the survey that most of them are easy to approach and talk to. Team Leaders scored 80% satisfaction rate whereas coaches only a slightly smaller score of 77%. The challenges are the teams where the main characters running the activities are not considered easy to approach. 9% strongly disagreed with the statement of team leader's communication skills, 7% strongly disagreed with the coaches' communication skills. The final statement in the team related set, asked about the team's volunteer participation and spirit. Most typical answer is 3, and 55% of respondents think that volunteer participation rates and spirit amongst the team is good. It seems though, that this is hardly the truth in every team because 42%, which is nearly a half, disagree or strongly disagree with the statement. According Yeung's Octagon model, 33% of all elements influencing volunteer motivation, fall in on *Getting-Giving* axis. Meaning that many people require emotional rewards for volunteering, such as sense of worth and achieving together. Volunteers experience self-fulfillment through possibilities to self-expression, utilization of their personal interest and abilities, and peace of mind. One-sixth of the motivational elements situated on *Distance-Proximity* dimension since social proximity is one of the most significant reasons for volunteering. People wish to belong

to a group and meet people. Positive social contacts had in many cases deepened the commitment to volunteerism. (Yeung, 2004).

The last part of team specific questions were open questions allowing respondents to share their opinions. *What should the team do better for you to be more satisfied with your child's hobby?* was the first of them. There were few topics which came up in several responses which can be categorized under two main themes. The most frequent remarks, 53% of replies, fall under category of sporting activities, specifically the coaching team's educational training and the versatility of practices. 19 out of 59 responses were concerned over the latter. Additionally, 6 responses mentioned need for personal feedback and individual guidance. Some respondents mentioned need for an age group specific training, and another respondent questioned the need for skill based division within the team. Also, a fair and an unbiased coaching was called for. Generally speaking, all these are related to the question how well the coaches are trained to carry out their practices. From the sporting club's point of view, a significantly large group of members is worried about professionalism of coaches even though they get along with players well.

While most respondents were worried about coaching related topics, as many as 47%, which is 28/59 responses, criticized team leadership and administration. Team spirit and/or team spirit, sense of togetherness, was called for in 11 responses. This topic was included in leadership because the team officials, primarily the team leaders and the head coaches, are in the position to build and influence the team cohesion. Coaches amongst the players and team leaders amongst all interest holders. It was also evident from the responses that training on team administration is needed. Four respondents mentioned it separately and in addition, four responses mentioned planning as an important issue to be enhanced. Planning means preparation of entire year's events, practices, matches and budgeting beforehand. If the team leaders and treasurers are not trained for their tasks, planning and forecasting might become overwhelming task, and thus, cause frustration among the team members and/or their parents. In the Picture 3-3 responses have been grouped to highlight the key areas to the club managers.



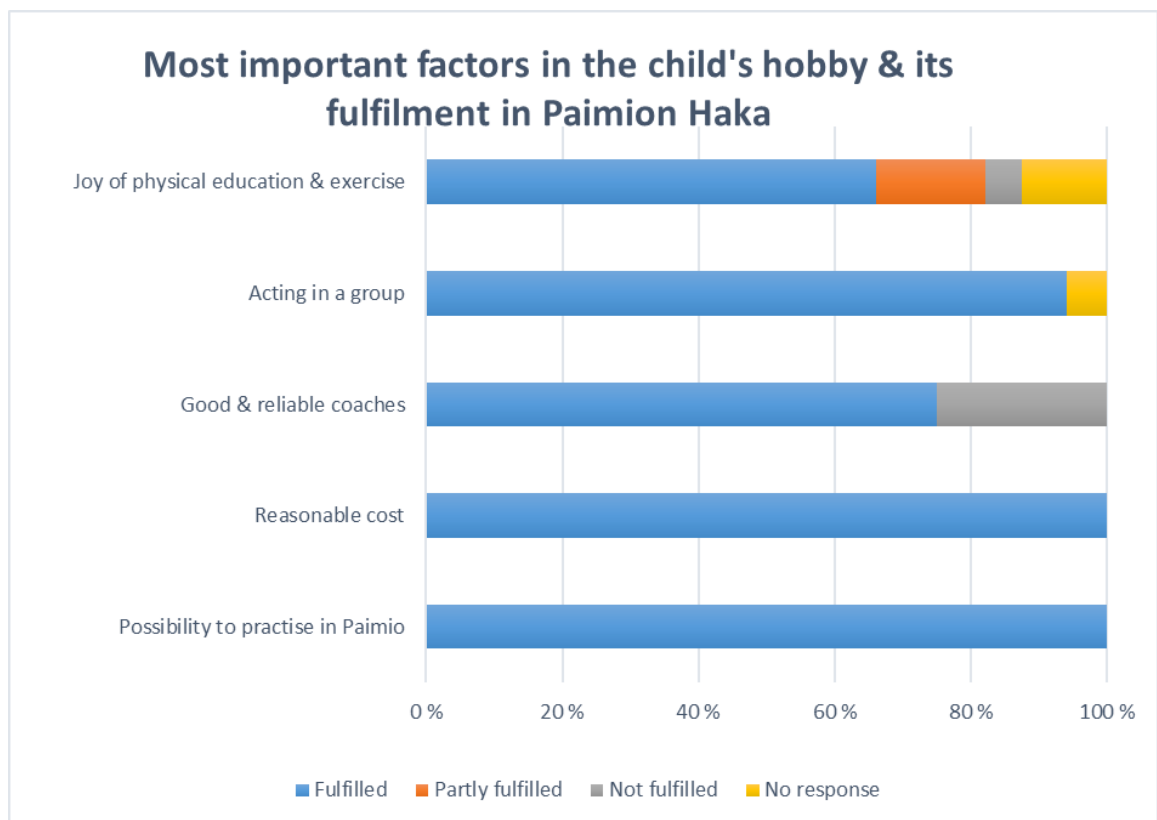
Picture 3-3. Development Areas in Team Activities at Paimion Haka Sport Club.

One respondent mentioned a need for more sponsors and one asked for unbiased fees as factors to increase satisfaction. Although the responses did not provide details on the case, once again, with proper training of the key officers, team's budget will become transparent and should be ratified by the key stakeholders, which in many cases are the parents of junior players. Fact based preparation and commonly shared budget shows members what are the occurring expenses and expected income. Training on the ways of working is the key to satisfy most of the respondents of this survey.

Five respondents thought their satisfaction would be increased if cooperation between the club and the team was better (2), or cooperation between different sports within the club (2) was enhanced, or if cooperation between the club's teams was more active. The answers were given by people functioning in different roles, only one of them was in the role of a parent alone, the others had at least one other role at the team or club. One respondent had stated that to increase his satisfaction, the club needs more players to prevent transfer to Turku (= other clubs). These are all grouped under training team officials in the Picture 3-3 because team governance and communication are responsibilities of the officials.

The final question in the section was *What is the most important thing for you in your child's hobby? Does Paimion Haka achieve this?* The question identifies expectations the parents have towards their children's activities at the club and the results are visible in the Picture 3-4. Mapping out the stakeholders' expectations and their fulfillment is essential information for the club's activities development efforts (Tiihonen, 2016).

In principle, 74% of the respondents thought that the club could and had fulfilled their expectations. Most responses, 64%, listed joy and sportive lifestyle as the key motivators in their child's hobby. 66% of the respondents thought that the team had achieved in offering joy of physical education and exercise to their youngsters while 5% of respondents disagreed. 16% thought it was partly achieved while 13% did not indicate if the team had succeeded or not.



Picture 3-4. Most Important Factors in the Child's Hobby and Its Fulfillment in Paimion Haka.

Acting as a member of a group was an essential educational part of the hobby for 25% of the respondents including it an important way to spend time together with friends. Considering the Octagon Model presented earlier, parents want their children to gain motivational experience in *Distance-Proximity* dimension which is explained by social proximity and people's wish to belong to a group. Also Octagon Model's *Thought-Action* dimension can be considered since it includes motivational factors such as personal mental growth and putting one's own values into action (Yeung, 2004).

In 14% of the answers good and trustworthy coaches were given as most important factor influencing parent's satisfaction on the child's hobby. This was further explained in few cases by a possibility to train on their own level. Also, unbiased treatment, sense of succeeding and quality in general were other factors observed most important by some of the responses grouped under the good and reliable coaches. In 3 responses where unbiased treatment was explained to be among the most important factors, respondents stated that the Paimion Haka had not fulfilled the expectation. Total of 75% of parents were satisfied and thought Paimion Haka had achieved in providing good and reliable coaches.

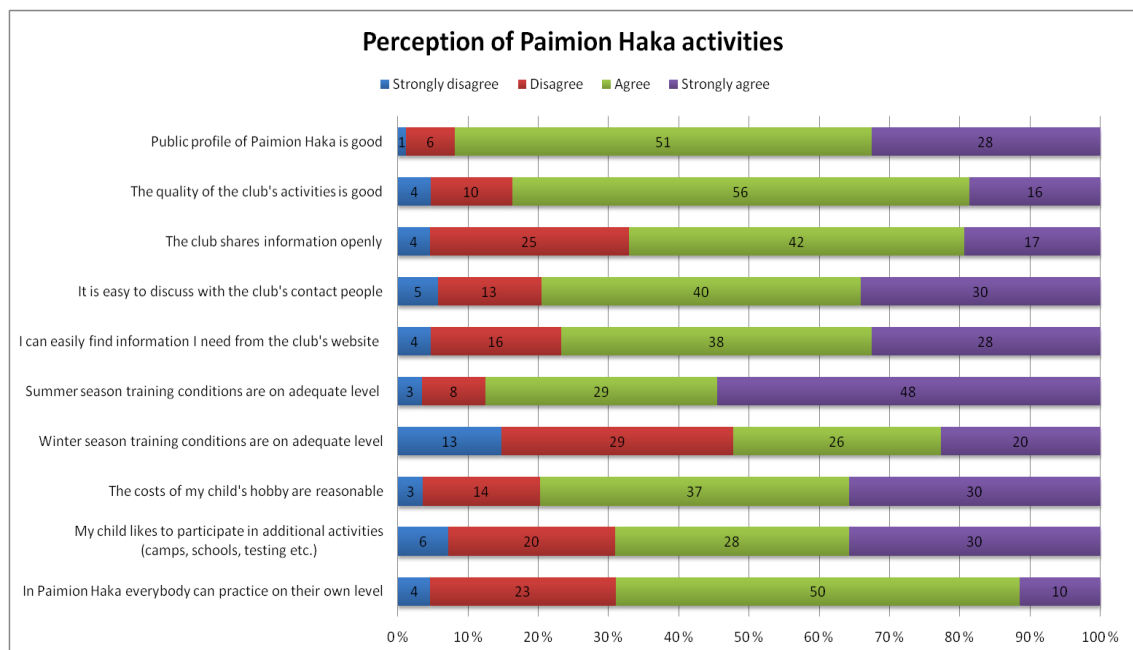
Reasonable cost of the hobby as well as the possibility to exercise in the home town were most important factors to 3% of parents. They all considered that the club had succeeded in fulfilling their expectations.

3.4 Paimion Haka Club Activities

The third part of the questionnaire focused on Paimion Haka activities as a sporting club. According to the results, 92% of the responses think that they, or their child, have the opportunity to exercise on their own personal level. 84% of the respondents considered the quality of the club's organized activities to be good and 69% say they like to participate in additional activities organized by the club, such as summer camps. When asked about the training facilities and conditions during winter season, dispersion was surprisingly high. 15% were very disappointed and 33% disappointed, in total 48% were dissatisfied. 30% were satisfied and 23% thought training conditions were very satisfying. On the contrary, summer season training facilities were considered good or very good

by 87% respondents. 80% of the members think that the costs of playing sports in the club are reasonable whilst most of the respondents playing ice hockey disagreed.

One of the objectives of the survey was to know how the members perceived the club, its communication and officers acting at club level roles. 92% of all respondents thought Paimion Haka had a good public profile, only 8% were opposing. However, 33% thinks that information is not shared openly and 23% think they cannot find information they are looking for from the club's website. Clear majority believes information is shared openly and that they can easily find what they are looking for from the club's web site. Similarly, 79% think that it is easy to discuss with the club's contact people while 21% disagree with the statement. In the Picture 3-5. the most worrying areas are easily detected.



Picture 3-5. Perception of Paimion Haka's activities.

The next question asked why the member has chosen Paimion Haka. As expected most of the reasons were related to the proximity of the training facilities and awareness of the oldest home town club. As many as 88% named home town or proximity as the main reasons. Four members also noted that club's membership runs in the family through generations and is an option of tradition. One response capsulized his answer saying that "once a Haka person, always a Haka person". Two people pointed out the recent

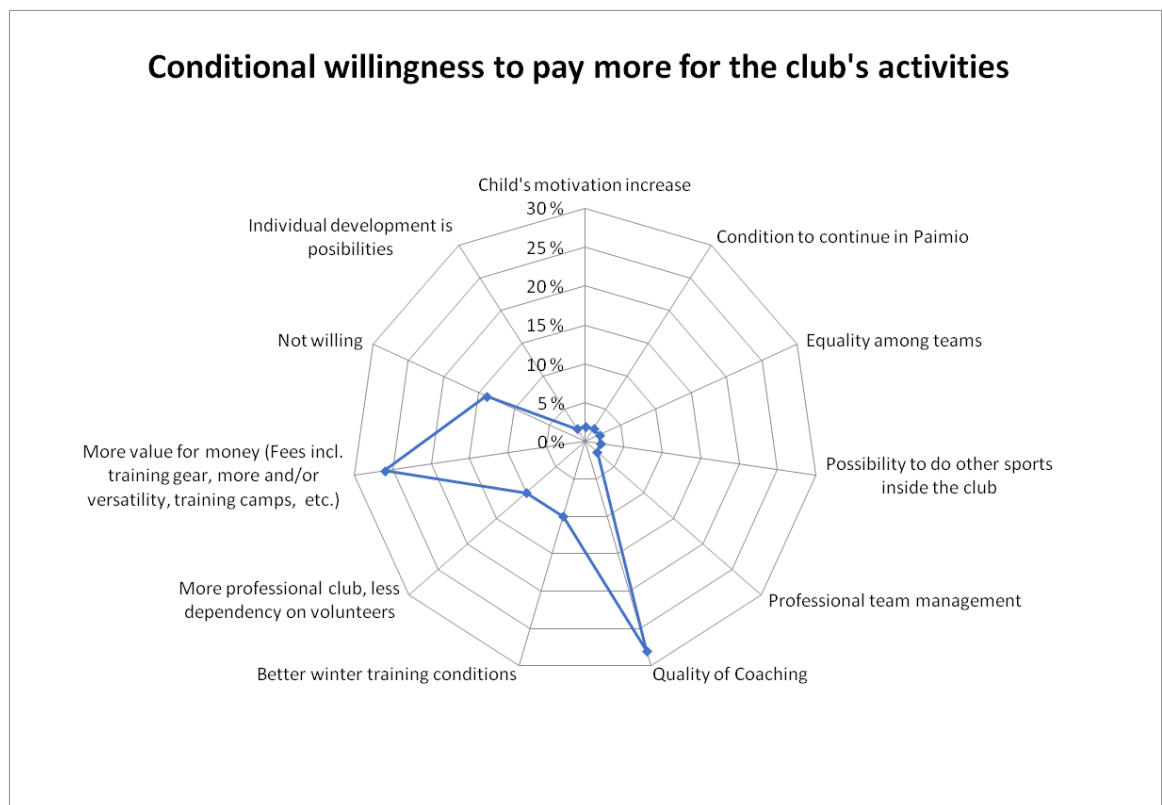
increased facelift and activity of the club as the reasons for joining. Few other mentioned friends as the pull factor. This survey did not inquire the home town of the respondent and therefore it cannot be assumed that all respondents are local. Only two respondents clearly stated that they chose the club because of high level in girls' football team and coaching. Reasonable costs were also mentioned twice. Few members said that membership came naturally after junior's first years at Knight&Princess football club, Little League and/or Lion Ice Hockey School (all run by Paimion Haka).



Picture 3-6. Improvement Ideas for Paimion Haka Sport Club

Two most important questions of the survey for the club management were regarding improvement ideas and on what terms the members would be willing to pay more for the activities. Responses to the first question focused nearly entirely on 1) professional club management, 2) professional coaching and 3) winter season training conditions.

Improvement areas in club management called for openness and timely shared communication from the club to the teams. Three responses demanded cooperation and equality among the two sports in the club, football and ice hockey. Cooperation among the teams was also called for. Some responses suggested that the club should take more responsibility and increase hand-holding and tutoring for new teams and their team officials. Besides, more volunteer guidance and acknowledgement was requested.

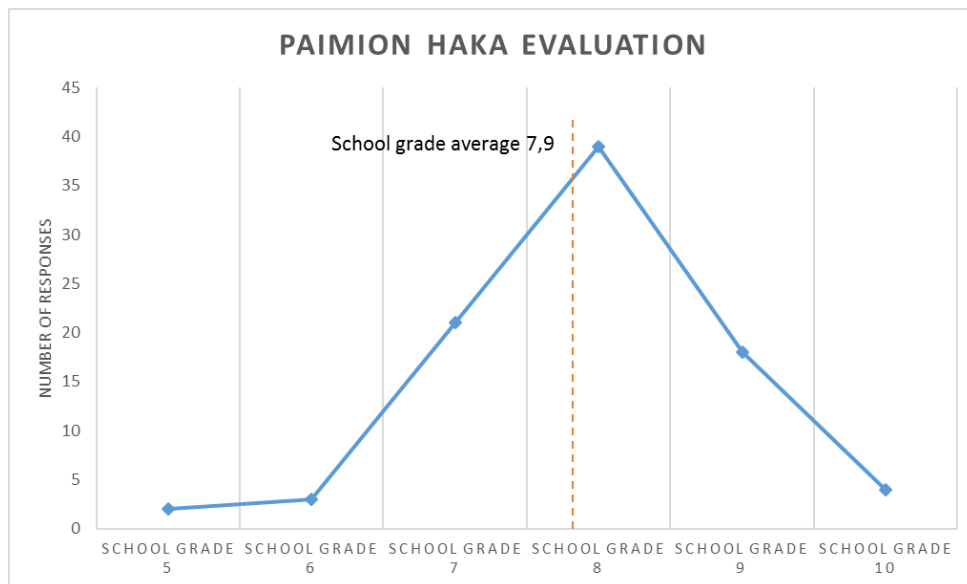


Picture 3-7. Conditional Willingness to Pay More for the Club's Activities.

More than half of the replies insisted on better coaching and/or more compulsory training for them. In addition to formal and practical training, also a coach mentoring was suggested, for example, by increasing cooperation among coaches. Lack of cooperation was mentioned in another response. Five respondents were concerned that the club hasn't had any talent group training for a long time and considered this to be relevant add-on to a player's career path. Also, a lack of specific training for goal-keepers was a

significant loss. One respondent brought up the importance of winter season training conditions.

The next question asked members willingness to pay more for the club's activities. The setup of the question was in conditional format. On one hand this question simply enquired members' attitudes towards current costs of the hobby, and on the other hand, it provided hard evidence on issues that need to change in case costs increase. Following similar trend as in earlier questions, 28% of respondents would be willing to pay more if the coaching was more professional and quality better. Nearly as many, 26%, would be willing to pay more if paid money gave them more value. Given examples were versatility of training, training camps, specialized practices for goal keepers, more physical training and tuition includes more needed gear. 14% stated simply that they would not be willing to pay more.

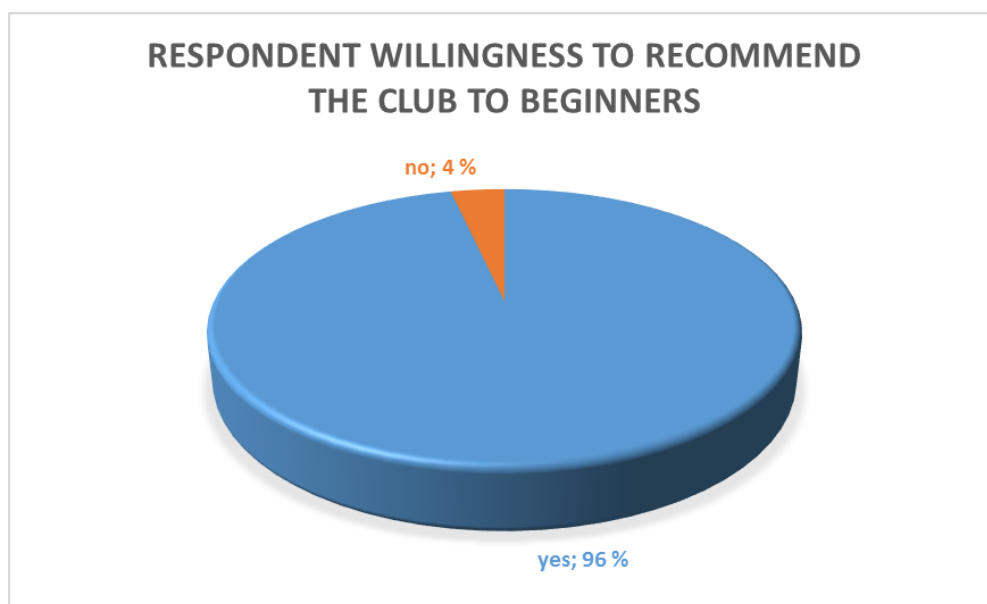


Picture 3-8. Paimion Haka School Grade Evaluation.

10% of the respondents would be willing to pay more if winter training conditions and facilities were better. All these respondents represent football section of the club. Another 10% thought they would pay more if the activities were less dependent on volunteers, that is parents. In other words, they support the idea of paid personnel or financially compensated help at least to some extent. Miscellaneous answers that were given by

only one respondent were possibility to do other sports inside the club, equality among teams, individual development possibilities, professional team management, condition to continue in Paimio and child's motivational increase.

The survey ended with request to evaluate Paimion Haka sporting club activities on scale 4-10 (Finnish elementary school grading system), and it asked if the respondent would recommend the club for beginners. The club's great point average was 7,9 while the median answer was 8. Picture 3-8 shows the distribution of answers, and although respondents were satisfied with the club's performance there is always room for improvement.



Picture 3-9. Respondent Willingness to Recommend Paimion Haka to Beginners.

Finally, the survey asked if they would recommend Paimion Haka for a person starting a sport. As seen from the Picture 3-9. above, the results are self-evident, 96% of all respondents would recommend the club.

4 CONCLUSIONS AND RECOMMENDATIONS

This master thesis paper has focused on pursuing answers to three research questions presented by Paimion Haka amateur sport club. The club has grown steadily during the past five years and needs more control and organization over its practices. Therefore the club wants to find out how to develop a traditional sport club's activities towards more organized and systematic ways of working. Secondly, Paimion Haka needs to know how well Finland's Football Federation's Quality System responds to their needs, and finally, how to motivate and retain volunteers while the club becomes more professionally operated.

4.1 Quality System to Guide the Club Activities Development

Corporate governance theories cannot be applied to sporting clubs as such because they most commonly lack both the financial and personnel resources. However, there are four principles of good practices which should guide the development and organization of Paimion Haka activities. First is openness which should be applied to all club related internal and external communication. In organization that is run by volunteers, sharing information openly creates more commitment to the club and increases the sense of belonging. A volunteer or a member of the club, feels ownership to the club and its activities and open policies strengthen the sensation (Suomen Palloliitto, Seuran Hyvä Hallinto, 2013).

Second principle in sport club development is democracy. The club is run by an elected chairman and the management board members are elected from the motivated and active volunteers willing to put their time and effort in running the club. A democratic club must ensure that its members have channels to be heard in form of open discussion sessions, such as monthly meetings, in which all team officials are invited to. It's important that there is also a possibility to have a say without a personal touch and for that purpose, the club's internet pages provide a perfect platform to open a feedback box. It is significant to conduct a member satisfaction survey preferably every year because many people are involved with the club's activities through their children and thus, they do not participate in the monthly meetings organized by the club. Unbiased

treatment is a part of democracy that cannot be forgotten. The club's common practices including the coaching guidelines, team leader training, the club handbook etc. all need to state it clearly and the issue is good to be a constant topic in the meetings to ensure that it is applied.

The third guideline in re-organizing the club activities is responsibility. Despite the fact that a club may have full-time employees, most of the club's activities are still based on volunteer work. Therefore it is very important that the hired person has a clear and well-communicated job description. Volunteers must understand why the person has been hired and what has he been hired for. In the ideal circumstances, the full-time person's job is visible to the club's members, so that they know exactly what kind of responsibilities are taken away from the volunteers' shoulders. Besides, responsibility is a matter of every club member. If one is selected for a specific task, other volunteers need to be able to trust that the task is carried out. Responsible sport club management also ensures that their activities do not harm the community or cause unnecessary accidents to its members or outsiders (Suomen Palloliitto, 2013).

The fourth principle is the representation of stakeholders. In a football club stakeholders are players, coaches, parents, partners, communities, The Football Federation, etc. A well-organized club is in good cooperation with each of its stakeholder. The above mentioned monthly meetings play a significant role in providing certain stakeholders a forum to represent their perspectives. Other stakeholders, such as partners or sponsors, must to dealt with due respect and acknowledge their input in achieving the club's generally accepted strategic plan.

Good practices are always based on the club's rules and regulations. Thus, all guidelines, strategies, action plans and other basic documentation need to be in line with the club's regulations and commonly agreed policies. In brief, good governance within a sporting club is partly mandatory legislation and partly good practices. (Suomen Palloliitto, 2013)

The second objective of the paper was to define how well the Quality System responds to Paimion Haka's needs. It is concluded that QS helps clubs to exercise the before described principles and to develop their activities accordingly. The tool supports the club's long-term, systematic, and organized development which is based on a strong club identity and widely accepted practices among the club's members. The system

clearly lists practical matters to be taken care of from necessary documentation to the needed people and their qualifications.

The Quality System has three specified areas the club must work on: leadership and management, sports activities, and public relations and communication. Each of these areas include five quality levels and the club needs to pass each level separately. Levels one and two are relatively feasible to most clubs but the following levels require a much more professional management and sporting facilities. Thus, it is concluded that implementation of the Quality System is feasible but it needs to be carefully considered how far the club can go with its limited resources, both financial and human. "If there is a will, there will be a way", said a wise man, and that way must be written open and split into needed actions in the club's strategy or long-term action plan.

4.2 Leading Volunteers

The third objective of the thesis paper is to study how to motivate and retain volunteers in the wind of change. The volunteer workforce is the most critical component of the community sport system's capability to deliver organized sport to interested community members. The primary motive in volunteering is not always helping others but helping oneself in developing a balanced life. In fact, many people volunteer to increase their social capital. Social capital is about social duties and privileges, and relationship networks which maintain them. In other words, the more contacts a person has on influential people, the more social capital he has. According to studies, willingness to help others is overpowered by a motive to participate. In voluntary sport organizations, volunteering brings meaningfulness in life and heightens the sense of belonging. Volunteering also runs in families since it has been studied that family background and parent's attitudes are often behind the reasons to volunteer (Yeung, 2004).

Leadership of volunteers is based on listening to them and capsulizing their dreams and expectations into a shared, common goal. Relevant features of volunteerism are trustworthiness and commitment without which it cannot function properly. It requires cooperation and people skills since people who volunteer usually enjoy the activities with the community. A significant and important principle in volunteerism is also support and guidance to do the needed tasks.

Challenges in volunteer based organization are the increasing complexity of sport systems, conflict between paid staff and volunteers, and the disempowerment of volunteers. The level of complexity may have increased to the extent that it is difficult even for the most committed volunteers to find the time and/or to develop the needed skills. Hiring paid staff is one response to coping with increasing levels of complexity. However, differing values, expectations and motives between volunteers and paid staff are inherently conflictual. There is the potential for volunteers to feel as though they are being managed as resources rather than the owners and managers of community sport (Hoye et al 2008, Cuskelly 2004).

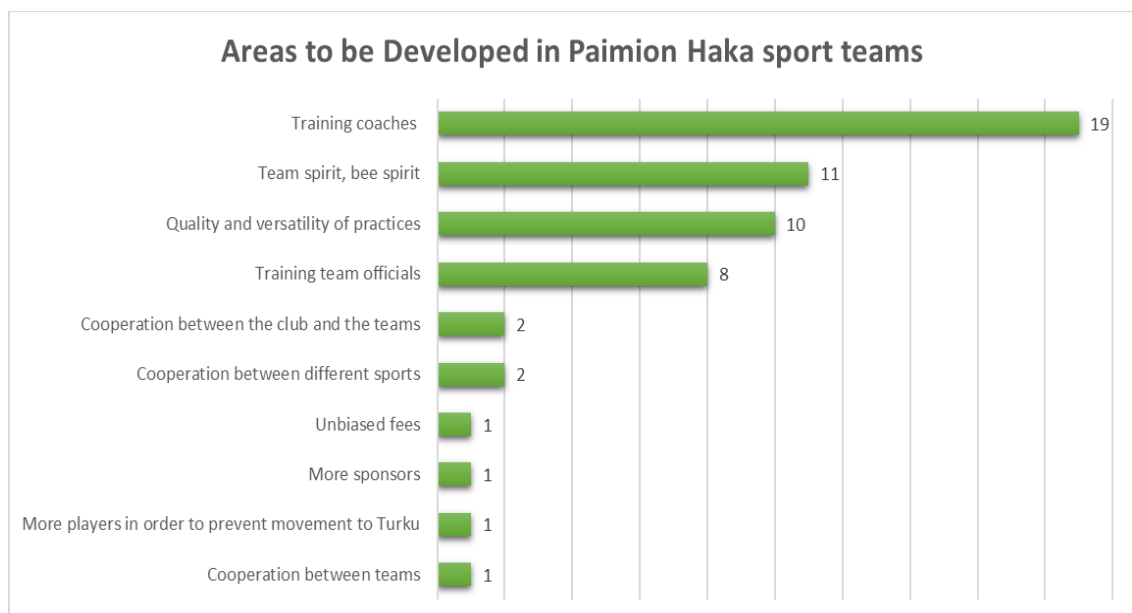
4.3 Recommendations

The Quality System (QS) implementation at Paimion Haka requires an updated strategic plan and clear vision on the future. It is recommended that before starting any new projects, the long-term action plan and its targets are the priority of the MT (management team) and these are both documented and communicated to all stakeholders. It is also pointed out that successful implementation of the QS requires that the club's MT duties are clarified and each board member is given a specific area to take responsibility for. The QS lists various key roles and additional Paimion Haka specific projects, such as football schools and camps, that all require a person to take the responsibility. It does not mean the MT member should do all the related work, instead it means the appointed person has the authority to make related decisions, take actions and call upon volunteers to assist.

Furthermore, it is recommended that the volunteer resources are included in the plans as well. They need a named person to coordinate and educate them into their roles. The best volunteers feel they are 'owners' of the club and their sense of belonging is strong. They are driven by shared goals and by the trust the club puts on them. However, the club's MT should bear in mind that there are many reasons why people join the club and how much time they can put into volunteering. Therefore, a good practice is to find out the depth of the personal interest.

Based on the Paimion Haka member survey results, there are various findings and recommendations on offer. Picture 4-1. lists and suggests team related areas of

development. Nearly half of the replies called after better and more professional coaching. Versatility of training, individual feedback and talent groups were on the improvement list as well. Another half of the Paimion Haka members criticized team leadership and management. These both areas of development are covered with proper training and documented guidelines. Paimion Haka specific coaching and team management handbook could be prepared and put available in the club's web site. Unfortunately, some respondents complained about lack of team spirit which is much harder to develop by anybody outside the team. It is therefore recommended that educating all team officials, (team leaders, coaches etc.) on Paimion Haka way of doing things, needs to be done as soon as the team has been established. New teams also require a mentor inside the club to provide information on the club's practices, preferably a long-term ideological Paimion Haka member.



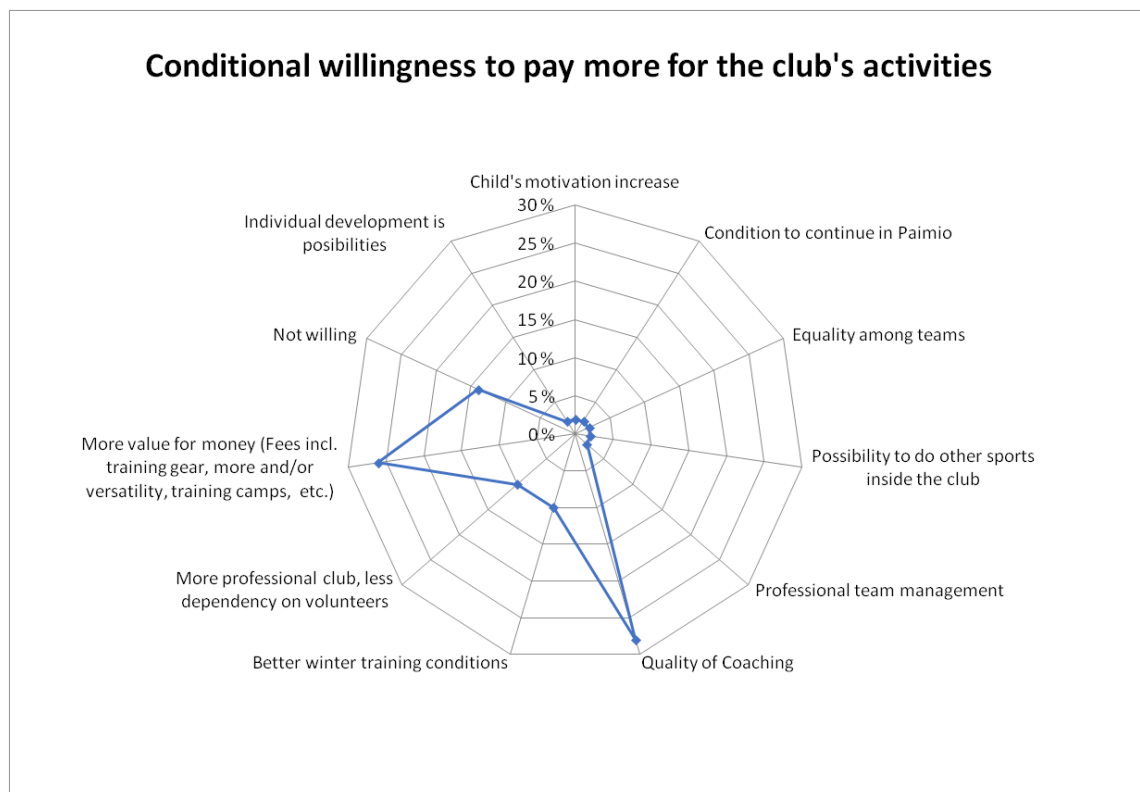
Picture 4-1. Practical Improvement Ideas for Team Activities Development.

Paimion Haka sport club activities are perceived good or very good. Only two issues raised a flag of concern. 33% of the members thinks that the club does not share information openly. This result is alarming and the issue needs to be tackled fast. Too tight inner circle and withholding information are factors which will alienate volunteers.

Another member dissatisfying factor was the winter training conditions which in case of football, is understandable. Nearly half of the respondents demanded better facilities for the winter season and it is my recommendation, that this will be noted in the formulation of Paimion Haka strategic plan.

Two most important questions of the survey for the club management were regarding improvement ideas and on what terms the members would be willing to pay more for the activities. Responses to the first question focused nearly entirely on 1) professional club management, 2) professional coaching and 3) winter season training conditions. Improvement areas in club management call for openness and timely shared communication from the club to the teams. Some responses suggested that the club should take more responsibility and increase hand-holding and tutoring for new teams and their team officials. Furthermore, more volunteer guidance and acknowledgement was requested.

More than half of the replies insisted on better coaching and/or more compulsory training for them. In addition to formal and practical training, also a coach mentoring was suggested, for example, by increasing cooperation among coaches.



Picture 4-2. Conditional Willingness to Pay More for the Club's Activities.

Picture 4-2. illustrates certain factors which would motivate members to pay more for the club's services. According to the survey, 28% of Paimion Haka members would be willing to pay more for the club's activities if the coaching was more professional and quality better. Nearly as many, 26%, would be willing to pay more if paid money gave them more value. Given examples were versatility of training, training camps, specialized practices for goal keepers, more physical training and tuition includes more needed gear. 14% stated simply that they would not be willing to pay more.

Finally, I recommend that the management team plans carefully how to go forward with the Quality System requirements. It is clear that more organized ways of working are required and more focus is to be put on education and training of the officials in teams. There is a huge untapped volunteer potential within the teams which can be attracted and induced to the club's operations. Members of community sports organizations often feel ownership to the club and therefore, by asking them to help the cause, they experience the sense of worth and belonging to the community. Step-by-step, one task at a time, that's how new volunteers are attracted. However, it is recommended to carefully consider how members are communicated because there is potential that volunteers feel they are being managed are resources rather than owners and managers of the community sport. It is relevant to acknowledge that long-term and career volunteers have significantly higher levels of commitment.

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Paimion Haka Member Survey

Paimion Hakan jäsenkysely

Paimion Hakassa harrastavien perheenjäsentenne lukumäärä. Mikäli teillä on useampi Hakassa pelaava, olkaa hyvä ja täyttäkää kysely jokaisen kohdalta erikseen. Kiitos!
How many of your family is participating in Paimion Haka sporting activities? In case more than one, please fill in the questionnaire for each player separately. Thank you!

Harrastajien lukumäärä *Number of players* _____

Valitse ensisijainen laji, jota lapsesi/sinä harrastat Paimion Hakassa
Select your/your child's primary sports at Paimion Haka

Jalkapallo *Football*

Jääkiekko *Ice hockey*

Rooolisi seurassa ja/tai joukkueessa, valitse kaikki sopivat vaihtoehdot
Your role in the club and/or team, please select all suitable options

Pelaaja *Player*

Pelaajan vanhempi *Parent*

Valmentaja *Coach*

Joukkueenjohtaja *Team leader*

Huoltaja *Welfare officer*

Rahastonhoitaja *Treasurer*

Kioskivastaava *Coffee shop officer*

Tiedotusvastaava *PR & information officer*

Johtokunnan jäsen *Member of management board*

Joku muu *Other*

Mikä muu rooli sinulla on? *What other role do you have?*

Lapseni harrastus Paimion Hakassa
My child's hobby at Paimion Haka

Lapseni pelaa jalkapalloa
My child plays football

Lapseni pelaa jääkiekkoa
My child plays ice hockey

Lapseni pelaa molempia lajeja
My child plays both sports

Lapseni ei pelaa Hakassa, olen toiminnassa
itsenäisesti mukana
*My child doesn't play at Haka, I participate
independently*

Lapseni joukkue
My child's team

Vastausasteikko: 1 = Täysin eri mieltä 4 = Täysin samaa mieltä

Lapseni joukkue

My child's team

Vastausasteikko: 1 = Täysin eri mieltä 4 = Täysin samaa mieltä

Response scale: 1 = Totally disagree 4 = Totally agree

	1	2	3	4
Joukkueessa on hyvä oppimisen ilmapiiri <i>There is a good learning atmosphere in the team</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lapseni saa tasonsa mukaista valmennusta <i>My child gets coaching on his/her own level</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joukkueella on harjoituksia riittävän monta kertaa viikossa <i>The team has sufficient number of training sessions in a week</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joukkueella on riittävästi pelitapahtumia kauden aikana <i>The team has sufficient number of match events during a season</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lapseni saa riittävästi peliaikaa (Huom! Puolen pelin takuu alle 12-vuotiaille) <i>My child gets enough of minutes in matches (Note! Half a game guarantee for juniors under 12 years)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kannatan tasojoukkueajattelua jo alusta alkaen <i>I favor the idea to divide players into teams based on their skill level from the beginning</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Joukkueen toimihenkilöt ja vanhemmat kokoontuvat säännöllisesti <i>The team officers and parents gather together regularly</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Joukkueessa jaetaan tietoa avoimesti ja riittävästi

Information is shared openly and sufficiently within the team

Saan liikaa sähköpostia/viestejä koskien joukkueen asioita

I receive too many emails/messages regarding the team's affairs

Vastuuvallmentajan kanssa on helppo keskustella joukkueen asioista

It is easy to discuss with the head coach about the team's affairs

Joukkueenjohtajan kanssa on helppo keskustella joukkueen asioista

It is easy to discuss with the team leader about the team's affairs

Joukkueen talkoohenki on hyvä ja kaikki osallistuvat mahdollisuuksiensa mukaan toimintaan

The team has a good volunteer spirit and everybody participates in the team activities when possible

Minkä kouluarvosanan (4-10) antaisit lapsesi joukkueen toiminnasta? _____

Which school grade (4-10) would you give on your child's team activities?

Mitä asioita joukkueessa tulisi tehdä paremmin, jotta olisit tyytyväisempi lapsesi harrastukseen?

What should the team do better for you to be more satisfied with your child's hobby?

Mikä sinulle on tärkeintä lapsesi harrastuksessa? Toteutuuko se Paimion Hakassa?
 What is the most important thing for you in your child's hobby? Does Paimion Haka achieve this?

Paimion Hakan seuratoiminta

Paimion Haka club activities

Vastausasteikko: 1 = Täysin eri mieltä 4 = Täysin samaa mieltä

Response scale: 1 = Totally disagree 4 = Totally agree

	1	2	3	4
Paimion Hakassa jokaisella on mahdollisuus harrastaa omalla tasollaan <i>In Paimion Haka everybody can practice on their own level</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lapseni osallistuu mielellään seuran järjestämiin oheistoimintaan (leirit, koulut, testaus, jne) <i>My child likes to participate in additional activities organized by the club (camps, schools, testing etc.)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lapseni harrastuksen maksut ovat kohtuulliset <i>The costs of my child's hobby are reasonable</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seuran harjoitusolosuhteet ovat tällä hetkellä riittävällä tasolla talvikaudella <i>The club's training conditions are currently on adequate level during winter season</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seuran harjoitusolosuhteet ovat tällä hetkellä riittävällä tasolla kesäkaudella <i>The club's training conditions are currently on adequate level during summer season</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Seuran verkkosivuilta löytyy helposti
etsimäni tiedot ja henkilöt
I can easily find information and contact
people I need from the club's website

Seuran yhteyshenkilöiden kanssa on helppo
keskustella
It is easy to discuss with the club's contact
people

Seura jakaa tietoa avoimesti
The club shares information openly

Seuran toiminnan laatu on hyvä
The quality of the club's activities is good

Paimion Hakan julkisuuskuva on hyvä
Public profile of Paimion Haka is good

Kerro vielä omin sanoin mielipiteesi seuraavista

Tell us your opinion on the following please

Miksi olette valinneet seuraksenne Paimion Hakan?
Why have you chosen Paimion Haka to be your club?

Mitä asioita Paimion Hakan tulisi tehdä paremmin, jotta olisit entistä tyytyväisempi lapsesi
harrastukseen?

What could Paimion Haka do better for you to be more satisfied with your child's hobby?

Olen valmis maksamaan harrastuksesta enemmän, jos...
I would be ready to pay more for the hobby if...

Minkä kouluarvosanan (4-10) antaisit Paimion Hakalle?

Which school grade (4-10) would you give to Paimion Haka?

Suosittelletko Paimion Hakaa harrastustaan aloittaville?

Would you recommend Paimion Haka for beginners?

- Kyllä/ Yes En/ No

Kiitos arvokkaasta vastauksestasi. Yhdessä teemme toiminnastamme entistäkin parempaa! Johtokunta käsittelee kyselyn vastaukset ja tekee niiden pohjalta kehitystyötä.

Napauta tästä siirtyäksesi kotisivuillemme

Thank you very much for your valuable answers. Together we make our activities better! The management board studies the results and uses them to develop the club.

[Click here to go to our website](#)

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