

Eeva Sunnari

Towards More Professional Management of Non-profit Sport Clubs  
Case Study on Challenges and Solutions in Figure Skating

University of Jyväskylä  
Department of Sport Sciences  
Sport Planning and Administration  
Master's Thesis  
Spring 2009

SUNNARI, EEVA:

Kohti ammattimaisempaa yleishyödyllisten seurojen johtamista  
Tapaustutkimus haasteista ja ratkaisuista taitoluistelussa

## TIIVISTELMÄ

Pro gradu -tutkielma, 158 sivua (+ liitteet, 13 sivua)

Liikuntasuunnittelu- ja hallinto

Kevät 2009

Johtamisen laadun merkitys kasvaa yleishyödyllisissä urheiluseuroissa managerialismin vahvistuessa ja kokopäiväisten työntekijöiden lukumäärän noustessa. Noin 12%:ssa suomalaisista urheiluseuroista on kokopäiväinen työntekijä. Hallinnolliset työntekijät, kuten toiminnanjohtajat, työskentelevät useimmiten vielä yksin.

Tämän kvalitatiivisen tapaustutkimuksen tavoitteena oli selvittää, miten voidaan parantaa seurajohtamisen laatua, selkeyttää seuratoimintaa ja toiminnanjohtajan työtä sekä luoda niille jatkuvuutta. Tutkimuksessa tarkastellaan yleishyödyllisen taitoluisteluseuran johtamisen haasteita ja esitetään niihin mahdollisia ratkaisuja. Selvityksen aineistoina ovat aiemmat tutkimukset, seuran arkistomateriaalit sekä 11 kvalitatiivista puolistrukturoitua haastattelua, joissa on kerätty tietoja Helsingin taitoluisteluklubin (HTK) hallitukselta, nykyisiltä ja entisiltä työntekijöiltä sekä muiden suomalaisten taitoluisteluseurojen toiminnanjohtajilta. Haastatteluaineistoa tarkasteltiin lähilukumenetelmän (seuran arkistomateriaalit ja hallituksen pöytäkirjat) sekä laadullisen viitekehysanalyysin (haastattelut) avulla. Analysoinnin jäsentämiseksi luotiin viitekehys aiempien tutkimusten (kvalitatiivinen managerialismi, johtamisen auditointi, hallintotapasuositukset, laatujohtaminen) pohjalta.

Tulokset vahvistivat seuran hallinnon kriittisen massan olevan ääri rajoillaan. Yhteiskunnallisten muutosten takia lyhyemmässä ajassa on tehtävä enemmän. Vapaaehtoisten motiivit ja sitoutuminen näyttävät muuttuneen yhteisen hyvän edistämisestä yksilön etujen ajamiseen, ja seurajäsenet aktiivisine vanhempineen muistuttavat laatutietoisia kuluttajia. Vapaaehtoistyön määrän ja tarpeen kasvaessa tiettyjä toimintoja on ammattimaistettava ja vapaaehtoistyötä vahvistettava. Toimintakulttuuri vaikeutuu, koska mukana olevilla on ristiriitaisia odotuksia, henkilöresurssit ovat aiempaa moninaisempia ja esimiehet toimivat vapaaehtois pohjalta. Lisäksi tähän vaikuttaa taitoluistelun erityislaatu lajina, jossa taide ja urheilu yhdistyvät.

Johtamisen parhaita käytäntöjä tulisi kehittää seuran johtamisen laadun parantamiseksi ottamalla käyttöön menetelmiä, joissa hyödynnetään erilaisten laatutoimenpiteiden ominaisuuksien synteisiä. Koska ammattimainen johtaminen ei vielä ole toteuttamiskelpoinen vaihtoehto kolmannen sektorin urheiluseuroissa, realistisin ratkaisu HTK:lle sekä muille samojen haasteiden parissa painiville organisaatioille lienee vähittäinen siirtyminen kohti ammattimaisempia toimintoja keskittyen samalla vapaaehtoisten innostamiseen.

Asiasanat: laatujohtaminen, managerialismi, urheiluseura, ammattimaistuminen, vapaaehtoistyö.

UNIVERSITY OF JYVÄSKYLÄ  
Department of Sport Sciences/Faculty of Sport and Health Sciences

SUNNARI, EEVA:

Towards More Professional Management of Non-profit Sport Clubs  
Case Study on Challenges and Solutions in Figure Skating

### **ABSTRACT**

Master's Thesis, 158 pages (+ Appendices, 13 pages)  
Sport Planning and Administration  
Spring 2009

---

The quality of management is becoming increasingly important for non-profit sport clubs, as the trend of managerialism strengthens and the number of full-time employees grows. In Finland, 12% of non-profit sports clubs have a full-time employee. Those in administrative positions, such as Directors of Operations, often still work alone.

This qualitative case study focuses on how the quality of a club's management could be improved in order to introduce sustainability and clarity to the activities and a rationale for the Director's position. The challenges found in the management of a non-profit sport club in figure skating are examined and possible solutions for them proposed. The investigation is based on previous research in the field, on club archive materials and on 11 qualitative semi-structured interviews of the Board members and current and previous employees of the Helsinki Figure Skating Club (HFSC), and other Directors of Operations in Finnish figure skating clubs. The data was examined by means of close reading (the Club's archives and Board meeting minutes) and qualitative framework analysis (the interviews). On the basis of previous studies (qualitative managerialism, management audit, governance guidelines, quality management), a framework was outlined to provide structure for the analysis.

The results confirm that the critical mass of the Club's administration has reached its limits. Because of societal changes, more has to be done in less time. The motives and commitment of volunteers seem to have transformed from common benefits into more individualistic interests, and club members and their active parents bear a resemblance to quality-conscious consumers. These changes give rise to the need to professionalize certain functions and the necessity to strengthen volunteering, the rate of and demand for which are increasing. Challenges for operations are also brought about by conflicting expectations, the diversity of human resources, the voluntary superiors, and the specialty of figure skating as a discipline combining art and sport, which contribute to a more complex operational culture.

Managerial best practices must be developed to reduce gaps in the Club's management. Methods based on a synthesis of features of quality measures will contribute to better managerial operations. Fully professional management is not yet a feasible option for non-profit sport clubs. Therefore, moving gradually towards more professional measures, while also inspiring volunteers, is likely to be the most realistic solution applicable to the HFSC and other similar organizations facing comparable challenges.

Key words: quality management, managerialism, non-profit sport club, professionalism, volunteering.

# CONTENTS

<b>ABSTRACT .....</b>	<b>2</b>
<b>INTRODUCTION.....</b>	<b>5</b>
1.1 PERSONAL INTEREST .....	6
1.2 THE STRUCTURE OF THE THESIS.....	7
<b>2 RESEARCH TASK .....</b>	<b>9</b>
2.1 FIGURE SKATING CLUB AS A RESEARCH OBJECT.....	9
2.2 PURPOSE, AIMS AND RESEARCH QUESTION .....	14
<b>3 IMPLEMENTATION OF THE STUDY .....</b>	<b>16</b>
3.1 QUALITATIVE RESEARCH .....	16
3.2 RESEARCH DESIGN AND METHODOLOGY.....	17
3.2.1 <i>Collection and analysis of the data</i> .....	17
3.2.2 <i>Timeline and description of the research process</i> .....	19
3.2.3 <i>Backgrounds of the interviewees</i> .....	22
3.2.4 <i>Reliability and validity</i> .....	23
<b>4 NON-PROFIT SPORTS CLUBS AS LEISURE SERVICE ORGANIZATIONS.....</b>	<b>25</b>
4.1 VOLUNTEERING AS LEISURE ACTIVITY.....	26
4.2 THE CONCEPT AND TYPOLOGIES OF ORGANIZATIONS.....	29
4.3 NON-PROFIT SPORTS CLUBS IN THE FINNISH PHYSICAL CULTURE.....	36
<b>5 QUALITY OF VOLUNTEER-BASED LEISURE MANAGEMENT IN NON-PROFIT SPORTS CLUBS .....</b>	<b>45</b>
5.1 PROFESSIONALIZATION OF ADMINISTRATION .....	47
5.2 ADMINISTRATION IN SPORTS CLUBS: MANAGEMENT AND LEADERSHIP.....	48
5.3 MANAGEMENT AS A GENERAL CONCEPT .....	50
5.4 MANAGERIAL ROLES, SKILLS AND ACTIVITIES .....	51
5.5 LEISURE MANAGEMENT AND MANAGEMENT OF VOLUNTEERING .....	56
5.6 QUALITY OF MANAGEMENT IN SPORTS CLUBS .....	58
5.7 FEATURES OF TOTAL QUALITY MANAGEMENT IN THE DEVELOPMENT OF QUALITY CULTURE.....	60
5.7.1 <i>Components and approaches</i> .....	61
5.7.2 <i>Quality improvement models and forms of co-operation</i> .....	64
5.8 THE EFFECTS OF GOOD GOVERNANCE ON THE QUALITY OF MANAGEMENT.....	66
5.9 MANAGEMENT AUDIT AS A TOOL FOR SPORTS CLUBS.....	70
<b>6 CHALLENGES FOR AND GAPS IN THE CURRENT QUALITY OF MANAGEMENT .....</b>	<b>72</b>
6.1 FULL-TIME EMPLOYEES, ORGANIZATIONAL STRUCTURE AND WORK GROUPS .....	75
6.2 THE JOB DESCRIPTION OF THE DIRECTOR OF OPERATIONS .....	78
6.2.1 <i>Attitude and personal characteristics vs. loneliness</i> .....	81
6.2.2 <i>Ideal job description</i> .....	82
6.3 THE BOARD AND THE CHAIRMAN AS THE DIRECTOR OF OPERATIONS' SUPPORT AND SUPERIORS .....	84
6.4 OPERATIONAL CULTURE, MODELS AND POLICY LINES .....	88
6.5 TIME MANAGEMENT AND PRIORITIZATION .....	92
6.5.1 <i>Work vs. leisure and emotional bond vs. coping</i> .....	93
6.5.2 <i>Prioritization of tasks</i> .....	94
6.6 OUTLINING ROLES, RESPONSIBILITY AREAS AND GUIDELINES.....	96
6.7 STRATEGIC PLANNING, BOARD MEETINGS, DECISION-MAKING, IMPLEMENTATION, FOLLOW-UP .....	100
6.7.1 <i>Strategic planning, implementation and monitoring</i> .....	101
6.7.2 <i>Transparency of operations and conflicts of interest</i> .....	105
6.7.3 <i>Structuration of meetings and the role of the Chairman</i> .....	106
6.8 MANAGEMENT OF DIVERSITY OF HUMAN RESOURCES.....	109
6.8.1 <i>Recruiting and managing volunteers, outsourced vs. voluntary forces</i> .....	109
6.8.2 <i>Positive atmosphere, common benefits and co-operation</i> .....	112

6.9	COST MANAGEMENT AND ECONOMY .....	114
6.9.1	<i>Measures of monitoring, development and division of expenses</i> .....	114
6.9.2	<i>Marketing and fund-raising</i> .....	117
6.10	COMMUNICATIONS .....	119
6.10.1	<i>Communication styles, emotional bond and subjectivity</i> .....	119
6.10.2	<i>Networking and communication channels</i> .....	123
6.10.3	<i>Methods for thanking and supporting</i> .....	125
<b>7</b>	<b>SOLUTIONS FOR THE QUALITY OF MANAGEMENT .....</b>	<b>127</b>
7.1	MANAGERIALISM: STRATEGIC, WORK AND SUCCESSION PLANNING .....	129
7.2	INTERNAL POLICY LINES, TIME MANAGEMENT AND PRIORITIZATION .....	131
7.3	OPERATIONAL CULTURE AND COMMUNICATION .....	133
7.4	MANAGEMENT OF DIVERSITY OF HUMAN RESOURCES .....	137
7.5	MANAGEMENT OF FINANCES AND ECONOMY .....	139
7.6	CONCLUSIONS .....	141
	<b>REFERENCES .....</b>	<b>145</b>
	<b>APPENDICES .....</b>	<b>159</b>
	APPENDIX 1. SEMI-STRUCTURED INTERVIEW FRAMEWORK 1. FOR THE HFSC BOARD MEMBERS .....	159
	APPENDIX 2. SEMI-STRUCTURED INTERVIEW FRAMEWORK 2. FOR DIRECTORS OF OPERATIONS .....	161
	APPENDIX 3. SEMI-STRUCTURED INTERVIEW FRAMEWORK 3. FOR VIRPI KUNNAS-HELMINEN .....	164
	APPENDIX 4. SEMI-STRUCTURED INTERVIEW FRAMEWORK 4. FOR MERVU HUKKANEN .....	167
	APPENDIX 5. DETAILED BACKGROUND OF INTERVIEWEES OF THE 1 <sup>ST</sup> ROUND OF INTERVIEWS.....	170
	APPENDIX 6. DETAILED BACKGROUND OF INTERVIEWEES OF THE 2 <sup>ND</sup> ROUND OF INTERVIEWS .....	171

## INTRODUCTION

*”Taiteilijasielujen johtaminen [...] Taiteen ja urheilun sekoitus tuo omat haasteensa.” (Interview 8.)*  
[Leading artistic souls [...] The combination of art and sport brings its own challenges.]

*” [...]Että asiat, jotka ei normaalilla työpaikalla olisi mahdollisia, niin taitoluistelussa kyllä on.”*  
*(Interview 11.)* [[...] That things that wouldn't be possible in a normal work place, in figure skating they are.]

A key element of Finnish third sector sports club operations has throughout its history been, and still is, voluntary forces. Contrary to many other disciplines at the non-profit sector, figure skating has already for some decades been dealing with professionalism through its professional, full-time coaches, which has affected, for example, the operational cultures and the management of the clubs.

As a result of societal changes and increased individualism, the nature of volunteering seems to have changed. Recruiting, engaging and motivating volunteers appear to be more challenging. Since the number of tasks to be carried out has increased and the leisure time of individuals has reduced, more has to be done in less time, which contributes to the effectiveness of volunteering, the rate of which and demand for which are increasing. The motives of the majority of volunteers seem also to have transformed from common benefits into more individualistic and subjective interests, and the commitment to volunteer appears to be developing through the hobby of one's own child. Expectations for club services are increasing, and club members seem to be adopting consumer-like characteristics. These quality-conscious expectations of voluntary stakeholders seem to be conflicting with some of those of paid club employees. This gives rise to both the need to professionalize certain functions and the necessity to strengthen volunteering.

Professionalism and quality seem to be intermingled and entwined (see Section 5.6). Since the market orientation towards the private sector and its business models (i.e. managerialism) are also becoming more popular in the non-profit sector (Koski & Heikkala 1998, 113, 120, 218), the quality of management is becoming more important for contemporary leisure service-oriented, amateur-level sports clubs representing the non-profit sector.

Previous studies (e.g. Chelladurai 1999; De Knop, Van Hoecke & De Bosscher 2004; Kriemadis 2004; Mawson 1993; Oakland 1993; Slack 1997; Taylor & McGraw 2006) have shown that long-term promotion and adoption of quality methods in the managerial practices of such organizations result in a cultural change, improved communications as well as enhanced operations and job satisfaction.

In Finland, 12% of non-profit sports clubs have a full-time, and every fifth club a part-time employee. The number of full-time employees in such clubs is about 2700. (Koskela, Suomen Liikunta ja Urheilu & Manner 2008) Although the share of full-time employees is increasing, those in administrative positions (e.g. the Director of Operations) often still work alone. This sets many challenges for the clubs' administration and management, since the resources of one person are limited. It seems to be demanding to convince the club members that a full-time employee is not paid to and cannot replace the volunteers. This is the situation in the Helsinki Figure Skating Club (referred later in this Thesis as the HFSC) as well, which is facing additional challenges due to the special features of figure skating as a discipline combining art and sport. Hence, this qualitative case study of the HFSC focuses on how the quality of the Club's operations could be improved in order to increase the Club's managerial professionalism, facilitate the Director's work and clarify the position. The investigation for this Master's Thesis is based on previous research on the field, on close reading of the Club archive material, and on qualitative semi-structured interviews of the Board members of the HFSC and other Directors of Operations in Finnish figure skating clubs.

### *1.1 Personal interest*

The main reason behind choosing this particular club is that I trained and competed as a member and a team captain in this Club's synchronized skating team Rockettes for the last six years of my active skating career of 21 years. After retiring from active skating in 2006, I returned to the activities of the club in 2007 as a Chaperone and a Team Leader of my former team. This voluntary work increased my interest in the operations of the Club, and led to me to carry out my internship during the spring 2008 for the Club. The internship project comprised a survey of the Club's management challenges and improvement methods for these challenges. In addition to the internship, further

ideas for the implementation of this research were developed from the Master's Thesis of Riitta Puhto, finished in the spring 2008 in the University of Jyväskylä's Faculty of Sport and Health Sciences.

Puhto's research concentrated on the challenges of professional leadership in Finnish sports clubs, especially from the perspective of full-time Directors of Operations of various sports (Puhto 2008). Moreover, the conclusions of Puhto's Thesis gave me useful perspectives on where to possibly focus on in my research. These include, for example, the professionalization process of a club and its management, the operational models of professionally managed clubs, and problems related to these from the perspectives of various stakeholders, such as the Director, Board members and volunteers. (Puhto 2008, 149) In addition, comparative information was gathered from other Finnish non-profit sports clubs within figure skating.

### *1.2 The structure of the Thesis*

The second Chapter of this Thesis explores the figure skating club as a research object, and investigates the research task and problems, in terms of the aims and purpose of the study and the research question. Chapter 3 concentrates on the implementation of the study, which is presented through the planned design of the research and methodology. Also, the method and schedule of data collection and analysis are discussed along with the timeline of the research process, and the reliability and validity of this research.

Theoretical discussions in this Thesis concentrate on the professionalism and quality of management of leisure services in sport organizations representing the non-profit sector. First, the concept and typologies of organizations are discussed briefly. This is followed by a general review of organizations in the sport sector, and an investigation of non-profit sector sports clubs as leisure service organizations, including the important issue of volunteering as leisure activity. Then, Finnish non-profit sports clubs are discussed in the Finnish physical culture, along with the qualitative professionalization development process of the administration and management of the HFSC.

In addition to professionalization of administration and the current trend of managerialism within non-profit sport organizations, the general concept of



management is discussed in the context of administration, and in comparison with leadership. Also, the foundations of management along with the quality of management are explored from the perspectives of leisure, volunteering, and total quality management in sports clubs. The effects of good governance on the quality of management in non-profit sports clubs are investigated, and a model of a management audit is presented. Since quality and professionalism are intertwined, the frameworks of the interviews were compiled as a synthesis on all of these theoretical foundations.

The interview contents are discussed in Chapter 6 on the challenges for and gaps in the quality of management of the HFSC in comparison with other clubs interviewed. The discussion of Chapter 6 deals with full-time employees, organizational structure and work groups, the job description of the Director of Operations, the Board as the support of the Director of Operations, time management and prioritization, operational models and culture, outlining of roles, responsibility areas and guidelines, strategic planning, Board meetings, decision-making, implementation, follow-up, management of diversity of human resources, cost management and economy, and communications.

Finally, Chapter 7 on solutions for the quality of management of the HFSC and for the application of other similar clubs comprises discussion, proposals and conclusions along with future areas of research. Here, a framework based on previous studies is outlined to provide structure for the analysis. The concentration is on qualitative managerialism (i.e. strategic, work and succession planning), internal policy lines, time management and prioritization, operational culture and communication, management of the diversity of human resources along with that of finances and economy. The case of the Helsinki Figure Skating Club is carried along and referred to throughout the different Chapters of this Thesis.

## 2 RESEARCH TASK

This Master's Thesis is a qualitative research dealing with challenges and solutions for the management of a non-profit sport club in figure skating, with a particular focus on the activities of the Director of Operations in the HFSC. This Chapter begins by discussing figure skating as a research object. This comprises the presentation of the operations and activities of the HFSC as well as the history and disciplines of figure skating. These are followed by the exploration of the purpose, aims and research question of this Thesis.

### *2.1 Figure skating club as a research object*

Among the 9 000 Finnish sports clubs (Suomen Liikunta ja Urheilu 2006b, 2), there are 66 figure skating clubs (Suomen taitoluisteluliitto 2008a) as members of the Finnish Figure Skating Association. One of these is **the HFSC**, a Finnish non-profit sport club, the purpose of which is to provide ice skating-related leisure services in the sport sector for its members on a non-profit basis. It was established as an independent club in 1972 and, according to its internet pages, it is today the second largest and the most successful figure skating club in Finland (Helsingin taitoluisteluklubi 2008b). The club is located in Helsinki and of the four **disciplines of figure skating** (single skating, ice dance, pair skating, synchronized skating), it provides coaching and other services in **single and synchronized skating**, currently activating 800 members.

As a sport, *figure skating* combines speed and motion, power and elegance, courage and patience, discipline and freedom, and rhythm and own interpretation, which underlines the diversity of the sport and explains its broad popularity (Suomen taitoluisteluliitto 2008b). While figure skating is nowadays considered a women's or girls' sport, Adams (2007) and Puromies (2008, 14, 30) have argued that the history of figure skating is, by contrast, that of a manly sport that reflected the contemporary masculine values of social upper-class men. Until the end of the 19<sup>th</sup> century, women were not allowed to skate. With its roots in the 17<sup>th</sup> and 18<sup>th</sup> century, figure skating was considered an inappropriate sport for women, for example, because it was possible to fall on the ice publicly in front of strangers. Accordingly, the nature of the sport with its smooth

movements illustrated refined masculine values of the 18<sup>th</sup> century upper-class, noble, English gentlemen (e.g. elegance, upright posture, politeness and style) and provided them exclusive and privileged leisure time activity. Thus, the gendered qualities of grace, beauty and expressiveness were in fact signifiers of masculinity in the 18<sup>th</sup> and 19<sup>th</sup> centuries, and in contrast with the contemporary view, skating was considered “a cure for effeminacy”. In the 1920’s, skating began to be seen as more suitable for women, and after the Second World War the sport was already more popular among women than men. (Adams 2007, 872-873, 879, 890)

In Finland, the sport was introduced by Jackson Haines from North America. He visited Finland a few times during 1869-1875, and contributed to the initiation of organized figure skating activities in Finland. (Puromies 2008, 14-17; Suomen taitoluisteluliitto 2008b) The first Finnish figure skating club, the *Viipurin Luistinratayhdistys* (Vyborg’s Skate Track Association) was established in 1874 in Vyborg (Puromies 2008, 21). Then, in 1875, the *Helsingfors Skridskoklubb* (the Helsinki Skate Club, referred later in this Thesis as the HSK) was established, which also organized the first international competition in 1883 in Helsinki (Helsingfors Skridskoklubb 2008; Puromies 2008, 21, 24). The club is still in operation. The *Suomen Luistinliitto* (the Finnish Skate Federation), which later was changed into the *Suomen Luisteluliitto* (the Finnish Skating Federation) was founded in 1908, having both figure and speed skaters within the same federation. During 1910-1917 there were two National skating federations disputing with each other, due to the new skating division of the Finnish Gymnastics and Sports Federation (*SVUL*). Then, in 1960 the Finnish Figure Skating Association was established by the name of the *Suomen Kaunoluisteluliitto* (the Finnish Aesthetic Skating Federation), which was changed in 1968 into the *Suomen taitoluisteluliitto* (the Finnish Figure Skating Association). (Puromies 2008, 38-40; Suomen taitoluisteluliitto 2008b)

In the early 1900s, Finnish figure skating celebrated the success of Ludowika and Walter Jakobsson and their World Championship silver (1910, 1912, 1913 and 1922) and bronze medals in pair skating (1911, 1914 and 1923) along with Olympic gold in 1920 and silver in 1924. The next periods of international success followed in the 1970s, when Kristiina Wegelius, Susan Broman and Pekka Leskinen skated in the European and World Championships. (Puromies 2008, 44-55, 196-198; Suomen

taitoluisteluliitto 2008b) Moreover, Kristiina Wegelius and Pekka Leskinen represented the HFSC (Helsingin taitoluisteluklubi 2008b; Puromies 2008, 197), which is the case club of this Thesis. The most famous Finnish figure skaters are ice dancers Susanna Rahkamo and Petri Kokko, who succeeded in the 1990s with bronze from the European Championships in 1993 and gold in 1995 along with bronze from the 1994 and silver from the 1995 World Championships. (Puromies 2008, 152-165, 200; Suomen taitoluisteluliitto 2008b)

Among the four previously mentioned forms of figure skating, *single skating* seems to be the most recognized form of figure skating, which also has lifted its head in terms of international success of Finnish skaters during the beginning of the 2000s. In addition to the most recent success in women's category of the European Figure Skating Championships 2009 in Helsinki (Laura Lepistö gold, Susanna Pöykiö bronze), Finland has so far won bronze in the junior World Championships in 2001 (Susanna Pöykiö), silver in the European Championships in 2005 (Susanna Pöykiö), and bronze in 2007 (Kiira Korpi) (Suomen taitoluisteluliitto 2008b). Nowadays, Finnish figure skating clubs organize versatile competitive, recreational and fitness activities for children, youth and adults, beginning from the skating schools with approximately 10 000 active children (Suomen taitoluisteluliitto 2008b). In addition to the skating schools, the HFSC currently has 7 single skating groups with altogether about 50 single skaters, aimed at different age groups and different skill levels, starting at the skating school. The competitive groups are coached by the full-time head coach in single skating. (Helsingin taitoluisteluklubi 2008b)

*Synchronized skating* is the team sport of figure skating, where individuals blend into a unified group. Altogether 16 skaters implement required elements (e.g. formations, step sequences, lifts) as synchronized and unified as possible, while, at the same time, performing to and interpreting the music of the program. The sport includes elements from various disciplines of figure skating, such as ice dance, pair skating and single skating. Synchronized skating started in the 1950s in USA from an idea to combine cheerleading activities with figure skating at, for example, ice shows and carnivals (Hertto 2006, 7). However, Adams (2007, 881-882) has interestingly discussed a "team sport" that was popular already in the mid-1800s in England, the main aim of which was the unison of the 4-10 skaters in the group.

The first synchronized skating competitions were held in the 1970s between the North-American universities. In the early 1980s, synchronized skating spread to other countries in the world: to Japan, Australia, Europe and Scandinavia. The sport was brought to Finland by Jane Erkko, the founder of the HFSC. In 1991, the sport was accepted as an official event under the International Skating Union, which was a turning point for a huge development period for the sport. The first official World Championships were held in 2000 in Minneapolis, USA. (Hertto 2006, 7) Before that, the unofficial World Championships were held under the name of World Challenge Cup. Having been among the world's leading countries in synchronized skating for several years, especially this discipline of figure skating has continuously attracted more number of skaters in Finland since the 1990s. Finland has so far achieved medals in nearly every World Synchronized Skating Championships.

The HFSC has been one of the pioneer clubs in synchronized skating. Today it has seven synchronized skating teams for different age-groups and of different skill levels, four of which are coached by the full-time head coach of synchronized skating. These teams comprise altogether about 160 skaters. One team consists of 16-24 skaters, and the different divisions are *juvenile* (up to 12 years), *novice* (up to 14 years), *junior* (12-18 years) and *senior* (14 years and older), which compete at the national and international levels. In addition, there are recreational teams: an adults' division team, a junior team and a senior team for the lower level of national competition division.

All of the HFSC's national level competitive teams represent the Finnish top-level of synchronized skating. The juvenile team (*Mini Mints*) is among the national top teams, and the novice (*Finettes*) and junior (*Team Fintastic*) teams are the 2008 national champions of their divisions. In addition, the junior team is the current unofficial world champion of their division (World Challenge Cup for Juniors in 2007, 2008 and 2009) and the senior team (*Rockettes*) is the 2008 world champion. In addition, the senior team has earlier gained four medals at the ISU World Synchronized Skating Championships (2001 silver, 2004 bronze, 2005 silver, 2006 bronze).

Despite this competitive success and the serious training and commitment, the skaters are amateurs, who pay their expensive "hobby" mainly by themselves and partly by

fund-raising and small sponsorship deals. Once a season, the Finnish Figure Skating Association also grants small scholarships to the most successful Finnish teams and single skaters. Hence, in addition to recreational skaters and activities, the club provides services for elite-level competitive athletes and teams (amateur in terms of financial issues), which are provided by three full-time employees.

As can be seen in Figure 1, currently, there is only one administrative full-time employee (the Director of Operations) in the HFSC, who is responsible for the managerial activities of the club within three different dimensions: public, private and voluntary sectors. In addition, there are two professional full-time coaches (one in single skating and one in synchronized skating), a part-time skating school coordinator, several part-time coaches and number of volunteers working for the club. Moreover, the official employer of these employees, including the Director of Operations, is the voluntary Board and its Chairman. This combination of voluntary, professional, elite-level and recreational competition and activities on a non-profit basis sets special challenges and complexity for managing the club's administrative operations. Additionally, as mentioned in the beginning of this Chapter, a number of special features (challenges) to the managerial practices derive from the distinct culture of figure skating moulded by professional coaches and the combination of sport and art.

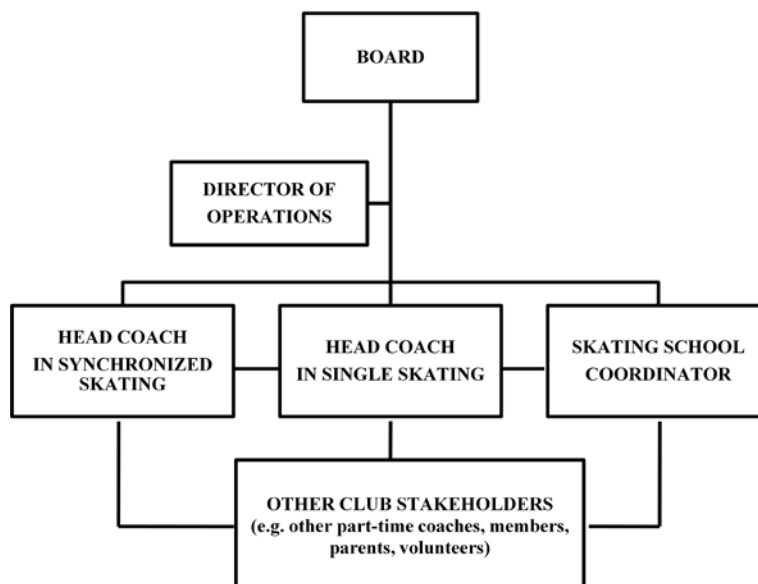


Figure 1. The organizational structure of the HFSC

## *2.2 Purpose, aims and research question*

Underlying the purpose of this Thesis is the fact that no holistic evaluation of the quality of managerial activities in the HFSC has been done before from the perspective of the Director of Operations. In 2001, a Quality Handbook of the operations was compiled for the club, but it has neither been used in practice nor updated. Therefore, there is an acute need in the club for a document based on such an evaluation, as the turnover rate in the position of the Director of Operations has been high and no concrete job description has been available when the employee changes.

This indicates that both the procedures and the atmosphere within the organization should be improved in order to keep the current employee. When volunteer-based services are provided by only one full-time administrative employee (the Director of Operations) for both elite athletes in the World Championship level and beginners in the grass-root level in single skating and synchronized skating, the club has to meet many management challenges. This gives rise to conflicting interests and expectations among different stakeholders, making the work of the Director of Operations even more difficult.

As regards the general research task of my Thesis, emphasis is placed on problems related to professional management of voluntary organizations. Moreover, this research aims at filling the gap in the analysis and development of the quality of management in Finnish non-profit sports clubs, with a particular focus on figure skating clubs, which have not been explored in detail. My general research goal is to contribute to increased quality and professionalism together with sustainability, rationality and clarity in the management of Finnish sport organizations. More specifically, my scientific objective is to answer the following *research question*:

*How could the quality of management in non-profit sport clubs such as the HFSC be developed, clarified and rationalized in order to improve the operations of the club, facilitate the work of the Director of Operations and, thus, increase job satisfaction?*

This general research question is divided into following *research problems* to be investigated:

1. The development process and current state of quantitative and especially qualitative professionalization in the administration and management of the HFSC.
  - a) The development process of professionalism throughout the Club's history
  - b) The current state of professionalism
    - i. The most common management challenges at the moment.
    - ii. Gaps in the quality of management of the Club's current operations.
2. Development of realistic solutions to improve the current state of professionalism of administration in order to reduce the management gaps and increase the Club's quality of management.

In order to answer the main question of my Thesis, I have explored and analyzed the development and current state of quantitative and qualitative professionalization in the management and administration of the HFSC since 1972. I also have compared my findings with the professionalization process and overall changes in Finnish civil activities within sports and exercise. The focus has particularly been placed on the qualitative professionalization process, that is, on the cultural changes and new models of operations within the club.

Furthermore, the changes in the organizational structure with regard to the administration and management are investigated in more detail to better analyze the current situation. This comprises, for example, describing the processes with regard to internal specialization, titles, administrative organs, critical mass, and standardization of operations (e.g. follow-up, job descriptions, decision-making, centralization of power), and analyzing the reasons behind these processes. In order to increase the Club's professionalism and quality of management, to clarify the job description and facilitate the work of the Director of Operations, I also have aimed at discovering, identifying and analyzing the most common challenges for management and gaps in the Club's current quality of management. This has been carried out through data collection and its findings (theoretical discussions, close reading of archive material, and interviews). Finally, based on the findings and their analysis, I have proposed solutions for minimizing these gaps and increasing the quality of management within the club.



### 3 IMPLEMENTATION OF THE STUDY

In order to answer the research question, the methodology of the study should be carefully decided on. This Chapter begins with a short introduction of qualitative research, applied to this Thesis. In addition, the implementation of this study from the research design and collection of the data to its analysis are described.

#### *3.1 Qualitative research*

According to Cassell, Buehring, Symon, and Johnson (2006, 161), defining qualitative research is not as simple as defining research without statistical methods, since qualitative research comprises various approaches, forms and uses. Tuomi and Sarajärvi (2002, 7) support this argument and state that the concept of qualitative research can be described as an umbrella, under which lie various types of research. In the field of management research, qualitative methods appear to have a great significance and often are described as data collection and analysis techniques that are based on non-numerical data (Cassell et al. 2006, 162). Hancock, Ockleford and Windridge (2007, 4, 6-7) argue that, unlike the quantifiable and measurable quantitative research methods, the more flexible qualitative research tries to broaden and deepen our understanding of the social world through data which cannot be measured numerically. This softer type of research includes finding out reasons for and understanding people's behaviour, opinions and attitudes. (Hancock et al. 2007, 4, 6-7; Tuomi & Sarajärvi 2002, 66-67, 70-71) Since this research focuses on non-quantifiable management challenges in non-profit organizations, qualitative method is a rational choice to achieve a deeper understanding on the issues investigated.

Having a long history within the research fields of social sciences and management, qualitative research has focused on the nature of managerial work, the impact of organizational control systems, employee relations, the everyday experience of work and gender, and identity at work (Cassell et al. 2006, 162). While qualitative methods have many positive features, such as gaining in-depth data on the study subject, it has also received criticism. It has been claimed that the results obtained from a small and selected sample group may not always be generalized to a larger population. However, in qualitative research, wide generalization of the results may not even be the aim.

(Hancock et al. 2007, 7; Tuomi & Sarajärvi 2002, 87) This also is the objective of this Thesis: after the more general study of Puhto (2008), my aim is to collect more specific information about the professional management of non-profit sport clubs by concentrating more in-depth on one club in comparison with few other similar ones.

### 3.2 *Research design and methodology*

According to Hancock et al. (2007, 10), there are various types of qualitative research, such as ethnography, grounded theory, interpretative phenomenological analysis, discourse analysis, conversation analysis, content analysis, and narrative analysis. A case study is used in qualitative research when gathering in-depth information of a single unit or small number of units, which may comprise individual people, groups or organizations. Since I have previous experience in the method of qualitative *case study*, it seems to be the most suitable method for this type of research. The HFSC and its quality of management from the perspective of its Director of Operations were chosen as the case and, thus, as the study subject. The theoretical discussions presented in this Thesis show that sufficiently reliable reference materials are available on the theoretical concepts related to this work. Information from previous studies was applied to my topic area and methodology with the aim of filling in a gap in the field, i.e., answering the research question and providing important information for the HFSC, its Director of Operations and other Finnish sports organizations facing similar problems.

#### 3.2.1 Collection and analysis of the data

Qualitative data collection methods include interviews, focus groups, observation, documented material, narrative, and open-ended questions in questionnaires. Interviews may be unstructured (a free-flowing conversation), semi-structured (open-ended questions based on themes on the topic area) or structured (strictly prepared identical questions presented in the same way and same order to every interviewee). (Tuomi & Sarajärvi 2002, 76-78, 80; Cassell et al. 2006, 164; Hancock et al. 2007, 16-17) Commonly used in qualitative research and quite straightforward to organize, the data of my research was collected by *semi-structured interviews*. This provided me with the possibility to discuss some topics in more detail if needed. Also called thematic interviews (Saaranen-Kauppinen & Puusniekka 2006), the semi-structured interviews

gave room for flexibility. The discussions flew freely, and the interview framework merely guided the direction of the discussions. As Saaranen-Kauppinen and Puusniekka (2006) point out, the order of the questions could vary. Not all questions were always asked, and some new ones were asked if prompted by the situation.

The number of interviewees for collecting sufficient amount of data seems to be flexible in qualitative research (Tuomi & Sarajärvi 2002, 89). Tuomi and Sarajärvi (2002, 89-90) suggest that *saturation* could be discussed as a solution, since it refers to a situation where the collected data begins to repeat itself. After this point, the interviewees will not appear to produce new useful information from the perspective of the research question. The point of saturation seems to vary depending on the research in question, and it should be remembered that it may not be applicable to all types of qualitative research. For example, when seeking for differences, discussion on saturation may be problematic. However, when seeking for similarities and themes, it often may be useful. (Tuomi & Sarajärvi 2002, 90-91) Therefore, the point of saturation should be evaluated, interpreted and noticed by the researcher. In my interviews, this was done, and the point of saturation was reached, since new data began to support those collected previously.

Hancock et al. (2007, 24) explain that qualitative analysis mostly comprises the categorization of verbal or behavioral data for purposes of classification, summarization and tabulation, which can be done on two levels: descriptive and interpretative analysis. Descriptive is the basic or manifest level of analysis, which focuses on what was actually said, documented or observed. Interpretative analysis indicates the higher or latent level of analysis, which concentrates on meanings and implications of a response. Lacey and Luff (2007) mention that there are various approaches to qualitative data analysis, pointing out the most used theories and methods as (1) more theoretical grounded theory and (2) more thematical framework analysis. In my analysis, constant comparison approach from the grounded theory appeared to be applicable, as it permits the identification of the important themes in a systematic manner. In the analyses of data, this grounded theory approach includes, open coding, progressive focusing, application of the coding frame and summarizing and interpreting the findings. These procedures would reveal similar themes and patterns in the data, and allow labelling theoretical categories, and reflecting how theory which has arisen from the data would fit to these findings. (Douglas 2006, 260-262; Hancock et al. 2007, 14, 26-27)

As the aim of my research was not to try to develop any theories from the data, I decided to analyze my data *thematically* through a *framework analysis*. This was done mainly at the descriptive level of analysis, but relying on the interpretative level as well. Representing a more recent inductive approach, the framework analysis also provides systematic and visible stages to the process of analysis. By contrast to grounded theory, it is considered to be more suitable for providing outcomes and recommendations within a short timescale (Lacey & Luff 2007, 13-16). After recording the interviews, it is time for the framework analysis, which consists of five key stages: (1) familiarization, (2) identifying a thematic framework, (3) indexing, (4) charting, and (5) mapping and interpretation (Lacey & Luff 2007, 13-16).

As to the first two stages, *familiarization* indicates transcribing and reading the data, whereas *identifying a thematic framework* refers to initial coding framework developed from the familiarization stage's both a priori and emerging issues. *Indexing* (i.e. coding) includes the application of thematic framework to the data by using numerical or textual codes in identifying pieces of data corresponding to different themes. *Charting* indicates using headings from thematic framework to create charts (either thematic or case charts) of the data for the facilitation of the analysis. Finally, *mapping and interpretation* comprises the identification and definition of patterns, concepts, typologies, associations and explanations in the data through visual displays and plots. (Lacey & Luff 2007, 13-16) All of these stages were used in the data analysis of this Thesis.

### 3.2.2 Timeline and description of the research process

The data collection of this research was completed in June 2008 through semi-structured qualitative interviews. The first interview round was carried out in the end of March 2008 and in the beginning of April 2008 by interviewing the members of the HFSC's Board (5 persons), the Director of Operations and the Board Chairman. For these seven interviews I compiled a semi-structured interview framework (see Appendix 1). The framework was approved by the Chairman of the Board and sent to the interviewees a week before the interviews were scheduled to begin. The ideas for the contents of the framework were based on discussions with the Chairman and on the literature review of my research, which I finished just before compiling the framework.

Especially the Sections on management audit, total quality management and governance gave me useful insights into this process, which were synthesized into the interview framework. In April 2008, I transcribed the interviews and finished the summary and preliminary analysis of these results by using the thematic framework analysis described on the previous page. Based on the results of the first interview round and further analysis and discussions with the Chairman during the spring 2008, I compiled new, edited versions of the interview framework (see Appendices 2-4) for the next round of interviews described below. These questions were, again, sent to the interviewees well beforehand.

Initially, I also planned to interview other current and/or former full-time Directors of Operations of similar, Finnish figure skating clubs. As regards the information on such current full-time Directors of Operations, I received no reply from the Finnish Figure Skating Association to my inquiries. Therefore, I carried out an online search on 26 May 2008. From the Finnish Sports Federation's internet site's *Sporttilinjat* (Sports Lines) database application, I found out that there are about 250 full-time Directors of Operations in Finland working in various sports associations and clubs (Suomen Liikunta ja Urheilu 2008e). Then, I searched through every internet site of Finnish figure skating clubs, comprising altogether 66 clubs (Suomen taitoluisteluliitto 2008a).

This search showed that at that time among the 2700 Finnish full-time employees (Koskela, Suomen Liikunta ja Urheilu & Manner 2008) and in addition to the HFSC, there were only three other full-time Directors of Operations, whose clubs have figure skating as a sport. However, all of these three clubs (the VG-62, the Koo-Vee and the Tappara ry) are multidisciplinary sports clubs, which indicates that their Directors of Operations are not directly and solely dealing with figure skating. I also discovered two more clubs with a person named as the *Director of Operations*, but in these two cases (the Oulunkylä Figure Skating Club and the Pori Figure Skaters) the employees were not working full-time for the club, since both clubs are small and had no separate office. My search also revealed that there are at least three figure skating clubs in the Helsinki area with a part-time or full-time administrative employee, but with a different title. For example, the Tikkurila Figure Skating Club (TTK), the South-Vantaa Figure Skaters (EVT) and the HSK have a *Club Secretary*. Based on my previous experiences and

earlier discussions, it seems that these Club Secretaries may have partly similar job descriptions and tasks to that of the Director of Operations in the HFSC. However, the titles may derive from lack of financial resources or “political” issues related to salaries of employees. It might be that certain clubs prefer to employ a Club Secretary so that s/he would not have to be paid as much as for a person titled the Director of Operations, although the persons would be carrying out quite similar tasks and work responsibilities.

Therefore, during the spring 2008 it appeared that the HFSC was the only specialized Finnish figure skating club with a full-time Director of Operations, which created an interesting aspect for this research. Hence, in addition to the two Directors of Operations of different multi-disciplinary sports clubs, I decided to interview more persons within the HFSC, a total of seven interviewees. Four persons were interviewed on the second round carried out in June 2008. More detailed descriptions of the interviewees and the reasons why they were selected are found in Appendices 5 and 6. Also, some volunteers, coaches and skaters in the HFSC were discussed with unofficially, to achieve opinions and information from different levels of the organization and to increase my knowledge as a researcher on the topic area.

After collecting the data, the interview transcriptions and analyses were completed by the end of August 2008, and other parts of the Thesis drafted during the rest of the autumn 2008. This included strengthening and restructuring theoretical aspects and collecting more information about the activities of the HFSC throughout its history. For example, employee and financial situations, developments and other changes in the activities of the Club were examined from the yearly reports on the Club’s operations and minutes of the Board meetings. Finally, the results were analyzed further and conclusions drawn. This stage comprised discussion on the findings, identification on the limitations of the study, and developing recommendations for future research and for practical implications (Hancock 1998). The more detailed *timeline of the research* stages are shown in Table 1.

Table 1. Timeline of the Research Process

<b>Actions</b>	<b>Time</b>
First steps on defining the Research	Autumn 2007
Evaluative Annotated Bibliography	December 2007
Literature Review	March 2008
Research Plan	February–May 2008
Structure of the initial interview framework	March 2008
Data collection 1. (1st round of interviews)	March–April 2008
Data analysis 1. Structures of other interview frameworks	May 2008 May–June 2008
Data collection 2. (2nd round of interviews)	June 2008
Data analysis 2.	June–August 2008
Strengthening and restructuring the Thesis	June–December 2008
Conclusions and finalizing the Thesis	December 2008–April 2009

### 3.2.3 Backgrounds of the interviewees

The first interview round included seven persons: the HFSC's Board members of the season 2007-2008, the Club's Chairman and the Director of Operations, who also was a Board member at that time. Since some of the Board members requested that their names would not be attached to the direct interview citations, the referencing of the citations is structured according to the sequence of the conducted interviews (e.g. Interview 1, Interview 2). The dates of the interviews are given in the end of the list of references, where the names of the interviewed Board members are listed in alphabetical order. The interviewees of the second interview round gave permission for their names to be attached to the citations. These details can also be seen in the end of the references of this Thesis. In order to maintain consistency, the referencing of these interviews also follows the earlier pattern (Interview 8, Interview 9 etc.).

The diverse backgrounds, expertise and activities of the interviewees can be interpreted from their **education and titles**, as shown in Appendix 5. The typical energetic and multi-skilled picture of active persons at the Finnish non-profit sport club sector also emerges from the interviewees of the second round, i.e. two current and one former

Directors of Operations and one former Club Secretary, aged between 33-47 (see Appendix 6). The clubs of the interviewees represent two general clubs (the VG-62 and the Tappara ry), where figure skating forms a dynamic part, and two specialized figure skating clubs (the HSK and the HFSC). All interviewees are current Board members of their clubs, one of which also is the Board's Vice Chairman. All the interviewees have vocational qualification in business and administration. Everyone also has either a second occupation or experience in other studies, and they are active in the committees and working groups of their clubs and have been involved in other club and private sector activities (e.g. treasurer, secretary, chairman of event division, own enterprise). The interviewees of the first round have varying histories in being **active in the Club and Board operations** (since 1992-2007), and the average period of activity is quite long (see Appendix 5). The experiences of the interviewees of the second round of being active in their clubs ranges from many decades to under a year (see Appendix 6).

#### 3.2.4 Reliability and validity

The importance of reliability and validity appears to have been emphasized in research conducted so far. Hence, the requirements concerning them should be met in this research as well. *Reliability* refers to the ability of the tool of data collection to give consistent and reproducible results, whereas *validity* indicates the accuracy with which the data collection tool collects the information intended (i.e. the research investigates the issues intended). In order to achieve reliability in qualitative research, the approach and methods of data analysis along with the documentation of the research process (e.g. creation of themes, concepts or theories) should be clearly described. (Tuomi & Sarajärvi 2002, 133; Lacey & Luff 2007, 26-27) These are prerequisites for a possible generalization of the results into the operations of other Finnish figure skating clubs and to the positions of their full-time employees, such as Directors of Operations. Validity can be evaluated, e.g. through reflecting on the impact of the research design and analysis approach on the results, the consistency of findings, taking into account as many viewpoints as possible, and sufficient and systematic use of original data (Lacey & Luff 2007, 26-27). Thorough structuring of the interview framework has been emphasized as well to gather the most important information aimed at. It also can be argued that the clubs represented in the interviews increase this research's reliability.



*Triangulation* is applicable in this research to increase reliability and validity, since it indicates collecting and analyzing data from more than one source to achieve a better perspective on the issue investigated. By combining different methods, researchers, sources of data or theories, triangulation also appears to be useful in overcoming possible personal prejudices of the researcher. (Tuomi & Sarajärvi 2002, 140-143; Taanila 2005; Lacey & Luff 2007, 26-27). In this research, two rounds of interviews have been conducted in different contexts and, in addition to the archives of the Club, theoretical data on the topic area has been combined from different viewpoints (e.g. management, leadership, governance, quality management). This indicates that *multiple triangulation* has been used as a combination of data and theory triangulation by collecting data from different theoretical frameworks and from different people in different roles, at different occasions (see Figure 2).

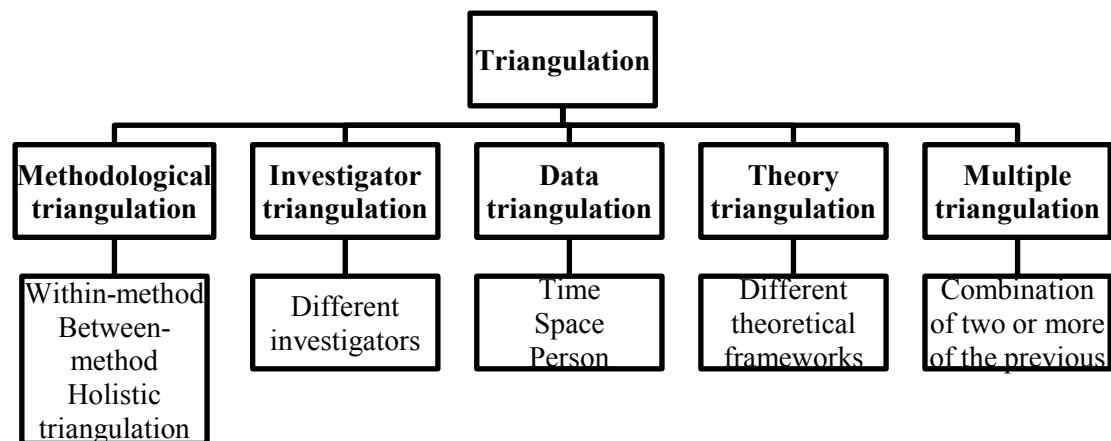


Figure 2. Triangulation (Taanila 2005)

The personal interest developed in the investigated club through my skating career is an important factor in adding to the validity of this research, since I already had a good knowledge of the topic area in terms of the sport(s) (single and synchronized skating) and the case club. The existing contacts within the club and in other related networks also facilitated the research process, and increased its validity. The *ethics* of this research in terms of *objectivity* and *confidentiality* were also regarded to achieve reliability and validity. Since I have a strong personal interest in the topic area, I aimed at remaining as neutral as possible and focused on emphasizing my objectivity at all times in order to avoid a biased analysis of the data.

#### 4 NON-PROFIT SPORTS CLUBS AS LEISURE SERVICE ORGANIZATIONS

**Sport** as physical leisure-time activity that is planned, structured and competitive may have various goals from expressing or improving physical fitness and mental well-being to forming social relationships or succeeding in competitions. (Gratton & Taylor 2000, 6-7; Watt 2003, 9) In the Finnish language, in addition to the word *urheilu* (sport), the word *liikunta* (physical activity) also is widely used when discussing sports, which gives a Nordic viewpoint to defining the concept of sport. This underlines the broadness of Finnish physical culture, comprising the common primary agents within sports and physical activities in the Nordic countries as families, sports clubs, schools and municipalities. These agents include organized and unorganized, and competitive and recreational activities for elite, youth and health-related sports and physical activities. (Heinilä 1989, 225; Heikkala & Koski 1999, 4) As mentioned in Chapter 1, the HFSC represents a primary agent (a Finnish non-profit sport club) offering organized recreational, health-enhancing, and competitive sports and physical activities for children, youth and adults at all levels including elite sport.

Challenging to distinguish from sport, the concept of **leisure** is often used in the frameworks of recreation. It can be defined as optional/“free” time, cluster or form of activities, a state of being (e.g. a mental and spiritual attitude), and a holistic concept of a way of life in implementing existence of an individual (e.g. in expressing intellectual, creative, social or financial needs and drives). This also includes necessities, such as physical needs (e.g. food, water, sleep). Reasons behind leisure activities comprise relaxation, entertainment, satisfaction of needs and personal development, which are based on the individual’s own choice and dependent on personal values and interpretations. Such activities are often correlated with positive behaviour and can vary depending on individual and demographical differences. (Edginton & Williams 1978, 2)

In sport context, leisure or recreation can be seen both as spectator and active sports or as physical activity, executed either as an organized activity in a club, group or on one’s own (Gratton & Taylor 2000, 6-7). Since the concept of **sport management** indicates professionalized, commercialized, and commodified operations (e.g. professional clubs with athletes as full-time employees), this Thesis concentrates more on the quality of

**leisure service-oriented management of sports clubs** operating at amateur level, on a non-profit basis with only one (or couple of) full-time administrative employee/s.

#### *4.1 Volunteering as leisure activity*

**Volunteering** as a leisure activity can be described as formal or informal, non-profit, non-coerced help offered for the advantage of other individuals (i.e. altruism) and for the volunteer (i.e. self-interest). It also tends to be a satisfying and/or enjoyable experience, which includes the requirement of being in a certain place, at a certain time to carry out a specific activity. To some extent, it can include obligations, smaller and more flexible than those of typical work (i.e. agreeable). Accordingly, Smith (1981) together with Knocke and Prensky (1984) have argued that the motivation behind volunteering derives from, utilitarian, affective and normative incentives. Whereas *utilitarian* incentives indicate indirect benefits (e.g. human capital), *affective* incentives comprise social benefits (e.g. interpersonal relationships, friendship and prestige), and *normative* incentives include goals of improving the joy of life and wellbeing of others. (Chelladurai 1999, 23-27; Stebbins & Graham 2004, 4-5, 7) These incentives describe quite efficiently the motivational factors of volunteers in non-profit sports clubs as well.

In Finland, volunteering forms a vital part of the activities of non-profit sports clubs. It is carried out, for example, in activities for children and youth, in competitive activities, in recreational and health enhancing activities, and general activities in associations. (Suomen Liikunta ja Urheilu 2006a, 15; Saarnivaara 2008). According to *Kansallinen liikuntatutkimus 2005-2006* (the National physical activity survey) (2006a, 5-6, 8, 10), especially adults (19-65 years old) appear to be active in volunteering, spending approximately ten hours per month as volunteers, carrying out multiple tasks simultaneously, and reaching the number of over half a million (16%) volunteers in Finnish civil activities in sports and physical activities (i.e. volunteer work or positions of trust). This rate of volunteering has increased from 1997-1998 by 100 000 people. It seems that in Finland, civil activities attract men more than women and middle-aged people more than younger ones. Interestingly, the population in the Helsinki metropolitan area is less active than in other areas in Finland. This can be explained, by the hobbies (locations, disciplines) of children and the personal interests in and

relationships with sports of the parents active in volunteering. (Suomen Liikunta ja Urheilu 2006a, 6, 8, 35)

In Finnish figure skating, the rate of volunteering has been 6 000 persons in 2005-2006, whereas in 1994 the number was only 1 500 persons. In 1997-1998, the number was 3 000 persons, and in 2001-2002 it was 4 000. (Suomen Liikunta ja Urheilu 2006a, 19, 22, 38) As regards volunteering in the sports field's administrative tasks in general, the number of volunteers was 150 000 in 2006, and women seem to be more active in these positions than before (Suomen Liikunta ja Urheilu 2006a 11, 15). Surprisingly, based on the latest national survey of Pasi Koski (preliminary results reported in Aaltonen 2008; Koskela, Suomen Liikunta ja Urheilu & Manner 2008; Suomen Liikunta ja Urheilu 2008g) on the 9 000 non-profit sports clubs in Finland, the majority of clubs see the situation of volunteering better than 20 years ago. The number of very active volunteers in clubs is actually increasing and, contrary to the general view, the number of less active people is not falling sharply (see also Sections 4.3, 5.5 and Chapter 6). (Aaltonen 2008) The above notions should be considered with regard to the HFSC's volunteering as well.

Stebbins and Graham (2004, 5-7) discuss volunteering in three **forms of leisure**: (1) serious, (2) casual and (3) project-based. *Serious leisure* is described as organized search for a career of an amateur, a recreational or a volunteer activity in acquiring and expressing competence, experience and expertise. It is a method of self-actualization, self-enrichment and self-expression and provides possibilities for impressions of achievement, self-gratification, self-image improvement, social interaction and sense of belonging (e.g. a president of a grass-root sports club). *Casual leisure*, implies casual volunteering (e.g. baking for a youth sport event, relaxation), whereas *project-based leisure* indicates a short-term, moderately difficult, one-off or infrequent activity performed in free time (e.g. volunteering for sport events). In non-profit sector sports clubs, most of the "employees" (e.g. the Board members) are volunteers carrying out either serious or casual leisure activities. In some cases (e.g. in organizing an event), project-based leisure is also included in a club's volunteer activities.

### Motives behind engaging and continuing in club and Board operations

As regards the HFSC (e.g. all the interviewees of the first interview round), the volunteering of the club represents mainly serious leisure, for example, a systematic pursuit of a “hobby” of a parent or a former skater and self-gratification by feeling important, being active and belonging to a social group: *”Passiivinen meininki rasittaa. Kun johonkin lähdetään, rintamakarkuruuteen ei sorruta!” (Interview 1.)* [It’s passiveness that gets you. When you accept a job, you won’t be a deserter.] The volunteering is also visible as casual leisure in various club events, where parents sell coffee and home-made cookies, organize lotteries etc., and as project-based leisure, where parents, relatives, coaches or retired skaters volunteer in organizing competitions, exhibitions or other events for the club. In addition, the club operations serve as an enjoyable personal hobby where new acquaintances can be made. One of the activators has also been the will to exert influence on issues and on the quality of operations.

*”[Tyttärieni aloittaessa harrastuksensa] HTK:ssa kaikki näytti toimivan ihan päin prinkkalaa ja oli kaksi vaihtoehtoa. Joko tytöt toiseen seuraan tai miettiä, miten toiminta saataisiin taas HTK:ssa paremmaksi. [Olen] sydämestä urheiluihminen ja saan itselleni hyvän mielen kun menestystä tulee ja näen kun tytöt nauttivat harrastuksestaan.” (Interview 7.)* [[When my daughters began skating] in HFSC, everything seemed to be going wrong and there were two options. Either to send the girls into another club or to think about how to help the HFSC to function better. [I’m] a sports person with all my heart and I’m happy when we have success and when the girls enjoy their hobby.]

The development of club operations seems to emerge as the most important motive in continuing in club activities. Securing the functioning of the team/group of one’s own child also is considered important, along with getting new friends. The personal background in sports of all the interviewees of the second round seems to be the biggest motive behind engaging in club operations. Clearly, some kind of calling is also needed: *”Ja pikkasen pitää olla hullu.” (Interview 9)* [And you’ve got to be a bit crazy] One interviewee also felt that the child’s hobby keeps the parent/s more active. The will to influence and help in the operations (i.e. traditional motives for volunteering) act as motivators as well.

*”Olen itsekin urheillut aikanaan ja ne ihmiset, jotka siellä tekivät sen mahdolliseksi, niin jotenkin halusin olla mukana tekemässä oman osuuteni takaisin.” (Interview 11)* [I used to do sports myself, and people made it possible, so somehow I wanted to be involved to do my share in return.]

In addition to one’s own background, motives behind drifting into the position of Director of Operations (or Club Secretary) included, for example, the interesting and versatile nature of the post and the networking possibilities in it.

*"[Tässä] pystyy yhdistämään näitä valmennukseen liittyviä asioita sekä urheilun, liikunnan, ohjaamisen, kasvattamisen, plus se asiantuntemus, tausta mikä on myynti- ja markkinointiorganisaatiosta tullut." (Interview 10.)* [[Here] you can combine coaching-related matters with sports, exercise, guidance, education, plus there's the expertise, the background from a sales and marketing organization.]

Similarly, the interviewees of the first round mentioned as the most important motive behind engaging in the Board operations the aspiration to have an influence on the club and to improve the club's activities in order to ensure the quality of services, financial balance, and to advance and maintain the operations of the club.

*"Vuonna 2001 seura oli konkurssin partaalla, jolloin toimin aktiivina seuran pelastamisessa. Hallituksen uusiminen tapahtui, ja rahoitusta sekä uusia vapaaehtoisia alettiin etsiä mukaan toimintaan." (Interview 4.)* [In 2001 the Club was on the verge of bankruptcy, and I was working actively to save the Club. The Board was renewed, and we began to look for funding and new volunteers.]

The interviewees had previous experience in Board activities, for example, from studies, housing companies, afternoon club operations and other clubs and sports. It seems that there also have not been enough volunteers, and the Board has had members in their resignation shifts who were not willing to continue.

*"Jonkun täytyy olla mukana. Lisäksi halukkaita ei ollut riittävästi." (Interview 2.)* [Someone must be involved. In addition, there were not enough volunteers.]

The interest to see how a club's Board functions has also acted as an impulse behind engaging in Board operations. Most of the interviewees were asked to join the Board and/or wanted the voice of a certain group/team to be heard in the Board.

*"En ollut aluksi tippaakaan kiinnostunut, mutta kun tässä kuitenkin menisi aikaa tyttöjen kускаamisessa, niin miksei sitä siinä samassa voi jotakin hyödyllistäkin tehdä lajin ja seuran eteen. Näin myös, että ihmiset, jotka olivat hallituksessa, eivät tehneet tai eivät tienneet, mitä urheiluseuran toiminnassa pitää tehdä." (Interview 7.)* [At first I wasn't interested at all, but then I thought that since I'd have to spend time anyway on driving the girls around, why couldn't I combine it with doing something useful for the sport and Club. I also saw that people who were Board members didn't do or know what must be done when working in a sport club.]

Additionally, a very important element seems to be the conviction that by working hard, things can be influenced and results achieved.

#### 4.2 The concept and typologies of organizations

When investigating a non-profit sport club, it is relevant to discuss the position and characteristics of the Club within the organizational sphere. The term **organization** refers to people, relationships and goals (Scott 1987; Pace & Faules 1994, 7), and is affected by different perspectives taken. Accordingly, the way of commanding persons,

goods and perceptions in an organized manner can derive from either subjective or objective standpoints. From the *objective* angle, an organization implies physical, tangible structure with borders, whereas from the *subjective* stance, the term indicates process, i.e. the activities performed by individuals. (Pace & Faules 1994, 7) Hence, organization implies structured arrangement of people who work together for a common goal (Oakland 1993, 18). Moreover, Scott (1987, 15) describes the characteristics of organizations consisting of four main elements. These are (1) social structure, (2) technology, (3) goals and (4) participants, which are influenced by environmental factors. Adapted from Leavitt (1965), Scott (1987, 15) uses the “Leavitt’s Diamond” figure to present a clear picture of these elements within organizations (see Figure 3).

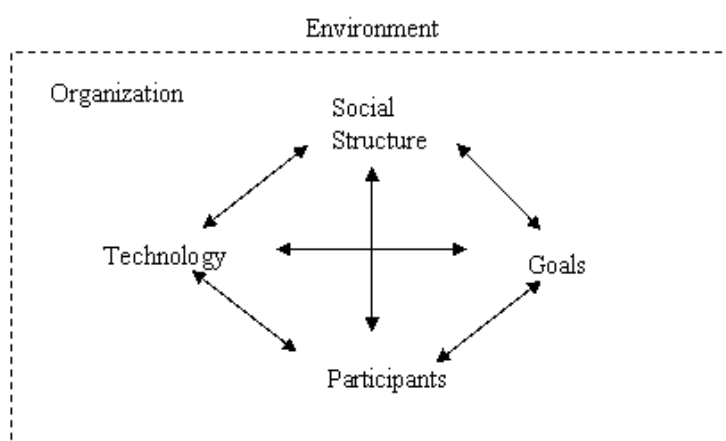


Figure 3. Leavitt’s Diamond (Leavitt 1965, as cited in Scott 1987, 15)

By contrast to the traditional structured and closed perspective on organizations, Koski (1990, 5-6) has also investigated sports clubs as open systems, and underlined the vital interrelationship between an organization and its environment. Furthermore, these open organizations appear to be active in co-operating with their general and specialized environments affecting the organization at different levels (Koski 1990, 8-13).

According to Daft (1989) and Robbins (1990) (as cited in Slack 1997), a **sport organization** can be defined as being concerned with the sport industry as a purpose-oriented social entity, with a determinedly organized activity arrangement and to some extent recognizable borderlines. In this context, *social entity* refers to people or groups of people, that is, to the *members*, employees and other stakeholders co-operating together to carry out activities in order to meet the common goals of the organization. In

its operations, a sport organization has to have a goal, in other words a *purpose*, and should be involved directly in one or more facets of the sport industry. In the non-profit sector, the goals are often promotion of participation in a certain sport.

A *determinedly organized activity arrangement* indicates, for example, purposeful management, administration and development of interaction within the organization. It aims at meeting the objectives of the organization, and is carried out through specified tasks related to, for instance, marketing, services, financial management, and human resources. (Slack, 1997, 5) To some extent, the concept may also be taken to refer to the *rules* of a sports club, which include other tasks, roles and responsibilities, patterns of communication, and authority relationships concerning the activities implemented for a specific purpose. Additionally, sport organizations must have an explicit or implicit agreement with their members, i.e. *recognizable borderlines*, in order to differentiate their members from non-members (Slack, 1997, 5-6). In addition to the above mentioned rules of sports clubs, this could be achieved for instance through a membership fee entitling the paid members to assume certain services and privileges.

Further, Minzberg (1979) (quoted in Slack 1997, 85-86) has produced a commonly used typology of **organizational designs**, which include (1) the *simple structure*, (2) the *machine bureaucracy*, (3) the *divisionalized form*, (4) the *professional bureaucracy*, and (5) the *adhocracy*. The degree of the bureaucracy methods used depends on, for example, the purpose, tasks, size, strategy, formalization, centralization, technology, and environment of the organization. Although there can be sport organizations in all of these categories of designs, the simple structure appears to be the most common in the non-profit sports clubs. Thus, in contrast to a pure bureaucratic approach to organization (i.e. strict hierarchy and division of responsibilities, roles etc.), organizations in the sport and leisure sector often prefer to use more non-bureaucratic approaches to organizing their activities. Examples of these are project teams (e.g. for a special event), self-managing teams, networking (e.g. inter-organizational relationships, communication and co-operation between different clubs) and autonomous units. (Slack 1997, 85-86; Babiak 2007) As regards a good organizational structure in general, Watt (2003, 128) states that it should comprise “a clear chain of command and identification of specific responsibilities” in order to increase the organizational effectiveness.



Based on these descriptions, the HFSC seems to use more non-bureaucratic approaches to organizing its activities, as in addition to the Board, there are, for example, project teams for organizing competitions, and some network communication between private funders, other clubs and the Finnish Figure Skating Association. There are also some self-managing teams (e.g. consisting of the parents of the skaters), who independently take care of some important activities of teams (e.g. video-taping of trainings).

As regards definitions, a fixed **classification of organization types** seems to be quite difficult to produce as well. Chelladurai (1999, 2-3) points out that numerous publications discuss the clear difference between organizations that produce *intangible services* and those that produce *tangible goods*. According to Slack (1997, 69-71), a typology may be grounded on the *goals or functions of the organization*. These include, for example, economic, political, ideal or value-related goals, integrative functions or pattern maintenance functions (Heinilä 1989, 231; Koski 1990, 80; Slack 1997, 69-71). Also, the beneficiaries (i.e. “*who benefits*”) of the organization may act as a basis for the typology. These types of organizations include, for example, *mutual benefit organizations* (membership as the prime beneficiary), *business concerns* (owners as prime beneficiaries), *service organizations* (clients as prime beneficiaries), and *commonwealth organizations* (public at large as the prime beneficiary). (Heinilä 1989, 230-231; Heinilä & Koski 1991, 130; Slack 1997, 69-71) Moreover, Scott (1987, 325-326) discusses *market* and *non-market organizations* distinguished by, for example, their orientation (i.e. customers or members), effectiveness (e.g. measured by the satisfaction of customers and other output measures) and goals. In this context, non-profit sports clubs, such as the HFSC, could be described as non-market service organizations, having also features of value/ideal-oriented, mutual benefit and commonwealth organizations with both integrative and pattern maintenance functions.

Similar to the above characterization, Edginton and Williams (1978, 4) argue that **organizations that provide leisure services** can be divided into five categories depending on their goals: (1) service, (2) economic, (3) religious, (4) governmental and (5) social organizations. While *service organizations* (e.g. sports clubs) usually provide services on a non-profit basis, *economic organizations* concentrate on provision of goods and services on a profit-making/business principle. Private/commercial investors seek to gain return (i.e. visibility, better image, sales increases) on their investments

(e.g. money, services, information) at different levels. By contrast, *religious organizations* provide leisure services as a by-product and *governmental organizations* concentrate on the organization and continuity in the delivery of services (e.g. nationally in Finland the Ministry of Education and locally the municipalities). Finally, *social organizations* contribute to the social needs of individuals, for example, contact and shared support with other persons. Moreover, Heinilä (1989) has studied Finnish sports clubs as social organizations, whose primary functions concentrate at different levels on, for example, socialization into sport, organizing sport, providing facilities, policy making, subsidizing, and co-ordinating sport. What comes to the HFSC, it also can be described as a social organization, which serves the social needs of persons, since the activities of the club are mainly run by volunteers.

As was mentioned already, the sports sector comprises organizations in the public, private and voluntary sectors that operate to generate *profit* for the owners and those that operate on a *non-profit* basis (Chelladurai 1999, 2-3). **Non-profit organizations** appear to differentiate from corporate ones in terms of their (1) organizational mission, (2) the outcomes of the organization, (3) strategies employed to market their services and obtain funds, and (4) the need to attract, develop and manage volunteers. Also, (5) managing a diversity of constituent groups, (6) fund-raising and fund development, (7) problems of individual burnout resulting of intensive commitment to a “cause”, and (8) the “very different role that the board plays in the non-profit institution” are distinguishable features. (Hoye & Cuskelly 2007, 6-7)

Further, **non-profit sport organizations** include, for example, local community clubs, regional associations or leagues, state or provincial governing bodies and national or international sport organizations, whose operations often comprise a mixture of interests, motivations, standards, challenges and practices. Furthermore, the clubs have a volunteer and a membership base, which can be defined, networks with funding agencies, and obligations to government and to other commercial, non-profit or public organizations by contracts. (Hoye & Cuskelly 2007, 7, 9) Since this research concentrates on non-profit sport organizations, these clubs represent service organizations often providing a mixture of *professional* (i.e. personalized, high-skilled), *consumer* (i.e. limited, low-skilled) and *human* (i.e. people-processing, people-sustaining and people-changing) *services* produced by both paid and voluntary human

resources (i.e. employees), and influenced by the third dimension of human resources, the customers/clients. The range of services may vary from *participant* and *spectator* services to *sponsorship services* (Chelladurai 1999, 6-7, 10).

Edginton and Williams (1978, 113-120) provide an insight into **occupational clusters providing leisure services** (i.e. “people” services), products/commodities and facilities. These include travel, tourism and hospitality services, commercial leisure services, resources-based services, cultural services, and community-based leisure services. While *travel, tourism and hospitality services* can be placed on the same level as e.g. cruises, examples of *commercial leisure services* include e.g. resorts, such as Disneyland. *Resources-based services* include administration, supervision, planning, design, enforcement, preservation and maintenance of land/water/air (e.g. national parks). In addition, *cultural services* consist of provision of services by museums, zoos, aquariums, libraries, theatres etc., and *community-based leisure services* comprise local swimming pools, ice rinks, playing fields, sport centres, rehabilitation centres and walking paths etc. The latter three clusters of services may be used without direct payment (the users pay through taxes) or have charges of different levels. These services give new perspectives to the concept of profit. For example, profit does not have to be financial, it may appear as physical, social and psychological benefit as well.

The functions of non-profit sports clubs are often strongly reliant on the contribution of volunteers who carry out the activities during their leisure time. In addition to *organized activity* and *common purpose*, other distinctive features in defining **voluntary organizations** include *voluntary membership* (i.e. not obligatory or inborn), *administration based on positions of trust, democratic decision-making system*, and *separate existence* from the state, as well as the fact that these *members* are *not financially rewarded* for their involvement (Koski 1994, 16; Chelladurai 1999, 19). Chelladurai (1999, 19-20) argues that among the best examples of a typology of voluntary organizations is that of Palisi and Jacobson (1977), which consists of five classes: (1) *instrumental-productive for members* (benefit of members), (2) *instrumental-productive for others* (benefit of community or other segments), (3) *expressive-pleasure in performance* (exclusive participation for members), (4) *expressive-sociability* (satisfying sociability needs of members) and (5) *expressive-*

*ideological* (reconfirmation of a highly-regarded ideology system). Similarly, Koski (1991, 14) has mentioned the importance of the satisfaction of members as a purpose.

As regards voluntary sports clubs, for example, the functions of both pleasure or satisfaction of participation (instrumental-productive for members) and sociability (expressive-sociability) can be provided for the members. Moreover, Itkonen (2000, 23 and (2002, 45) has presented a **typology of sports clubs** (see Figure 4) dividing them into sport and performance oriented and socio-culturally oriented levels of clubs with regard to their goals and aims.

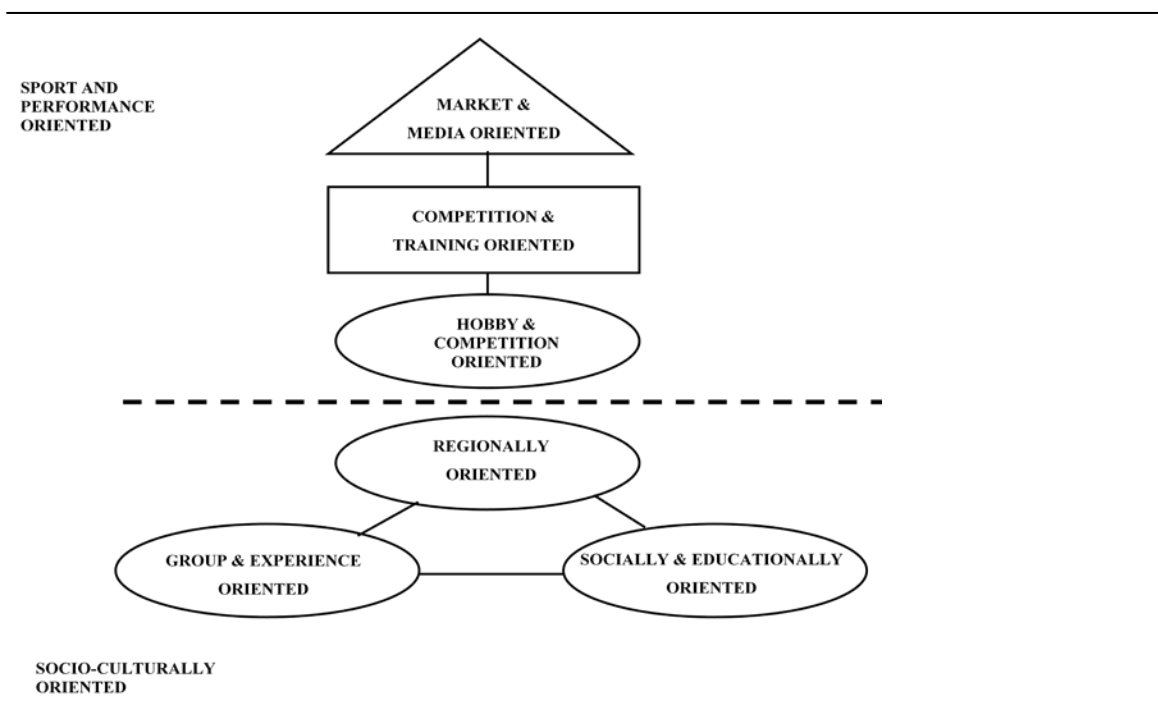


Figure 4. Typology of sport clubs (Itkonen 2002, 45)

Having become clear from the above definitions, excluding economic/business concerned organizations, non-profit sector sports clubs appear to include features of many organizational types. Although they often collaborate with the private (i.e. commercial) and public (e.g. communities) sectors, and contribute to commonwealth and social needs (e.g. the health and well-being of children and youth, the incentives of volunteers), the best way to describe non-profit clubs could still probably in general be as participant (or member) and spectator-oriented, voluntary, leisure-service

organizations. Continuing this analysis (excluding the feature of spectator-orientation), the HFSC represents such an organization.

#### *4.3 Non-profit sports clubs in the Finnish physical culture*

The Finnish civil activities in sports and physical training derive from the 1800's, and more concretely from 1856 when the first sports club (i.e. the Pori Sailing Club) was established (Itkonen 2002, 36; Suomen Liikunta ja Urheilu 2003, 5). As a means to bringing people together, **the roots of Finnish sports clubs** arise from patriotic, political, emancipatory, ethnic and outdoor interests (Heinilä 1989, 226-227). Later, the physical culture has experienced many changes, and expanded into 9 000 sports clubs, activating 1,5 million Finnish people within sports and physical activities. There also are over 100 national or regional sports associations forming the basis for the Finnish Sports Federation community. (Itkonen 2002, 36; Suomen Liikunta ja Urheilu 2003, 5; Suomen Liikunta ja Urheilu 2006b, 2; Suomen Liikunta ja Urheilu 2008a)

According to Heinilä (1989, 230) the Finnish sport culture along with the sports clubs are affected by internal and external **environmental factors**. The *internal* factors indicate, for example, traditional and planned ideology, membership, program, resources, and administration of the clubs. The *external* ones refer to societal factors, politics, policy and culture (e.g. changes in the relationship between government and the non-profit sector, the regulatory environment, emergence of elite sport development as a priority in government sport policy, governance guidelines developed by government for sport organizations). Also, population and occupational structure (e.g. the expectations of stakeholder groups), ecology, nature and sport traditions, economy and know-how, and mass communication (e.g. the impact of globalization processes on sport) belong to external factors. (Heinilä 1989, 225; Hoye and Cuskelly 2007, 19; Imporanta 2007; Vuolle 2008)

As can be seen from Figure 5, the dimensions of **the Finnish physical culture** form a triangle, comprising sports clubs, sports federations and national sports organisations at different sectors and levels. (Heikkala & Koski 1999, 17) On the bottom left corner of the triangle, the *public* administration refers to the national, regional and local organs related to sports and physical activities. The *private* business sector on the bottom right

corner includes for-profit and non-formal/formal operations, and, *voluntarism* on the top represents the third sector and non-profit and more non-formal operations of sports clubs, sports federations and the National Sports Organizations (NSOs). Although nowadays parents seem to compare the activities of (figure skating) clubs to buying services from private sport businesses (Pöntinen 2009, 43), the clubs with their non-formal and non-profit orientation remain located on the top of the circle, closest to voluntarism.

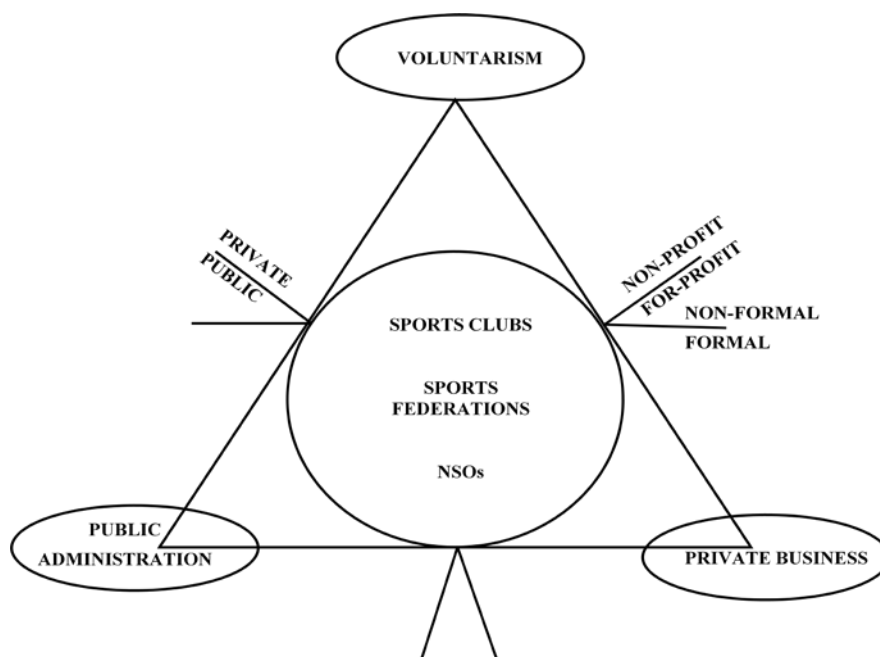


Figure 5. The three dimensions of the Finnish Physical Culture. (Heikkala & Koski 1999, 17)

In addition to these dimensions, the structure of the Finnish sports system has elements in the Finnish physical culture, which, along with their tasks, are aligned at different levels of organization, and nowadays are more based on the needs of the clients or customers (i.e. organizations, clubs, individuals). At the most powerful public level, there is the *Ministry of Education* representing the state in terms of sport politics, public finance, projects and international and overall co-ordination and co-operation. Besides the sports clubs (described in more detail below), the local level consists of the *towns* and *municipalities*, taking care of local public sports facilities and other preconditions for sports and physical activities, since the Finnish Sport Law (2§) states that the state

and the municipalities create and maintain the preconditions for the physical culture, and the sports organisations carry out the activities (Liikuntalaki 1998, Chapter 1, 2§).

The *Finnish Sports Federation* (FSF) provides nationally services, education and developmental activities for its member organizations. It also takes care of co-operation among other associations and connections to the public sector, serving the interests and needs of the member associations, such as the NSOs, regional organizations and sports clubs. At the national level, there also are the *domain organisations*, such as the Olympic Committee, the Young Finland Association, and the Sport For All Association, which concentrate on promoting and developing possibilities for youth sport, top-sport and health-related physical activities across the whole nation. Further, the *NSOs* focus on promotion of specific sport events and delivering services, such as advices and education together with organising national and international competitions.

At the regional level there are the 15 *regional sports organizations*, focusing regionally on promotion of physical culture and on co-operation and provision of services (e.g. education and sports camps). In a close co-operation with the regional organizations, there are the *sports clubs and individuals*, who locally organize physical activities and provide coaching and administrative “services” for their “customers” or members. This is the level in the Finnish physical culture, where the HFSC is located. In addition to sports clubs, other primary agents of sports and physical activities are represented at the most local level, where *families, schools* and *day-care centres* concentrate on children’s and youth’s socialization into and through sport and physical activities in Finland (Heinilä 1989, 225; Heikkala & Koski 1999, 9). These features are shared with other Nordic countries as well (Heinilä 1989, 225; Imporanta 2007; Vuolle 2008).

As can be seen in Figure 6, the HFSC’s activities are carried out in co-operation with different parties active in the club (e.g. coaches, contact persons, team leaders, parents; mostly of the voluntary sector) and with different interest groups, such as commercial companies (i.e. private sector business and economic organizations) as sponsors, the Sports Bureau of the City of Helsinki as a provider of community-based leisure services (public sector in distribution of ice-time and other facility-time), and the Ministry of Education as a governmental organization (public sector in allocation of subsidies).

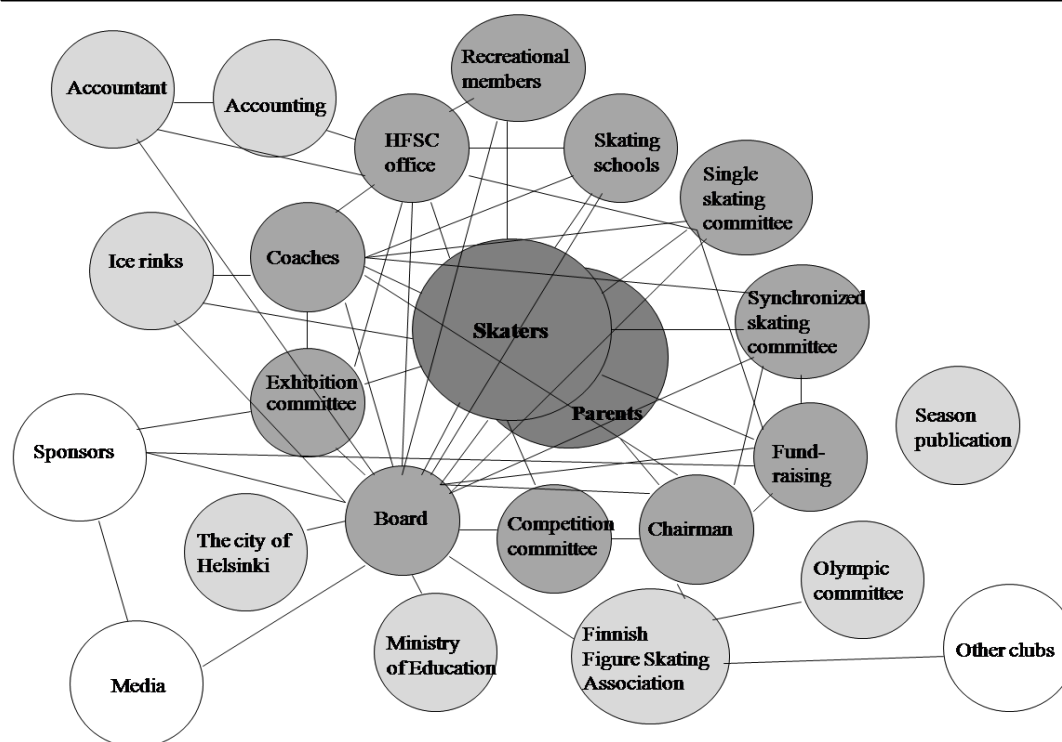


Figure 6. The organizational model of the HFSC (adapted from Helsingin taitoluisteluklubi 2001a, 11)

In addition to co-operation and networking at the local level between clubs, there is co-operation at the national level with the Finnish Figure Skating Association (e.g. coach and judge training, allocation of subsidies/grants for skaters/teams, competition arrangements) and at the international level with the International Skating Union (ISU) and with other clubs in different countries (e.g. registrations for international competitions). This is best illustrated in Figure 6, which shows the most important interest groups and *stakeholders* of the HFSC. Including the skaters, their parents, other volunteers, and co-operation partners, the stakeholders refer to each individual and organization that take part into and/or have influence on the Club operations.

The qualitative professionalization process of the HFSC's administration

Contributing to the analysis of the HFSC's current state of professionalism, the qualitative professionalization of the development of the administrative and managerial processes throughout the Club's history since 1972 is relevant to be discussed. The process has linkages with that of the general professionalization and changes in the Finnish physical culture and civil activities within sports. Itkonen (2002, 25) argues that the **changes in Finnish civil activities** have also affected the Finnish physical culture,



since the general social divergence has also meant a divergence in organizational activity (Vuolle 2008). The activities of civil physical training have also been strongly interrelated with organizational operations throughout the history (e.g. the strong and long-term impact of the temperance movement and political tendencies within sports). Also, the Finnish state has expanded and altered the relationship of civil activities and public administration. (Itkonen 2002, 25-27) The history of Finnish civil activities has been argued to develop from the 1750s onwards (Itkonen 2002, 27), the **civil activities in sport and physical training** since the 1900s (Itkonen 2002, 36-47), and the **Finnish physical culture** since the 1950s (Heikkala & Koski 1999, 14-17).

According to Heikkala and Koski (1999, 14-17) *competitive sport* underlined the civil activities in sport and physical training in 1950s-1960s. During the *party-dominated civil society* (1965-1979) period, political organizations were powerful (Itkonen 2002, 31-32). In sport and physical training, the 1970s came as the decade of *amateurism* with scarcity of resources, and the 1980s as popularity of mass sport (Heikkala & Koski 1999, 14-17). Stated by Heikkala and Koski (1999, 23-24), the specialization of sports clubs into one particular event started developing already in the 1950s, when nearly 40% of the newly-established clubs were single-event clubs. This was in the end of the *age of hobby-competition* (1930s–1960s) when more clubs were established and municipalities also started to construct ice rinks, as the state aid for sports was increased (Itkonen 2002, 39-42). In the 1960s, the rate of single-event clubs was over 50%, and in the 1980s already 75% (Heikkala & Koski 1999, 24). Since the HFSC was established first as a part of the Helsinki Football Club (HJK) in 1966 and then as an independent club in 1972 (Helsingin taitoluisteluklubi 1966-2008), the club followed the mainstream of specialization, experiencing the ends of the competitive sport and hobby-competition phases along with the party-dominated civil society and amateurism periods during its first years.

In the 1970s-1980s, Finland went through the *welfare-state civil society* period, during which a new link between public administration and organizations was developed (Itkonen 2002, 32-33). In sport and physical training, the *age of intense competition* (late 1960s-1980s) was labelled for example, by planning, development of training and education systems, and competition of resources. Focus was also placed on children and youth, and health-enhancing fitness activities. The new information available and the

popularity of competitive sports accelerated the development of professionalization and sectorization of coaching and leading in clubs. (Itkonen 2002, 42-44) The 1980s has also, according to Heikkala and Koski (1999, 14-15), been marked as the period of *institutionalization*, indicating the growing financial resources, activities and number of personnel of sports organizations, and developing educational and marketing systems from the business world as the first steps of managerialism. These also occurred in local (sports clubs), regional and national levels. Having one full-time coach already in the 1970s, and 3-4 in 1980s, the HFSC utilized the welfare-state, intense competition and institutionalization stages, and appears to have been among the pioneers of professional coaching within Finnish figure skating. During the 1980s, the Club also started to use features of managerialism and develop strategy for its operations in co-operation with the Southern Finland's sports federation. The rules of the club also were modernized and the Young Finland ideology utilized (see Table 2). (Helsingin taitoluisteluklubi 1966-2008)

From 1980s onwards, the *age of divergent activity* has dealt with expansion of content and organization of physical activity. New sports and organisations have been developed, and physical and sport culture has split through increased specialization. Traditional "general clubs" engaging in a number of sports have been changing into specialized clubs involved in one sport (e.g. new team and skill sport clubs) (Itkonen 2002, 44-45, 49-50), such as new specialized figure skating clubs. For example, a discipline developed in the 1950s in the USA (i.e. synchronized skating) spread into Finland in the 1980s, and is continuously increasing its popularity. Based on the recent results of the national sports club survey of Pasi Koski (preliminary results reported in Aaltonen 2008; Koskela, Suomen Liikunta ja Urheilu & Manner 2008; Suomen Liikunta ja Urheilu 2008g), this differentiation trend seems to still be continuing, and average Finnish non-profit sports clubs are becoming smaller. Also, "non-sport" physical training along with activities in non-registered associations have become more popular. It will be interesting to see whether some Finnish figure skating clubs will specialize only in, for example, synchronized skating in the near future.

The period of *fragmented civil society* began in the 1990s, which has contained massive structural changes in the organizational sphere. The popularity of new social movements (e.g. individualism) and new operational modes also have increased, deriving from

changes in economy, working life, state, politics, social and cultural structures. (Itkonen 2002, 33-34) Struck by the economic recession in the early 1990s, *structural change and differentiation* has underlined the Finnish sports field from that decade onwards. In addition to the crisis of public economy decreasing the resources of sports organizations, there was a structural change in the organizational field, when the FSF was established in 1993 to provide a new start and to replace the various parallel national federations. This structural reform led to a bottom to top service structure, which is more based on the needs of the member organizations and on demand-supply mechanisms. (Heikkala & Koski 1999, 14-15) The contents and core values on the field were also differentiated, as, in addition to competitive sports, health-related, experiential and adventure sports and physical activities became more popular. This also altered administrative models and specialization of administrative levels of organization in the physical culture, increasing the administrative professionalism in the major bodies (i.e. federations, organizations and large clubs). (Heikkala & Koski 1999, 15-16)

Being among the largest figure skating clubs in Finland, the professionalization of the HFSC's administration also started to develop more in the 1990s. For example, work community development meetings and fringe benefits (e.g. apartment for a coach, occupational health care services contract) started to be organized for the full-time coaches in 1992. The strategy work of the Club continued through Board strategy meetings with the purpose of aligning the "centers of gravity" and goals for the Club in 1993. Also the accounting appears to have been externalized during that time. Detailed sponsoring and marketing plans were also made in 1994. Moreover, the HFSC concentrated on investigating the current state of the Club in 1996 in co-operation with the regional sports federation of Southern Finland, and laid emphasis on planning, aims and results of the operations of the Club. Especially during 1990s, there were many committees and work groups active within the club. However, these died in the early 2000s because of lack of time and changes in important active volunteers within the committees and the Board. (Helsingin taitoluisteluklubi 1966-2008)

The polycentricity and divergence of activities have continued to increase during the *age of network activity* in the 2000s. At the current societal information stage, co-operation and networking between various parties are constantly becoming more important and common. This applies to the joint actions of several local sports clubs as

well. The goals of clubs are differentiating, since health-enhancing activities are still becoming more important, and scarce resources and public administration policies advance networking. (Itkonen 2007) In the HFSC, the early 2000s was also marked with the launching of quality project, when a Quality Handbook was compiled in 2001, and a Handbook for Synchronized skating in 2001 (Helsingin taitoluisteluklubi 2001a; Helsingin taitoluisteluklubi 2001b). This season was also affected by the Club's severe economic difficulties, caused by inexperience and lack of follow-up in financial administration. The bankruptcy of the Club was avoided through increased voluntary activities of members. However, some full-time coaches had to be laid off in 2003. (Helsingin taitoluisteluklubi 1966-2008)

The *development of the HFSC's administrative positions* seems to have been a colourful process. For example, the progress of the titles and task descriptions has since 1987 varied as shown in Table 2. After the first discussions on hiring a Director of Operations in 1990 (and other related discussions in 1995, 2003 and 2004), the position finally was founded fifteen years later in 2005. In 2003 it was recorded that:

*"Toiminnanjohtajan palkkaaminen on suunnitelmassa, jotta seuran toimintaa voidaan kehittää ja taata juoksevien asioiden parempi hoito. Nykytilanteessa seuran hallintoa hoidetaan pitkälti oman toimen ohella vapaa-ajalla." (Helsingin taitoluisteluklubi 1966-2008)* [Future plans include hiring a Director of Operations so that Club activities can be developed and a better running of daily routines can be guaranteed. Currently, the Club's administration is handled mainly in addition to people's permanent jobs, in their free time.]

Although the position might in some extent be compared to that of a Club Secretary, the title of Director of Operations seems to create totally different image of the Club and its activities externally, in the direction of other parties and interest groups (e.g. members, the FSF, sponsors), promoting trustworthiness and professionalism, and facilitating co-operation and increasing credibility within the field. Apart from hiring the first Director of Operations in 2005, the quantitative professionalism of the HFSC's administration has developed only slightly, which correlates mostly with lack of resources. Before, the Club has employed astatically 1-2 office employees (either voluntary, paid or with an apprenticeship contract). By contrast, the qualitative professionalization appears to have become more important as the member expectations are growing towards the club services. (Helsingin taitoluisteluklubi 1966-2008) This is discussed in more detail in Chapters 6 and 7. A clearer overview of this process can be seen in Table 2, which summarizes the main developments described in this Section.

Table 2. The professionalization process of the administration in the HFSC. Adapted from Salmikangas (2004, 217)

1960-2009	1960s	1970s	1980s	1990s	2000
<b>Changes in Finnish Society</b>		service-Finland		recession	slowdown 2008
<b>Civil activities (Itkonen 2002)</b>	Party-dominated civil society 1965-1979	Welfare-state civil society 1970s-1980s		Fragmented civil society 1990s →	
<b>Civil activities in sport (Itkonen 2002 &amp; 2007)</b>	Intense competition	late 1960s-1980s	Divergent activity 1980s →	Network age 2000s →	
<b>Finnish physical culture (Heikkala &amp; Koski 1999)</b>	Competitive sport 1950-1960	Amateurism	Mass sport and institutionalism Managerialism →	Structural change and differentiation	
<b>THE PROFESSIONALIZATION PROCESS OF THE HFSC</b>	Section of the Helsinki Football Club (HJK) 1966-1972	Independent Club and specialization into figure skating 1972	Development strategy 1988, modernization of rules, Young Finland ideology	Director of Operations' position discussed 1990, Fringe benefits, Work community 1992, Strategy 1993, Sponsoring, marketing 1994, Current state 1996	Quality project 2001, First full-time Director of Operations 2005
<b>Full-time administrative personnel</b>	0	0	0.5	0-1	0-1
<b>Full-time coaches</b>	0	1	3-4	2-3 + 1	0-2,5 +1
<b>Public funding</b>	[*No relevant data found]	*	growth	15 200€ (89 800mk) – 19 500€ (115 000mk)	10 500€ (62 000mk) – 20 000€
<b>Organizational changes (e.g. work groups)</b>	*	*	*	Economic unit 1990, Campaign and coaching committees 1991, Fund-raising commission 1996	Synchronized and single skating committees 2000-2002, 2008→
<b>Development of titles and task descriptions</b>	*	*	Club Secretary and Treasurer 1987	Club Secretary and Treasurer 1990 & 1993 , Economy Keeper 1994, Office Keeper 1997, Office Secretary 1999	Office/Club Secretary 2000, Office Assistant & Coach 2004, <b>Director of Operations 2005</b>

## 5 QUALITY OF VOLUNTEER-BASED LEISURE MANAGEMENT IN NON-PROFIT SPORTS CLUBS

As described earlier, the roots of Finnish voluntary-based civil activities can be traced back to the spontaneous organization of civilians, which manifests itself as organized sports clubs (Koski and Heikkala 2000, 113). Hence, voluntary civil activities have developed into the activities of non-profit sport associations initially searching development models for organizational operations from the public sector. Later on, the private sector and its business models and **market and customer orientation** also have become more popular in the administration and management of the non-profit sector sports clubs. (Koski & Heikkala 1998, 218) Itkonen (2002, 45-50) argues that an extensive division has taken place between (1) the *two typology of sport clubs*, (see Figure 4, in Section 4.2) that is, the sport and performance oriented (i.e. market and media, competition and training, hobby and competition) and the socio-culturally oriented (i.e. regional, group and experience, social and educational), which concentrate on, for example, rehabilitation, therapy, and health. Also, the trend of commodification and professionalization has led to the division between (2) “*business-like top-level sport and voluntary civil physical training activity*”, and (3) the *broadening of the range of groups*, more often independent from local, regional or national organizations (Itkonen 2002, 47; Pöntinen 2008).

Underlining the importance of voluntary civil activity in physical training and sport in Finland, Itkonen (2002, 49-50) has stated that it seems that top-level sport “forms a firm trinity with marketing and the media”, which increases the importance of economics and professionalism within the sector (Pöntinen 2008). Moreover, the increased amount of objectives and recognition of the instrumental value of physical training have broadened the expectations of individuals towards sports club activities. This indicates that people are more and more expecting to receive services of higher quality. It seems that the field of organizations and clubs appears to have undergone a lasting transformation in terms of new communities formed, challenging public policy and organizations. (Itkonen 2002, 50)

The Finnish physical culture has been affected by **changes in the Finnish society** in general, as discussed in the previous Chapter. To summarize, according to Heikkala and Koski (1999, 44-59), these changes include (1) cultural change, (2) structural-administrative change, and (3) change in the labour market. Hence, the Finnish physical culture in change is characterized with structural features, with the Finnish Sports Federation in the middle, and confronted with pressures of public and private interests. While the public pressures derive from the Finnish society and political system above (e.g. the Ministry of Education), the private ones come from the NSOs, the domain organisations, sport clubs, and members or customers/clients below.

The *changes in organisational cultures* comprise the division between the traditional centralized and hierarchical organisation and the new polycentric physical culture. Also, the increasing individualism and modernization in the society, the political representation of interests and market mechanisms and services (i.e. demand-supply), and the sports event-specific structure and domain structure (top-sport, health-related sport, youth sport) are confronted with each other, setting challenges for *structural and cultural changes*. It has been argued that they lead to cultural and political liberalisation and market-oriented thinking, and furthermore, to growth, differentiation, tolerance, and new values. People appear to not be as loyal to their clubs as before, and prefer to act as “consumers” within sports clubs. The changes in the *labour market* refer to the ageing of the babyboom generation, unemployment, and social displacement as some of future risks of the Finnish society. They also have an impact on the physical culture, which should try to adapt to these changes. (Heikkala & Koski 1999, 44-59)

According to Heikkala and Koski (1999, 15) and Heikkala (2000, 120), there are three main elements behind the structural and functional changes in the Finnish physical culture. These comprise (1) growth, (2) differentiation, and (3) professionalization. In addition to the *growth* of the Finnish welfare-state, the growth of resources and numbers of sports and associations, and the structural change in the field of sports organizations in the 1990's, the *differentiation* of the organizations has developed internally. In the context of administration and management, as already mentioned, this has meant a transition from a hierarchical top-down structure into a de-centralized and more open form, and a division of organizations into national, regional and local levels. The changes also have affected the differentiation based on values and domains (e.g. elite

sports, sports and physical activities for children and youth, health enhancing physical activities, adventure sports). (Heikkala 2000, 120, 124)

### *5.1 Professionalization of administration*

As regards **professionalization** from the perspective of administration, Heikkala and Koski (1999, 16), and Heikkala (2000, 120) divided it into quantitative and qualitative professionalization. Whereas *quantitative professionalization* indicates the growth of professional personnel, *qualitative professionalization* refers to new operative cultures and new models of operations. In qualitative managerialism, the most apparent feature seems to be the application of business models and marketing mechanisms to the field of organizations in sports and physical activities. Although central organizations, the domain organizations, and the NSOs appear to be affected by professionalization the most, Heikkala (2000, 120) adds that regional associations and larger sports clubs belong to this sector as well, as was already pointed out. Since the HFSC is among the biggest figure skating clubs in Finland with its 800 members, the professionalization process of the Club's management – and particularly its qualitative professionalization – is an important aspect to be investigated in this research.

Heikkala and Koski (2000, 113) have continued analyzing the changes of civil activities in sports and physical activities, and add that since the 1980s, the market-based physical activities have clearly increased in Finland through the growing number of private gyms and ice hockey corporations. This new type of **managerialism** (*neomanagerialism*) can be seen, for example, as a new kind of language used, when concepts such as strategies, visions, products, customers and charged services are becoming more popular in the non-profit sector as well. (Heikkala 2000, 132) However, it should also be underlined that voluntary activities continue to be the cornerstone of the operations of the Finnish culture of sports and physical activities (Heikkala & Koski 2000, 113; Saarnivaara 2008). The relationships between these features of civil activities can be seen in Figure 7, where sports clubs (therefore, the HFSC as well) are situated in the top area of the centre, representing non-profit orientation of organized operations (recreational and/or competitive) activating various target groups, for example, families, and friend and spontaneous groups.



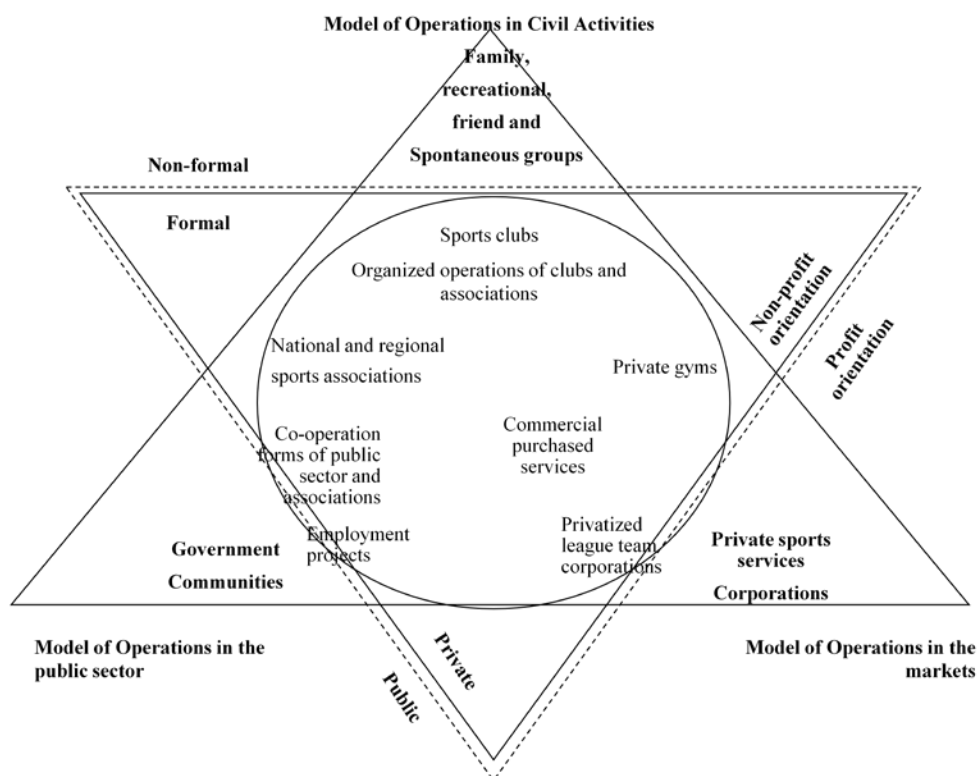


Figure 7. The many-sided context of sports organizations (Heikkala & Koski 2000, 112)

Before exploring the other features of management related to my topic area (such as leisure management, management of volunteering and quality management), it is essential to clarify further the substance of management itself, and what types of features, roles, skills and activities the term comprises. Moreover, it also is necessary to briefly discuss the background and development of management theories.

### 5.2 Administration in sports clubs: management and leadership

Heinilä and Koski (1991, 70) state that the administration in sports clubs aims at strengthening and effective usage of the club's capacity of operations in achieving the goals set. Furthermore, the organization (e.g. a sports club) should be managed **productively**, which includes effectiveness and efficiency in operations, for example, in meeting financial objectives and optimal use of resources. *Effectiveness* implies the degree to which both internal and external organizational goals, expectations, objective targets and priority needs are achieved. *Efficiency*, refers to the internal organizational operations, indicating the amount of resources used in achieving the goals and objectives. (Edginton & Williams 1978, 6; Koski 1991, 10; Slack 1997, 23)

In order to attain genuine effectiveness, Koski (1991, 18-19 & 1994, 57) has underlined the role of administration (i.e. management and leadership) in the performances and functions of an organization. Moreover, Watt (2003, 116) has emphasized the importance of in-depth background knowledge and skills of management and the sector it operates at (i.e. sports). The voluntary nature of non-profit sports clubs sets various challenges on the club's administration (Koski 1994, 57), often comprising the voluntary Board along with possibly other administrative organs (e.g. work groups) and paid employees (e.g. Director of Operations). However, Thibault, Slack and Hinings (1991) have stated that hiring professional employee/s for voluntary sport organizations contributes to an increase in the operative specialization and standardization levels.

Both fully professionalized sports management and leisure management of non-profit sports clubs include managing the office, the people, the day-to-day routines, the facilities and activities involved, and the development process along with co-operation with various parties. Accordingly, the administrative activities (e.g. in the HFSC) comprise both management (i.e. more task-oriented and "harder") and leadership (i.e. more people-oriented and "softer") related operations. The differences between the concepts of management and leadership are shown in detail in Figure 8. While a club's administrative employee (e.g. the Director of Operations of the HFSC) represents more the managerial side of the administrative operations, the Board represents the more powerful organ, the leadership side of the administration. This comprises, for example, developing ideal and clear visions for the future, influencing and motivating the employees and other people to achieve common goals, making the biggest decisions, and initiating, leading and sustaining change. (Daft 1999, 36; Shaskin & Shaskin 2003, 92; Duke 2004, 12; Northouse 2004, 306; Holbecke 2006, 157)

Since this research places more emphasis on the perspective of the Director of Operations, also the focus of theoretical discussions is more on the management side (see Figure 8). In the interviewed VG-62 and the Tappara ry, the Director of Operations runs the whole club (administration, management and routines). In the HFSC, the situation still seems to be slightly vague. Although the work of the Director of Operations concentrates more on management and that of the Board more on leadership,

these intertwine partly, especially in the work of the Director of Operations. This is also affected by the personal qualities of the Director of Operations (personality and skills).

	MANAGEMENT	LEADERSHIP
<b>DIRECTION</b>	Planning and budgeting Keeping eye on bottom line	Creating vision and strategy Keeping eye on horizon
<b>ALIGNMENT</b>	Organizing and staffing Directing and controlling Creating boundaries	Creating shared culture and values Helping others grow Reduce boundaries
<b>RELATIONSHIPS</b>	Focus on objects – producing/selling goods and services Based on position power Acting as boss	Focusing on people – inspiring and motivating followers Based on personal power Acting as coach, facilitator, servant
<b>PERSONAL QUALITIES</b>	Emotional distance Expert mind Talking Conformity Insight into organization	Emotional connections (Heart) Open mind (Mindfulness) Listening (Communication) Nonconformity (Courage) Insight into self (Integrity)
<b>OUTCOMES</b>	Maintains stability	Creates (often radical ) change

Figure 8. Comparing Management and Leadership. (Daft 1999, 39)

### 5.3 Management as a general concept

Continuing the description of the concept of **management** in Figure 8, the term can be described as a *group of people* who control and operate an organization. In addition, the concept refers to an *activity*. There are many types of definitions for management, but two fundamental features can be found within most of those definitions. First, managers collaborate with *people*, and second, they contribute to the attainment of *organizational goals*. (Edginton & Williams 1978, 5) According to Scott (1987, 36-37) and Mawson (1993, 103-104), the first phases of management practices can mainly be traced to Fredric Taylor. Launched among the first **management theories**, Taylor's *scientific management principles* (1893) concentrated on scientific analysis of the performed tasks of individual workers in order to achieve maximum input with minimum efforts. Later on, this bottom-up approach to rationalize the organization changed into top-down authoritarian administrative one. In this assembly-line direction of the workers, time management efficiency in describing the job and controlling the worker were important.

In the 1920s, guidelines for managerial behaviour were reshaped into the *functional management principles* of planning and controlling goals, and organizing resources of the organization. Later during the decade, the significance of leadership methods, and the impact of work-group tensions on employee satisfaction, motivation and performance began to be emphasized. It became clear that instead of single separate job tasks, the motivation and responses of employees appeared to be dependent on an elaborate organizational environment. Another step of evolution for the concept of management occurred in the 1960s, when Douglas McGregor introduced the “Theory X – Theory Y” and its *principles of humanistic management* through the acceptance of “mature, self-motivated, and self-controlled worker, who needs neither rigid control nor interpersonal control” (Mawson 1993, 103-104). Whereas theory X was grounded to the facts that individuals dislike work and should be controlled and supervised closely, theory Y emphasizes the self-direction and self-control and trust of employees who seek responsibility for themselves (Owens 2004, 116). This humanistic side of management empowered the employees to make their own decisions within certain limits.

Later during the 1960s, the concept of *Quality of Work Life* (QWL) was introduced in the USA in order to improve employee reactions to work, and individual consequences linked with job satisfaction and mental health. This was developed further by including new managerial practices to improve work performance. Because of the popularization of the Japanese *Quality Circle* concept introduced in 1981 by Ouchi in his publication “Theory Z”, also the QWL concept again increased its popularity. According to Mawson (1993), the 1980s’ quality movement in management emphasized leadership as a means of organizational quality development. This *quality management theory* replaced the previously mentioned “Theory Y”, as the new insights allowed the manager to hand over more decision making, authority, and responsibility to the employees, instead of only delegating tasks for them. (Mawson 1993, 103-104)

#### *5.4 Managerial roles, skills and activities*

According to Yukl (2002, 28-29), Minzberg’s (1973) division of **managerial roles** is a good method of grouping and describing managerial activities. On one hand (1) *information-processing roles* comprise disseminator, monitor and spokesperson. On the other hand, there are (2) *decision-making roles*, which include entrepreneur, disturbance

handler, resource allocator and negotiator. Finally, (3) *interpersonal roles* refer to liaison, figurehead and leader. With these different roles in mind, the **skills required** for a leisure service manager in the sport sector include (1) technical skills, (2) human skills and (3) conceptual skills. (Edginton & Williams 1978, 8-9; Yukl 2002, 176)

*Technical skills* indicate understanding methods, procedures and techniques for performing certain activities, and the skill of using the knowledge and applicable tools to execute certain work tasks. *Human skills* refer to knowledge on socio-psychological and interpersonal processes, and the ability for clear and effective interaction with and motivation of people by working with and through them in order to attain the objectives of the organization. *Conceptual skills* imply general analytical ability, i.e. a logical understanding of coherence of the organizational pieces related to environmental factors to meet the organizational goals and objectives. (Edginton & Williams 1978, 8-9; Yukl 2002, 176) Accordingly, Watt (2003, 139-140) concludes that “successful management depends on the ability to adapt management skills and organizational structures and practices to the demands of the agency’s environment – both external and internal”.

The voluntary basis of the operations of the HFSC manifests itself in decision-making and human skills of, especially, the Director of Operations and the voluntary Board. It aims at motivating the volunteers and coaches as well as possible, and at increasing solidarity among other members. In addition, technical and conceptual skills are needed in order to carry out the required tasks and to understand the linkage between the organizational elements of the Club and the environmental factors in meeting the goals set. When the Club often has demanding and extremely critical parents as its “paying customers” and volunteers, the management of the Club also requires good social psychological skills, as there are often conflicting individual objectives.

Yukl (2002, 41) argues that managing comprises four principal processes, which include (1) *decision-making*, (2) *exchanging information*, (3) *influencing* and (4) *building relationships*. Moreover, the traditional and general definition of the **activities of a manager** can be expressed as an acronym of eight letters: POSDCORB, which indicates planning, organizing, staffing, directing, coordinating, reporting and budgeting (Easterby-Smith 1994, 7). From another viewpoint, management can also be divided differently, into four primary functions as Chelladurai (1985) (quoted in DeSensi &

Rosenberg, 1996, 137) has done. These include planning, organizing, leading and evaluating. Furthermore, according to Edginton and Williams (1978, 17), managerial activities can be broken down to five functions, which include planning, organizing, staffing, directing and controlling. Yukl (2002, 28), on the other hand, adds supervising, representing, monitoring, consulting and administering into this equation. Whatever the terms used in describing these activities, the overall contents of managerial duties and responsibilities seem to be defined quite similarly in most reference materials.

*Planning* consists of recognition of purposes (what should be achieved) and development of methods for achieving the purposes (how should the goals be achieved). Planning, thus, includes e.g. determination of goals, identification of limitations, creation of options, definition of performance criteria, assessment and selection of alternatives, and preparation of written documents along with the decision-making responsibility for allocating the resources (i.e. development of budgets). (Edginton & Williams 1978, 17-18; Easterby-Smith 1994, 7; DeSensi & Rosenberg 1996, 137-138; Yukl 2002, 28) *Organizing* is proposed to include e.g. setting up roles, specialization, span of control, departmentalization, unity of leadership and responsibility along with authority and blending of resources into a rational organizational structure (i.e. *budgeting*) with the aim of achieving effectiveness and efficiency (Edginton & Williams 1978, 18; Easterby-Smith 1994, 7; DeSensi & Rosenberg 1996, 139; Yukl 2002, 28).

*Staffing* can be seen as recruitment, transfers and promotions along with training/instructing staff, and *directing* as encouraging, leading, motivating and interacting with employees in the attainment of organizational goals. *Leading* is argued to indicate motivational factors, i.e. motivating people to work towards common purposes, responsibilities towards others, and congruence between individuals' goals and organizational mission. *Evaluating* is said to imply fair assessment of the results: organizational effectiveness and individual performance in accomplished goals, along with feedback. Thus, it seems to be close to *monitoring* indicators (e.g. external and internal, usage of performance indicators, finances and assets), to *administering* (e.g. locating and analyzing information, maintaining records and documents) and *consulting* (e.g. keeping up with technical developments, acting as expert), which, in turn, are linked with *reporting* (e.g. producing written reports on project progress). (Edginton &

Williams 1978, 18; Easterby-Smith 1994, 7; DeSensi & Rosenberg 1996, 139-140; Yukl 2002, 28)

Whereas *coordinating* is defined as referring to internal communication (e.g. in order to share information, meet schedules, and solve problems and conflicts) within the organization, *representing* seems to indicate external marketing communication with people outside the organization. Finally, *controlling* appears to comprise e.g. establishment of standards and schedules to guide performance, measuring and evaluating the quality of goods and services and productivity along with corrective action, personal observation, financial accounting and appraisal of results achieved by an individual and/or an organization. (Edginton & Williams 1978, 19; Yukl 2002, 28)

Aiming at effectiveness and efficiency, thorough budgeting and financial controlling has become increasingly important in the operations of Finnish sports clubs during the autumn 2008. As the economic slowdown is exerting a negative influence on the operations of private businesses, sports clubs are also affected, since funding for operations (e.g. sponsors) is more difficult to be gained (Seiro 2008). Furthermore, there is a threat that the income generated by voluntary work in some larger clubs might be regarded as being subject to value added tax, since tax control appears to have become stricter (Bouquel 2008). This influences the management of clubs and does not facilitate voluntary work.

All of the activities described above are intertwined within the management setting with the concepts of *ethics* and *personal, social, professional, legal* and *organizational responsibility* (DeSensi & Rosenberg 1996, 137-140). In addition to the *economic responsibility* pointed out, the social and *moral responsibility* for decision making in the sport management sector is to assess the possible threats and problems caused to others as an outcome of a decision (DeSensi & Rosenberg 1996, 146). Especially in the context of activities organized mainly for children and youth, the moral responsibility plays an important role. In the HFSC, the Director of Operations is, in practice, together with the voluntary Chairman and the Board of the Club, responsible for all decision-making procedures. They also have the personal, social, moral, professional, legal and organizational responsibility of keeping the club running.

These features in the work of club managers are extremely important, especially in non-profit clubs, where the majority of operations are run by voluntary forces. The voluntary nature of operations easily gives room for dishonesty, as illustrated by a recent case in the Helsinki Skaters (a large figure skating club in Helsinki), where the audit of accounts revealed a deficit of 75 000€ in October 2008. This case was investigated as an embezzlement, led to the resignation of the club Chairman, to firing the Club Secretary, and to confession of the two suspects. (Reponen 2008; Suomen tietotoimisto 2009)

Thus, *decision making* (satisficing or optimizing) is one of the most important features of management. In the leisure management of non-profit sports clubs, *satisficing* appears to be the most commonly used principle, because it indicates making decisions which will function within the provided limits, whereas *optimizing* implies tracking the best feasible decision to be made in any event. (Easterby-Smith 1994, 7-8) In addition to the Board of the Club, also the members of the HFSC have, in theory, a possibility to influence the decisions. The decisions can be argued to mainly be based on satisficing, as it implies making decisions which will work within available resources (e.g. volunteers and financial issues).

Consequently, it can be stated that managerial work involves complex and variable activities of managers in trying to solve problems by coordinating and ordering the work of others as well as their own work. These activities are related e.g. to the level of management, size of the organizational unit and lateral interdependence (i.e. dependence on other units within the organization). Managerial activities also require quick adaptation to varying situations, and movement across technical, cultural and functional boundaries within the work. (Easterby-Smith 1994, 10; Yukl 2002, 34-36)

The tasks of the Director of Operations in the HFSC include the planning, organizing, staffing, directing, co-ordinating, reporting and budgeting concerning ice-times and other practice times in various facilities. The POSDCORB also refers, for example, to the financial administration, invoicing, salaries of coaches, the marketing of the skating school of the club, the registrations for competitions, the fund-raising of the club and the teams. Furthermore, the Director of Operations handles, for example, communication dealing with other internal and external current issues and news. In addition to telephone, the main part of communication is nowadays carried out via



updating the internet pages of the Club and via email. Staffing is mainly handled by the Board, which makes the major decisions concerning the Club. These issues are discussed in more detail in Chapters 6 and 7.

### *5.5 Leisure management and management of volunteering*

As already briefly discussed above, **leisure management in the sport sector** appears to consist of the administration and management of various business-like operations. In other words, it is management of *commodities* (opportunities, facilities, equipment) and *services* (recreational and cultural services, campaigns, courses, events, coaching), which can be targeted to various groups of different ages (families, children, youth, adults, seniors) from amateur/recreational level to elite/professional level. Accordingly, the management can be aimed at competitive sport, top-sport and/or health-enhancing physical leisure/recreation activities. The most important factor in people-oriented leisure services is the *interaction between the organization* providing the services and the “*consumers/customers*” (or members) (Edginton & Williams 1978, 4). Generally speaking, leisure management activities in the sport sector concern organizational, strategic and financial issues along with issues of human resources, communication and co-operation between different parties in public, private and voluntary sectors at international, national, regional and local levels.

Fully professionalized sport management (discussed in the beginning of Chapter 4) does not in point of fact concern the HFSC, as it is not a profit-making business with professional athletes as employees. However, I consider the concept of sport management partly applicable to be discussed in this context, because the management of the HFSC does entail management of elite-level competitive athletes and teams (although amateur in terms of financial issues). As already mentioned, it has three full-time, professional employees, of which the full-time Director of Operations is responsible for the managerial activities of the Club with the three different dimensions (see Figure 1, in Section 2.1 and Figure 6, in Section 4.3).

As regards the non-profit sports clubs operating mainly in the voluntary sector, Stebbins and Graham (2004, 178) argue that two different **management approaches to volunteering** can be distinguished: (1) membership management (i.e. “European style”,

where the focus is on the volunteers themselves) and (2) programme management (i.e. “American style”, where the focus is on particular operational tasks). In *membership management*, tasks are developed to correspond with the expectations of the volunteers in a group of an organization. By contrast, *programme management* (i.e. the workplace model), commences with the identification of the tasks to be performed and continues by finding suitable volunteers to conduct them. Accordingly, Chelladurai’s (1999, 268) concept of person-organization fit seems partly to support this management approach, as it fosters fitting the employee to both the content and the context of the job.

The less known membership management seems to make the creation and development of a wide, versatile involvement of volunteers possible, which may give rise to larger overall satisfaction with the experience of volunteering. The volunteers are treated as members and share a powerful sense of belonging, and loyalty makes it difficult to leave the group. Thus, becoming a member is also more difficult, as admittance is carefully supervised. This requires close co-operation between the Board and the volunteers, and involves organizational threats concerning, for example, shortage of growth and extinction, along with low adaptation to environmental and demographic changes among the members (e.g. the Board may be old-fashioned while the new volunteers pursue new ideas). (Stebbins & Graham 2004, 178-179)

Stebbins and Graham (2004, 179) argue that the design of programme management is quite flexible and resilient as it is created to contribute to continuity for the output and impact (i.e. nobody will be regarded as indispensable). The limitations concerning the involvement of volunteering (e.g. in one particular, time-limited task) foster the entry and exit of volunteers, which lower the loyalty level. However, since emphasis is put on the achievement of the implementation of the tasks rather than the goals of the volunteers, the programme-managed organization often appears to be able to preserve consistent activities for quite a long time, and environmental changes affect only small parts of the puzzle. The risks involved include high turnover, impersonality and take-over, as the availability of new volunteers plays a substantial role for the organizational operations. Non-profit sports clubs often seem to be more membership managed (e.g. by the parents of the athletes), but they may also be partly programme managed (e.g. for certain events or projects), depending on the situation. Currently, it seems that projects, such as large international sport events, attract volunteers more easily (Vuolle 2009).

Mainly run by volunteers, the HFSC can be regarded as representing the membership management approach of managing volunteers, where tasks are created to meet the expectations of the volunteers available, mostly consisting of the parents or relatives of the skaters and retired skaters sharing a strong common sense of belonging and pride. There also are traces of a programme management approach to volunteering in the Club. For example, when a Team Leader or a Coach of a team resigns and a new one is needed, it is first required to define the skills, knowledge and commitment needed in the position and only after that can a suitable person be searched for the position.

### *5.6 Quality of management in sports clubs*

As to the concept of quality, Oakland (1993, 5) refers to the often used “*excellence*” of *goods and/or services*, and suggests the interpretation of **quality** to also be linked with the term “*professionalism*”, and in the managerial context, with the demands and expectations of customers. As the inter-organizational competition and trends of productivity and professionalization are constantly growing, increased quality also in the operations of non-profit sports clubs seems to be becoming crucially important. Customers (i.e. members), or consumers, are becoming more quality-conscious of the goods and services they are paying for. (Oakland 1993, 5; Alaja, Eija 2008, 5; Suomen Liikunta ja Urheilu 2008g; Koskela 2009a) Furthermore, Doherty (2006) argues that the professionalization trend has also decreased the rate of volunteering in sports clubs. It seems difficult to attract new volunteers to activities.

In spite of this trend, the demand for volunteers has risen and become more differentiated regarding the tasks to be carried out (Koski 1991, 18; Doherty 2006; Suomen Liikunta ja Urheilu 2006a, 11; Aaltonen 2008; Korkatti 2008). At the same time, people have less free time to carry out these often multiple tasks (Sjöholm 2008; Suomen Liikunta ja Urheilu 2006a, 11). This indicates that volunteering has become more effective, since more is done in less time (Suomen Liikunta ja Urheilu 2006a, 11; Suomen Liikunta ja Urheilu 2008g). However, as shown by the national survey of Pasi Koski (preliminary results reported in Aaltonen 2008; Koskela, Suomen Liikunta ja Urheilu & Manner 2008; Suomen Liikunta ja Urheilu 2008g) on Finnish sports clubs

(see Sections 4.1, 4.3 and Chapter 6), the number of very active volunteers has actually increased and that of the less active ones has not decreased dramatically.

Thus, the management and organization of volunteers must be effective in order to retain their contributions to a certain sector, which presupposes an understanding of the volunteers and their backgrounds and skills. Since the volunteers are essential for the club, their satisfaction should also be taken into account, and individuals should not be exhausted by too heavy workloads. (Koski 1991, 18; Doherty 2006; Vuolle 2009) Moreover, as Taylor and McGraw (2006) state, the paid and voluntary human resources are managed differently, which results in many challenges for the sports clubs. Therefore, some formalization of human resources practices is proposed to contribute to increased quality of management. (Mawson 1993, 105; Oakland 1993, 3; Chelladurai 1999, 267; De Knop, Van Hoecke, and De Bosscher 2004, 57; Kriemadis 2004, 132; Doherty 2006; Taylor & McGraw 2006)

The route to quality sports club activities seems to be in common enthusiasm, clear objectives, and constant, profound and long-term planning and commitment of the whole club (Kuusi 2007, 4-5; Vuolle 2009). This statement supports the findings of the Finnish *Hyvä Seura* (Good Club) survey of 2005, which emphasize that the most important element of a successful club is its *atmosphere, joint activities, co-operation and well-managed economy and administration*, and that the prerequisite for this is *an inspiring and skilled club management* (Simonen 2005). Moreover, developing club administration appeared to be an important procedure in the regional club survey made by the regional sports federation of Southern Finland. (Ahlroos-Tanttu 2007)

Along with quality, an organizational image reflecting *reliability, price and delivery* of goods and services for consumers seems to be pursued. *Customer satisfaction* has become an important goal for organizations, in the course of which quality management started to replace traditional managerial procedures. International research projects already in the 1990s showed that sports clubs should concentrate more on establishing a higher quality of professionalized management culture. (De Knop, Van Hoecke, and De Bosscher 2004, 57) To achieve this and to meet the challenges of contemporary sports clubs, the clubs and their paid and voluntary managers need relevant (professional) advice and tools. By successful implementation of quality management procedures in

the club's processes, better satisfaction is likely to be achieved. (Mawson 1993, 105; Slack 1997, 247; De Knop, Van Hoecke, and De Bosscher 2004, 57-58, 63; Kriemadis 2004, 132; Taylor & McGraw 2006; Koskela 2009a)

Constant development of organizational procedures and the increased participation and contribution of every member and stakeholder of the organization indicate better employee relations and better organizational atmosphere along with higher organizational loyalty and commitment. Such developments are seen to have a positive effect on productivity, efficiency, profit, and customer/member satisfaction. In the case of the vague job description of a club's Director of Operations, these could facilitate the co-planning and development of the job descriptions and task responsibilities within the whole club. This would result in better reliability, fewer errors, lower costs, and decreased personnel absence and turnover. Finally, long-term stability and successful operations could be achieved. However, the prerequisite for the functionality of quality management in the club processes is a noticeable change (and managerial commitment with it) in the organizational culture (i.e. in the way of thinking and performing). In addition to a participative managerial method, it also requires patience, as the achievement of these kind of large-scale changes tend to take time. (Mawson 1993, 105; Oakland 1993, 10, 18-21; Chelladurai 1999, 10; Watt 2003, 119; De Knop, Van Hoecke, and De Bosscher 2004, 57-58, 63; Kriemadis 2004, 132-133; Koskela 2009)

### *5.7 Features of Total Quality Management in the development of quality culture*

First introduced by W. Edward Deming after the Second World War, and followed by the contributions of Joseph Juran and Philip Crosby, **Total Quality Management (TQM)** principles are considered to underline the significance of good and contemporary management and leadership methods in achieving high quality within organizational processes (Mawson 1993, 102; Holbecke 2006, 154). Although TQM has been more common among private businesses, it can also be included in the customer services and leadership practices of sport management and administration (Mawson 1993, 101-102; Watt 2003, 117). With the goal in increasing the quality of a club's managerial operations and developing a quality culture (e.g. excellence in planning control and implementation), features of TQM could be suitable tools (Watt 2003, 117; De Knop, Van Hoecke & De Bosscher 2004, 59; Kriemadis 2004, 133-134).

The Total Quality Management approach is described to be a customer-oriented management system with a problem-preventing perspective, which targets on optimal, long-term success (i.e. quality) of organizational practices and results by the commitment of every member of the organization into constant improvement, that is, implementation of quality processes (primary, supporting and managerial) (Mawson 1993, 101, 105; Oakland 1993, 21; Watt 2003, 117; De Knop, Van Hoecke & De Bosscher 2004, 59-61). In this context, Watt (2003, 120) presents *the seven "p"s*: "*positive commitment, planning, participation, process control, problem identification, problem elimination, and performance*". In addition to the stakeholders within the organization, the improved organizational effectiveness, efficiency, competitiveness and flexibility also tend to affect the customers of the organization. This indicates that the organization must be fully aware of the range of their customers and the type of quality services they are expecting to receive. Accordingly, the quality baselines of the organization should be in line with these expectations constantly, from the very beginning. (Mawson 1993, 101, 105; Oakland 1993, 9-10, 22-23; Chelladurai 1999, 268; De Knop, Van Hoecke & De Bosscher 2004, 59-61; Doherty 2006)

#### 5.7.1 Components and approaches

According to De Knop, Van Hoecke, and De Bosscher (2004, 59-61) and supported by Mawson (1993, 101), TQM is based on three functional components: (1) *customer orientation* (i.e. satisfaction), (2) *continuous quality improvement process* and (3) *complete involvement*. As regards sports management, Mawson (1993, 101) points out that the concept of total quality refers to *customer satisfaction* through the performance, reliability, durability and availability of the services. Oakland (1993, 9) also brings up the concepts of delivery and cost-effectiveness. Furthermore, together with the "normal" consumers, customers of sports management and clubs (e.g. the HFSC) include, for example, members, employees, and volunteers (i.e. stakeholders) working in the sector of sport and physical activities (e.g. sport governing organizations, other clubs, private sport enterprises and/or political sport organizations). (Mawson 1993, 101, 105)

Kriemadis (2004, 136) also emphasizes quality *leadership*, employee *empowerment* and *teamwork* in the analysis of TQM as a whole. Pointed out by De Knop, Van Hoecke,

and De Bosscher (2004, 60-61), the Total Quality Management Inventory (1990) states quite similarly that “*strategic planning, quality measurement and analysis, quality assurance, quality and productivity improvement results and top management leadership and support*” should be pinpointed as important factors in aiming at an organizational quality culture. Also, *employee training* along with *symbolic and material acknowledgement of accomplishment* should be emphasized. In the case of sports clubs, some other goals, such as *reducing salary differences* between employees (e.g. top coaches and instructors) and *ownership stake in the organization theory* cannot be put into practice as in conventional business organizations. (Oakland 1993, 70; De Knop, Van Hoecke & De Bosscher 2004, 59-61; Kriemadis 2004, 133-135)

Analyzing further the implementation of the characteristics of TQM, De Knop, Van Hoecke, and De Bosscher (2004, 61) argue comparably that the process could be carried out through two different approaches. They are the (1) system-technical and the (2) social-dynamic approach. At the operational level, the *system-technical approach* consists of inspection, statistical techniques, procedures and instructions, and problem-solving techniques. At the strategic level, it includes goal formulation, strategic planning, policy deployment and organizational structure. The *social-dynamic approach* comprises co-ordination, information, teamwork and interpersonal skills at the operational level, and at the strategic level, leadership, corporate culture, people management (i.e. human resource management), and communication (i.e. internal and external organizational communication). Thus, the system-technical approach represents a harder, more statistical and production-oriented viewpoint, whereas the social-dynamic approach is softer, more humanitarian and employee relations-oriented.

Oakland (1993, 38-42) specifies the core of the TQM model as identification of customer-supplier relationships, and continues by emphasizing the importance of managing processes. Moreover, the “soft” results of effective TQM include *cultural change* and *improvement of communication and commitment*. The core should be encircled by the “hard” key elements of management, i.e. managing the *improvement of systems, tools and teams*. (Oakland 1993, 40-42) In this frame of reference, the concepts of *quality of design* and *quality of conformance to design* are relevant to be mentioned: the first indicates how the goods or services are designed (i.e. planned), and the second implies the extent to which the planned goods or services achieve the quality of design

(Oakland, 1993, 10-12). In the case of the HFSC, the softer social-dynamic approach could be assumed to be more effective in increasing the quality of management.

Underlining the importance of *leadership* by top management, Kriemadis (2004, 134) describes high-class leadership as valuing and fostering quality and individual involvement in organizational education, training and recognition programmes. It also includes good and regular interrelationships with employees, customers and suppliers. Additionally, it is argued that an excellent leader manages by fact, aligns trust and openness within the organization and its personnel, and by empowering employees and fostering team improvement, develops collaboration, teamwork and a constantly improving organization. (Kriemadis 2004, 134) As briefly discussed earlier, the HFSC's leadership of top management relates mostly to the Board, but, to some extent, also to the Director of Operations, as they work in close co-operation with each other. According to Kriemadis (2004, 135-136), the identification of the *needs and desires of customers* includes improving communications, and acquiring information and feedback from customers in developing services and/or goods. Although the material *recognition of achievement* in sport clubs may be difficult to carry out in terms of financial rewards, they may be implemented as symbolic ones (e.g. certificates, newsletters, name on a plaque) or as unique privileges important for the employee (e.g. day off from work).

In addition, complaints should always be analyzed, constraints and threats and useless internal policies discarded, and employees trained and *empowered* into various situations in order to promote a positive atmosphere and to be able to make decisions resulting in high quality results. A clear understanding of work responsibilities is the first hallmark for empowerment by managers. Given authority should be comparable with the responsibilities, and provided criteria for excellence would facilitate in reaching the full potential of an employee. In addition, it seems that convenient skills, knowledge, information, confidence, trust, feedback and acknowledgement should be supplied to the employees from the manager for the purpose of motivation and attainment of goals. Giving a permission to fail is one important factor, as it facilitates risk taking and the usage of full potential. (Oakland 1993, 42; Kriemadis 2004, 134) These are issues that should be regarded in the job description, role and empowerment of the Director of Operations of the HFSC as well (see Chapters 6 and 7).



### 5.7.2 Quality improvement models and forms of co-operation

The *constant quality improvement process* appears to be applied in the quality enhancement of organizational processes as well. It is argued that such reassessment and redevelopment has an effect on the performance and profitability of the organization (i.e. its costs, service and speed). This component of TQM relies on “constant ignorance on what is and concentration on what should be”. (Kriemadis 2004, 135-136) Kriemadis (2004, 135-136) divides the quality improvement process into various steps, which are (1) identification of mission, (2) identification of customers and requirements, (3) assessment of current state, (4) definition of preferred state, problems, and improvement opportunities, (5) identification of barriers and root causes, (6) development of improvement solutions, strategies, tactics, and plans, (7) implementation of plans, (8) monitoring results and standardization.

Oakland (1993, 25-26) discusses *quality policy*, which resembles the constant quality improvement process of Kriemadis (2004), and points out that the policy should be publicized and understood fully within the organization. This policy guides top management in carrying out seven steps: establishing a quality work group, identifying the needs and perceptions of customers and assessing the organizations economic abilities, and making sure that bought-in materials and services reliably meet the required standards of performance and efficiency. Further, concentration on the prevention rather than detection philosophy, education and training for quality improvement, and review of the quality management systems to maintain progress have qualities similar to Kriemadis’ process described above.

Partly in accordance with the ideas of Kriemadis (2004) and Oakland (1993), Mawson (1993, 104) bases the principles of TQM on the Deming philosophy of *total quality control*. The organizational goals are advised to be understood and into their attainment committed to by a critical mass (i.e. the number of employees sufficient enough to keep the operations running properly) of persons within the organization. These principles emphasize constant organizational purpose, commitment, improvement of process, best quality, statistical analysis in improving processes, training and education for employees, inspiring leading instead of directing, openness, co-operation between units, initiative, elimination of performance quotas, appreciation, new methods and teamwork, and empowerment of each stakeholder in creating the quality system.

The awareness of both customers and suppliers and their relationships (i.e. inter and intra-organizational hierarchy) is linked with the concept of *organizational quality chains* (Oakland 1993, 8-10). As Oakland (1993, 8-10) argues, every organization has a sequence of internal and external customers, who form quality chains, and, thus, the core of total quality in meeting customer expectations. Another essential element in the achievement of quality is *team work*, as it improves personnel involvement and performance, positive morale, and sense of ownership and commitment to the activities of the team (Kriemadis 2004, 135). For example, *quality circles* as a method of team work are used by groups of employees for identifying, analyzing, and creating solutions for and solving work and productivity-related difficulties (Mawson 1993, 104-105; Watt 2003, 122; Kriemadis 2004, 135).

According to Mawson (1993, 105), authorization and responsibility of decentralized and common decision-making is carried out via these small, voluntary groups that meet every week. A quality circle plans aimed deadlines for specified development goals, and functions on an ongoing observation and re-evaluation basis. It consists of a leader (facilitation of the process), a facilitator (coordination of the activities of many circles and co-operation with other support groups), and a steering committee (making decisions on the policies and procedures of the programme). Problems related to productivity and performance are identified from customer satisfaction data, in which customers are employees from other units of the organization or people purchasing goods or services from the organization (e.g. employees with problems, sport participants and/or spectators).

In the operations of a sports club, quality circles could, to some extent, be related to *Inter-organizational Relationships (IORs)* between organizations. Babiak (2007, 339) defines the concept of IOR as “a voluntary, close, long-term, planned strategic action between two or more organizations with the objective to serve mutually beneficial purposes in a problem domain”. In other words, IORs imply collaboration, interdependence, and proactive and reactive contextual conditions inside a group of organizations representing non-profit, private and public sectors. Additionally, IORs concentrate on strategic determinants related to partnership forming with each other together with interpersonal networking in a sport context. Emphasizing the impact of

partnership forming on the whole organization (e.g. in accounting, decision-making, planning, human resources and communication), the most important motives for IORs are pointed out to be legitimacy, efficiency, stability and reciprocity of the organizations, striving to create and access new markets, share knowledge or financial risk, or to foresee social, political and technological changes (Babiak 2007).

As regards improving the quality of management in the HFSC, the critical mass at the moment is one full-time administrative employee, and a selection of adapted features of each of these models (quality improvement process, quality policy and total quality control) would be applicable to the operations of the HFSC as well. In the work of the Director of Operations, these co-operation forms (organizational quality chains, team work, quality circles, IORs) might help the only administrative employee in networking and building “ventilation channels” outside the club as well (see Chapters 6 and 7).

#### *5.8 The effects of good governance on the quality of management*

According to Hoye and Cuskelly (2007, 3), **organizational governance** indicates “the system by which the elements of an organization are directed, controlled and regulated”. If compared with management, defined as running a “business”, governance refers to *making sure that the “business” is run properly*. Hence, in addition to features of TQM, it can be argued that governance is significant for the quality of organizational management. As in traditional management, the effectiveness of governance is essential for the functioning of the whole organization, ensuring the stakeholders that their investments, tangible (e.g. money) or intangible (e.g. time, reputations or effort), will be secured, and the best interests of the organization will be regarded in the decision-making processes. Bearing this in mind, governance can be described as *more than routine operational management*, since it aims at enhancing the performance of the organization and ensuring its statutory and fiduciary compliance through policy- and direction-related measures. (Hoye & Cuskelly 2003 & 2007, 3-4)

In contrast to **corporate governance**, which is concerned with the governance of profit-oriented businesses concentrating on increasing shareholders’ value, **non-profit governance** deals with the governance of voluntary organizations focusing on, for example, service provision at a community-level, charity or fund-raising cause or

facilitation of the involvement of individuals in various activities. Moreover, emphasis is placed on the values of (community) participation, due process and stewardship. (Hoye & Cuskelly 2007, 6-7) While the inclusion of stakeholders in the decision-making structures and processes of non-profit sport organizations is broad, the role of the Board has an increased importance, including for example the enforcement for conformance and performance enhancement (Ferkins, Shilbury, & McDonald 2005; Hoye & Cuskelly 2007, 6).

There seem to exist various definitions of **sport governance**. According to the Sport and Recreation New Zealand (2004) and the Australian Sports Commission (2004) (quoted in Hoye & Cuskelly 2007, 9-10), governance in sports indicates the structures and processes of an organization in the development and monitoring of its strategic goals, priorities, policies, direction and performance, and in making sure that the Board acts in the best interests of the members and is accountable to the organization and its stakeholders. Including characterizing and managing risks, and monitoring and evaluating achievements and management performance expectations against these goals, the important role of the Board is emphasized as well. Hence, the issues of *direction*, *control* and *regulation* are argued to be underlined in the governance of sport organizations. These three features refer to directing the overall strategy, and controlling the activities and stakeholders (i.e. members, employees etc.) to act in the organization's best interest. Also, the regulation of the behaviour of individual members or member organizations is included. In other words, this indicates setting guidelines or policies for the organizational operations. (Hoye & Cuskelly 2003 & 2007, 9-10)

As was mentioned in Section 5.2, the HFSC is governed (i.e. directed, controlled and regulated) by the Director of Operations and its voluntary Board (6 members, Chairman, substitute), which is elected for and operates in two-year cycles. In addition, half of the Board members are in the resignation turn each year. The employer of the Director of Operations is the Chairman together with the Board. Mainly representing parents of skaters, both the Chairman and the Board members are responsible for all of the decision-making procedures, although the Club members also have a possibility to influence the decisions by attending to the Club's official autumn and spring meetings.

Based on all of the above features of governance, it can be concluded that **good organizational governance** concentrates on ensuring that the Board and the management focus on delivering outcomes, whose beneficiaries are the organization and its members, and attainment means well-monitored. (Hoye & Cuskelly 2007, 10) It is quite common that the non-profit sport organizations are faced with many governance-related challenges, which is often reflected in poor governance performance. As discussed earlier (Chapter 4) in the context of factors affecting Finnish sports clubs, these challenges are caused by both internal and external environmental factors. Hoye and Cuskelly (2007, 10-11) argue that in contrast to its good counterpart, **poor organizational governance** correlates with (1) director inexperience, (2) conflicts of interest, (3) risk management failure, (4) inadequate, inappropriate or lack of (financial) controls, (5) generally poor internal business systems and monitoring and reporting lines, (6) individuals with inadequate skills, and (7) lack of succession planning. These failures may affect negatively a sports club's financial balance, sponsorship deals, membership numbers and participation, and also possibly result to problems with government-funding agencies.

The interviews and discussions (see Chapter 6) showed that the Board members of the HFSC often seem to have been forced to deal with certain governance problems, such as lack of time, ineffective management skills, conflicts of interests and objectives, lack of succession planning, and sometimes even fossilized attitudes and perspectives. Although many issues are handled well, the Club's governance can be rated in some respects as satisfactory. As regards the age of Board members and volunteers in general affecting the club governance, the findings of the sports club survey of Pasi Koski (preliminary results reported in Aaltonen 2008; Koskela, Suomen Liikunta ja Urheilu & Manner 2008; Suomen Liikunta ja Urheilu 2008g) suggest that the ageing Finnish volunteers are both a threat and a possibility for the clubs.

Quite recently, the non-profit sport governance has become a target of international improvement efforts in the form of **governance guidelines** for the NSOs and their member organizations, including non-profit sports clubs (e.g. the HFSC). While government subsidies for elite sport appear to be increasing, governments are trying to protect their investments by ensuring effective governing. This has led to the promotion of excellence and high quality in sport management and governance in the government

sport policies, and to emphasizing the importance of the concentration on strategic governance and organizational issues in the NSOs. (Hoye & Cuskelly 2007, 25-26) According to Hoye and Cuskelly (2007, 26), the developed guidelines focus on areas important to non-profit sports clubs as well, such as the *roles, responsibilities and liabilities of the Board and its members, the participation of other stakeholders, work planning, meeting structures and procedures, strategic planning and risk management, the relationship between the Board and the Chief Executive Officer, performance monitoring for the organization, board performance, conflicts of interest, succession planning and the introduction process for new members* (see Chapters 6 and 7).

Some programmes have also concentrated on a “modernization programme”, aiming at increasing the quality of management and delivery of high-performance sport programmes. Plans are made to improve the governance by concentrating on three core components. These are (1) *leadership and culture*, (2) *policies and procedures*, and (3) *accountability*. The guidelines are based on an assumption that improving the Board performance of non-profit sport organizations and moving towards more shared leadership will result in better organizational performance. Since the national organizations influence the activities and performance of member organizations at state/provincial, regional and local levels, these features have an impact on the development of the governance of smaller non-profit clubs as well. (Ferkins et al. 2005; Hoye & Cuskelly 2007, 25-26)

Therefore, the introduction and adoption of appropriate governance guidelines, or managerial “best practices”, and a better strategy and its long-term implementation would also help the HFSC to meet its financial objectives and increase optimal use of resources. This broader involvement, participation and commitment of the whole Club to the attainment of governance improvement goals (i.e. “co-management”) would give rise to intangible and tangible added value for the Club. Social and economic value could be added through good governance in the form of improved communications, a cultural change, enhanced operations, better satisfaction and lower turnover rate of employees (both paid and voluntary) and other stakeholders, better financial balance and accountability of the Club, and higher membership numbers and participation within the Club. Moreover, better and more long-term sponsors could possibly be attracted, which, then, would contribute to a better financial situation within the Club.

### 5.9 Management audit as a tool for sports clubs

In addition to adopting features of TQM and governance guidelines, carrying out a **management audit** might also be a good choice to start the process with in order to explore and develop the activities (i.e. quality) of a club. This would facilitate the evaluation between the optimum (desired) and the minimum (minimal acceptable) levels of quality. (De Knop, Van Hoecke & De Bosscher 2004, 64-65) In line with the features of TQM and governance guidelines, De Knop et al. (2004, 64-65) suggest the following dimensions for the body of an audit: (1) strategic planning and marketing management, (2) internal procedures and systems, (3) external communication and image building, (4) organizational culture and atmosphere, (5) management and structure, (6) (human) resources management, and (7) organizational effectiveness. The audit is also aimed at investigating the club's main orientation (achievement-oriented, participation-oriented or multipurpose), primary target group (children/youth, adults or both), type of sport (individual or team sport), and number of members (size).

Because of insufficient resources, *strategic planning* often becomes overruled by survival in the real life of non-profit sports clubs. However, in order to succeed, the customer (e.g. employee) needs and expectations should be understood. *Internal procedures and systems* should also be developed further by involving as many stakeholders as possible to the development process. Here, internal communication appears to be the first channel to be improved (e.g. email lists, internet pages, club magazine, and brochure). As regards *external communication and image building*, the promotion of inter-organizational relationships, networking, public relations and media co-operation are advised to be focused on. Moreover, De Knop et al. (2004) argue that the appeal, solidarity, commitment, involvement and coherence of the club (for both young and old stakeholders) are defined by its *organizational culture and atmosphere*. Hence, these two are among the most important aspects of development in order to achieve better quality of organizational management. (De Knop et al. 2004, 67, 69-71)

A further important aspect is the *structure and characteristics of management* of the club, which refers to the members and functioning of the Board and other managerial personnel (e.g. the Director of Operations). As the Board members mostly represent

volunteers with their own jobs outside the club activities, it is more complicated to enhance their commitment to the club's organizational tasks. On the other hand, the volunteers often have a strong emotional bond with the club, which has both positive and negative effects. They may have their own agendas behind certain issues, which gives rise to conflicting objectives inside the club processes. Again, clearly written job descriptions are the key to avoiding the work overload of the Board members. This also may inspire new volunteers to enter the club functions. (De Knop et al. 2004, 67, 69-71)

It can be concluded that the quality of *human resource management* is also important to promote individual needs and satisfaction of employees. This affects the recruitment and retention of both volunteers and other employees, and, according to De Knop et al. (2004), is in line with the evaluation of *organizational effectiveness for individual and team sports*. The evaluation can be carried out through the multiple constituency approach (introduced by Chelladurai in 1997) by using four parameters in the function of structural variables. These are retention and loss of internal and external members, financial health of the organization, evolution of the human capital of the club, and the realization of goals. (De Knop et al. 2004, 67, 69-71)

As mentioned Section 3.2, in the case of the HFSC, certain elements of (total) quality management, governance guidelines and features of management audit discussed above were applied in the interview framework in order to elicit information about the current state of professionalism in the administration of the Club with regard to quality of management. The data collected showed that the quality of strategic, work and succession planning and marketing management, internal and external policy lines, communication and image building, operational culture and atmosphere, management and structure, (human) resources management, and organizational effectiveness play an important role within the Club's operations. Hence, the management audit appeared to be a useful tool to achieve a clearer picture of the operations of the Club. After this it would be easier to apply the guidelines for good governance and some features of TQM in order to increase the quality of management within the HFSC. This is discussed in more detail in Chapters 6 and 7.



## 6 CHALLENGES FOR AND GAPS IN THE CURRENT QUALITY OF MANAGEMENT

Although the challenges for Finnish non-profit sport clubs seem to vary depending on their location within Finland, the most common challenges comprise acquisition of new committed volunteers and the limitations of financial and physical resources (Imporanta 2007; Korkatti 2008; Puhto 2008; Suomen Liikunta ja Urheilu 2008g). Challenges for managing volunteers are concerned with engaging, motivating and attaining new stakeholders into the activities, and keeping their workloads reasonable. Seen as both strengths and weaknesses, features characteristic for club activities (e.g. the club spirit and the emotional bond), should be noted in tackling the volunteer management challenges. (Korkatti 2008, Vuolle 2009) This Chapter concentrates on *the current state of professionalism* of the HFSC's administration. The situation is examined through the job description of the Director of Operations and the management challenges and gaps with regard to the position and the management in general in comparison with the other clubs interviewed. It became evident from the interviews that the challenges and gaps for management are linked with similar issues and closely tied together, as are the tasks of the Director of Operations and the Board. Therefore, these are discussed side by side.

The operations of the Board in relation to and supporting the work of the Director of Operations, the full-time employees, and the organizational structure and work groups are examined. Internal specialization and standardization of operations are explored within the HFSC and in comparison with other clubs interviewed through investigating models of operations and culture, time management and prioritization along with alignment of responsibility areas, roles and guidelines. Strategic planning, decision-making, implementation and monitoring are discussed in general together with those concerning the Board meetings. This is followed by an examination of the challenges for diversity of human resources, cost management and economy, communications, culture of thanking and supporting, and the coping of the stakeholders.

Quotations in the text from the interviews are included in the analysis to illustrate the points discussed. Since the focus of this Thesis is on how to improve the quality of management of the Club from the perspective of the Director of Operations, some interviewees are quoted more often than others. The comments quoted are either the

most suitable ones for the context or represent the opinions of former or current employees in the particular position, which add to their relevance. However, the reliability of some of the comments should also be analyzed critically, since some of them seem to be contradictory, and strong emotions and subjectivity are included in the interview contents. This, nevertheless, is the nature of qualitative research.

In addition to the points discussed in the beginning of this Chapter, the findings of the study of Puhto (2008) on the challenges of professional leadership also show that there is a common feeling within clubs that the number of volunteers has decreased. Similar feelings were expressed by some interviewees of this Thesis. However, as mentioned in Sections 4.1, 4.3 and 5.5, the most recent nation-wide survey of Pasi Koski (preliminary results reported in Aaltonen 2008; Koskela, Suomen Liikunta ja Urheilu & Manner 2008; Suomen Liikunta ja Urheilu 2008g) suggests that the number of very active volunteers has increased in Finland. People also have higher expectations and requirements regarding the club operations. This is in line with increased expertise, professionalism and other operational quality aspects. (Aaltonen 2008; Koskela, Suomen Liikunta ja Urheilu & Manner 2008; Suomen Liikunta ja Urheilu 2008g)

However, it seems that the quality of communications and marketing has decreased during the past ten years. This may result either from lack of knowhow or increased requirements (Koskela, Suomen Liikunta ja Urheilu & Manner 2008). As each club has its own special features, ideas used in other clubs may not be generalized to benefit every club. (Koski 2008) It also should be underlined within each club that a full-time employee is not paid to and cannot replace the volunteers. Although there is a risk that too much is put on the shoulders of the full-time employee, s/he also contributes to attracting more volunteers and clarifying their work tasks. (Hannula 2008, 6-8)

The issues are evident in the HFSC as well. In addition to internal factors (e.g. changes in the employees and other stakeholders) and other external environmental factors (e.g. changes in the regulatory operating environment) affecting the governance of the Club, the economic, political, social, cultural and technological changes of globalization (Hoye & Cuskelly 2007; Puhto 2008) have affected the Club's managerial practices in different ways as well. For example, the HFSC has been trampled by financially stronger and more influential professional clubs in Helsinki (e.g. large and successful

ice hockey clubs, such as the HIFK), which take all the best practice ice-times and the biggest sponsorship deals. Also, there have been changes in the legislation and regulations on, for example, taxation, accounting, public funding (from the Ministry of Education and the City of Helsinki) and employment issues of non-profit sport organizations, some of which have been adopted at the national level on the basis of international agreements.

New challenges seem to be arising as the club responsibilities (e.g. salaries, reports, accounting, security issues of the HFSC) are becoming heavier, time management and scheduling more problematic, and the Board and other active stakeholders are carrying out more tasks in their leisure time. (Hoye & Cuskelly 2007; Puhto 2008) International and global developments have changed the national and local characteristics of governing and managing skating clubs as well. The increased use of technology (e.g. mobile phone, internet, e-mail) has affected the daily routines and transformed the nature of social relationships, networks and contacts in a more virtual direction. Hence, the Club's Director of Operations, its Board members, and other important stakeholders also need more advanced technical managerial skills in order to keep the club running more productively (i.e. effectively and efficiently). The findings of the study of Puhto (2008, 146-147) show that the Directors of Operations seem to be acting as "jacks-of-all-trades" carrying out very diverse tasks, and often having quite broad and vague job descriptions. These findings are supported by the interviews of this Thesis and are applicable to the HFSC's situation, as illustrated in the following Sections.

In general, the HFSC seems to have a reputation of a well-managed club, known for its strong Chairmen. The active stakeholders are multi-skilled, and figure skating clubs in general seem to have acted as forerunners in the professionalization process of Finnish non-profit sport clubs. However, as in every club, there also is room for improvement.

*"On tietotaitoa siitä, miten asiat tulee hoitaa. näillä resursseilla ja ajankäytöllä mitä on käytettävissä pystyt hoitamaan oleelliset, oikeat ja lain vaatimat asiat. Aina tietenkin pitäisi olla lisää markkinointia ym. lisää, mutta sekin on riippuvainen siitä, mikä kombinaatio siinä sun ympärillä on ja millainen persoona sinä olet."* (Interview 8.) [There's know-how to handle things. These resources and the time available enable you to deal with the relevant and right things as well as those required by law. Of course there should always be more marketing and so on, but that also depends on what kind of combination you have around you and on what kind of person you are.]

### 6.1 Full-time employees, organizational structure and work groups

The number of full-time employees (see also Section 4.3) relates to the current state of quantitative professionalism. The critical mass with regard to the minimum number of the HFSC's administrative personnel is at the moment in its extreme limits with one full-time employee as the Director of Operations serving 800 members. There also are two full-time Head Coaches (single and synchronized skating), and one part-time Skating School Coordinator and a number of hourly-paid coaches. In general, the Club seems to have been a forerunner in professionalization when moving from private coaches to those employed by the club.

*"Ennen valmentajat olivat yksityisvalmentajia. Palkanmaksu tapahtui suoraan valmentajalle. Seura järjesti vain jäät. Seuralle maksettiin jäämaksu ja toimintamaksu jne., mutta valmentajalle maksettiin yksityisyrittäjänä palkka. HTK oli varmaan ensimmäinen seura, jolle tuli kuukausipalkkaiset valmentajat." (Interview 8.)* [Earlier the coaches were private coaches. They received their payment directly. The Club only arranged for practice ice. The Club received fees for practice ice and other activities, but the coach was paid as a self-employed person. The HFSC was probably the first Club to hire coaches with a monthly salary.]

In the other interviewed clubs (the VG-62, the Tappara ry and the HSK), the critical mass varies from one to nearly ten. Also the titles of the employees differ slightly. The VG-62 (1470 members, 200 figure skaters) has two full-time employees (Director of Operations since 2006, synchronized skating Head Coach since 2008). As the number of administrative employees is one, there are plans to set up another post (Office Assistant) through the FSF's *Työhön Kutsu* (Call for Work) project. Other employees are hourly-paid (figure skating coaches) and volunteers. The Tappara ry (1500 members, 350 figure skaters) has had a Director of Operations since 2005. The number of full-time employees totals 9.5 persons, of which seven are operative (4 figure skating Head Coaches, ice hockey Coaching Manager, Youth Manager and Development Manager) and 2.5 administrative (Director of Operations, Office Assistant, part-time figure skating Club Secretary). The HSK's full-time employees (700 members) include 7.5 persons (coaches, part-time Club Secretary (earlier full-time)), and increasing the quantitative professionalism of the administration has been planned.

As to the correlation between the administration's quantitative professionalization and possible changes in the numbers of members, the numbers have remained quite constant in the VG-62, the Tappara ry and the HFSC. This might be related to lack of resources (facilities) and societal changes (individualism, lack of free-time, higher expectations).

"[...] Jos katsotaan miten se korreloi ammattihenkilökunnan määrään, niin toisaalta vaatimukset seuran toimintaan ovat kasvaneet. Kun sitä on niin vähän, niin toiminnan pitää olla niin laadukasta. Että vaikka henkilökuntaa ja osaamista on tullut lisää, niin se ei ole mennyt samassa linjassa harrastajamäärän kanssa. Vaikka harrastajamäärä on pysynyt samana, silti organisaatorakenne on kehittynyt." (Interview 10.) [If we look at how this correlates with the number of professional staff, then, on one hand, requirements concerning Club activities have grown. That is, even though we have more staff and knowhow, this [increase] has not been in line with the numbers of skaters. While the numbers of skaters have remained the same, the organizational structure has developed.]

"[...] takana [on] myös yhteiskunnallisia muutoksia. Esim. kaupunginosatoiminta, jota jossain vaiheessa harrastettiin (ulkojäät ym.), on jäänyt pois ja sitä kautta harrastajamäärä ei ole päässyt kasvamaan. Lisäksi uusia lajeja tulee koko ajan, jotka kilpailevat harrastajista. (Interview 10.) [...] underlying this [there are] also societal changes. For example, neighborhood activities that were common at one point (outdoor ice rinks, for instance) no longer exist, and this no longer brings us new skaters. In addition, new sports continue to emerge, and they compete with us for people.]

Based on the sports club survey of Koski (preliminary results reported in Aaltonen 2008; Koskela, Suomen Liikunta ja Urheilu & Manner 2008; Suomen Liikunta ja Urheilu 2008g), this development seems to have continued. Having doubled in 20 years, also facility fees increasingly consume the club resources and capacities (Koskela, Suomen Liikunta ja Urheilu & Manner 2008) (see also Sections 4.1, 5.5 and Chapter 6). However, the HSK's number of members has increased a lot, and the club must continuously balance with the club's number of skaters and quality of operations.

"[...] mietitään oikeasti, mitä se on mitä tehdään ja halutaan. Ja jos halutaan tarjota laatua, niin sen pitää olla kohdillaan sen homman. Ei voi vain mennä ja porskuttaa ja ottaa se kasvu vastaan, jos ei pysty vastaamaan niihin haasteisiin." (Interview 11.) [...] we must consider carefully, what we do and want. If we want to offer quality, this must be in order. You can't just force you way through and accept the growth if you can't meet the challenges.]

In all the four clubs, *the Board is the highest decision-making body* and the *Chairman is the superior* of the Director of Operations (or the Club Secretary). The VG-62 has 5 divisions under the Board, whose Chairmen have a great deal of influencing power. The other general club (the Tappara ry) has ice hockey and figure skating as disciplines of which figure skating is separate and independent. In addition to single, synchronized skating and skating school, the HSK also offers possibilities for ice dance. As regards the organizational structure, particularly in the HFSC (see Figure 1, in Section 2.1), there seems to be some vagueness in the roles of and relationships between the Director, the full-time coaches and the part-time skating school coordinator. These policy lines are discussed in more detail further in this Chapter (see also Chapter 7).

The *work groups* within the interviewed clubs are shown in Table 3. The VG-62 and the Tappara ry have various committees and commissions whereas the HSK has two (single and synchronized skating). In the interviewed clubs, the groups seem to function both as a facilitator, support and extra employer of the Director of Operations.

*”Nämä auttavat ja helpottavat mun työtä. Ei olla kuitenkaan mikään huippuseura [...] Myös työllistää paljon. Olen mukana kaikissa ryhmissä. On hyväkin tietää toiminnasta eli olla mukana ryhmissä.” (Interview 9.) [They help and facilitate my work. After all, we are not a top-level club. [...] A lot of work, too. I’m involved in all groups. It’s actually good to know about a wide range of activities and be involved in the groups.]*

Table 3. Work groups in the VG-62, the Tappara ry, the HSK and the HFSC

The VG-62	The Tappara ry	The HSK	The HFSC
Season publication committee	Management group of sports operations	Synchronized skating committee	Synchronized skating committee
Event committee	Financial commission	Single skating committee	
Future committee	Marketing and communications commission		
Works committee	Works commission		
	Training/education commission		
	Problem solving group		
	Team leader club		
	Coach club		

With the exception of the HFSC, the work groups meet when needed, *responsibility areas* have been divided according to know-how areas, and the Director of Operations in co-operation with the work groups finds out, prepares and drafts proposals on issues to be discussed on the Board’s behalf.

*”Tarpeen mukaan kokoontuminen tarkoittaa sitä, että koko hallituksen ei tarvitse niiden asioiden takia kokoontua, vaan kyseinen valiokunta pystyy tekemään asiasta selvitykset ja esitykset. Käytännössä kuitenkin kokopäiväiset toimihenkilöt tekevät esityksiä johtokunnalle ja valiokunnille, edetään tapauskohtaisesti.” (Interview 10.) [Meeting when needed means that the Board does not have to convene to discuss these matters; instead, the Committee in question can look into these matters and make proposals. In practice, however, full-time employees make proposals to the Board and Committees; we proceed case by case.]*

However, the committees of the HSK do not make proposals in order to keep processes simple and transparent and get people’s thoughts straight to the Board as genuine as possible. Also, the part-time Club Secretary does not participate in committee work.

At the time of the interviews, there were no separate work groups in the HFSC. The interviews pinpointed that it would be useful to re-establish committees, for example, for synchronized skating, single skating, skating school and/or recreational groups. They could serve as preparatory organs for the Board operations, and a Board member could be present in each group. Other new experts of different fields and contact persons of different groups/teams could also be involved in order to develop the Club operations and to increase the transparency of issues. During the autumn 2008, first efforts were made and the synchronized skating committee was re-established.

### *6.2 The job description of the Director of Operations*

As illustrated in Figure 1 (in Section 2.1), the HFSC has outlined that the Chairman (and in special tasks a Board member authorized by the Chairman) is the superior of the Director of Operations. The Skating School Coordinator is the subordinate of the Director, and other subordinates can be nominated by the Board. (Helsingin taitoluisteluklubi 2007; Helsingin taitoluisteluklubi 2008a) The responsibilities of the Director of Operations seem to vary in all clubs of the interviewees, ranging from *office routines* to *customer service* and *administration* (i.e. management and leadership) of a wider perspective (see Table 4). The Director acts as a link between the club and the city, the divisions, members, coaches and/or volunteers.

The tasks comprise subsidy applications, making and informing of facility and shift reservations in co-operation with the coaches, organizing for changes and cancellations, and financial administration (e.g. transactions, invoicing). At the time of the interviews, the HSK had a voluntary Board member taking care of the financial administration. The allocation of practice ice times also is the task of the Director of Operations in the HFSC, the VG-62 and that of the former Club Secretary and current Vice Chairman in the HSK. As shown in Table 4, the tasks also include updating internet pages and member register, event arrangements (e.g. competitions, exhibitions and their timetables, invitations and acknowledgements), enrollments, newspaper announcements, other small projects, and customer service.

Table 4. Work responsibilities of the Director of Operations (or Club Secretary) in the VG-62, The Tappara ry, the HSK and the HFSC

<b>The VG-62</b>	<b>The Tappara ry</b>	<b>The HSK (Club Secretary)</b>	<b>The HFSC</b>
Contact person and link between various stakeholder groups	Contact person and link between various stakeholder groups	Contact person and link between various stakeholder groups	Contact person and link between various stakeholder groups
City subsidy applications	Development of operations	City subsidy applications	City subsidy applications
Customer service		Customer service	Customer service
Communications	Communications	Communications	Communications
Fund-raising	Fund-raising		Fund-raising
Reservations for facilities and shifts, changes, cancellations	Marketing	Reservations for facilities and shifts, allocation of ice times, changes, cancellations	Reservations for facilities and shifts, allocation of ice times, changes, cancellations
Financial administration	General monitoring of economy		Financial administration
Internet pages	General administration	Internet pages	Internet pages
Member register		Member register	Member register
Event arrangements		Event arrangements	Event arrangements
Newspaper announcements	Newspaper announcements	Newspaper announcements	Newspaper announcements
Projects	Projects	Projects	Projects
Board documents	Board documents		
Meetings	Meetings	Meetings	Meetings

The customer service comprises, for example, ordinary telephone and e-mail service routines, and informing the club stakeholders (e.g. parents, skaters, Board members, co-operation partners). Tasks related to *fund-raising and communications* are the responsibilities of the Directors of Operations in the Tappara ry, the HFSC and the VG-62. The VG-62 also has outlined that the Director compiles Board meeting documents, is present in division meetings, only works for the whole club, and does no voluntary work nor attends to parents' meetings unless invited, since the divisions organize these.

The job description of the HFSC's Director of Operations is recorded in the employment contract and in the Board's Rules of Procedure. Three main duties are listed: the tasks given by the Chairman of the Board, reporting to the Board and attending to Board meetings when needed. In addition to the tasks mentioned in the previous paragraphs of this Section, other duties include being responsible of the



legality and reliability of the Club's accounting and reporting, salaries and preparation of information and decision-making documents, and office. The employee should also ensure that the Board members receive enough useful information on the financial situation, liquidity, development of active groups, and on other relevant issues without a separate request. (Helsingin Taitoluisteluklubi 2007; Helsingin taitoluisteluklubi 2008a)

The definition of working hours and the tasks related to *bookkeeping and financial administration* vary depending on the club. For example, the number of working hours of the VG-62's Director of Operations is 150 hours/month, whereas in the Tappara ry, the working hours of have not been specified. All the clubs whose representatives were interviewed have outsourced accounting, but the nature and amount of tasks carried out in the club office differ. Particularly the HFSC's accounting and financial administration seem to take a bulk of the Director's working hours (see Section 6.8.).

*"Talouhallinto, kirjanpito, jääajat ja luistelukoulu [ovat] suurimmat työllistäjät. [...] Kaupunginavustusten hakeminen on tärkein toiminnanjohtajan tehtävä, koska kaupungin tuki on toiminnan edellytys." (Interview 6.) [Financial management, accounting, practice ice schedules and the skating school [are] most time-consuming. [...] Applying for financial aid from the city is the most important task of the Director of Operations, because we could not survive without any support from the city.]*

Unlike the other clubs represented, the Director of Operations of the Tappara ry has the rights and abilities to develop the club operations according to his own aspirations. Hence, the role as the Director of the Operations appears to be clear, and the responsibilities focus more on *marketing, economy and general administration*, since the club also has an Office Assistant, who handles some of the other tasks (e.g. customer service, financial administration, routines), and because figure skating functions as a fully independent unit run by a part-time Club Secretary.

*"[...] kyllä siihen kuuluu suurimpina linjoina markkinointi, talous ja yleinen hallinnointi toiminnanjohtajalle, ja sitten taas tämä urheilupuoli sitten näille ammatti-ihmisille. Eli kaikki turnausrakenteen suunnittelu, jäävuorojen jakaminen [...] ja kaikki nämä [kuuluvat niille muille] – toki minä olen tietyllä tavalla niistäkin vastuussa, mutta en puutu niihin. Se on ihan.... Kaikki mitä – teen ihan kaikkea tarvittaessa mitä voi. Vien posteja, käyn pankissa, roudaan kamoja, autolla suhaan – mitä tarvitsee." (Interview 10.) [[...] the main lines of work include marketing, finances and general administration for which the Director of Operations is responsible, and then there's the sports side handled by the professional people. In other words, planning of tournament structures, allocation of practice ice hours, [...] and so on [belong to the other persons] – of course I'm to some extent responsible for them, too, but I don't intervene. It's quite... all that – I do anything I can, if needed. I handle mail, go the bank, drive around - whatever is needed.]*

### 6.2.1 Attitude and personal characteristics vs. loneliness

Even though the HFSC's other Board members commented that the present job description of the Director of Operations is too heavy, broad and diverse to allow successful management of everything, the Director herself felt that excluding the rush periods, the work load is manageable, if the ways to handle issues (e.g. the ICT-programs, the financial administration activities, divisions of responsibilities) could be rationalized. Mainly carrying out the work tasks well, the employee also has received criticism. For example, the quality of customer service, response to negative questions and attitude towards some persons were pointed out as areas of improvement.

*"Toteutuksessa on tällä hetkellä kehitettävää, pitäisi toteuttaa paremmin, pitäisi kysyä ja pyrkiä parantamaan toimintaa. Toiminnanjohtaja on nyt asiatarikka ja numerotarikka, mikä on todella hyvä ja positiivinen asia. Kuitenkaan rutiinit eivät toimi, ei vastata puhelimeen ja sähköposteihin. Asiakaspalvelun laatu ja tyyli ovat nyt hankaluutena. [...] Joissain tilanteissa ihmiset riitelevät, vaikka asioiden pitäisi vain riidellä." (Interview 4.)* [Implementation needs to be developed; we should put things into practice better, ask questions and try to improve our activities. The Director of Operations is accurate with facts and figures, which is a really good and positive thing. But there are hitches in daily routines, no one answers the phone or e-mails. The quality and style of customer service are an issue now. [...] In some situations people argue, while they should only deal with difficult issues.]

It seems that *strength, social skills and multi-expertise* are needed in the position more than in larger non-profit sport organizations.

*"Se on, että jos joku katsoo ammattimaisuutta isommassa lajiliitossa, että miten ammattimaisesti toimii, niin moniosaaja täytyy olla tämän kokoisessa seurassa hallinnon työntekijä. Isommassa lajiliitossa voi keskittyä pelkästään johtamiseen ja sitten sillä on ne asiantuntijat, jotka toimittaa sitä substanssia, mutta sun täytyy olla se, joka tavallaan hoitaa kaikki." (Interview 8.)* [That is, if you look at professionalism in a bigger association, or how professionally people work, an administrative employee must have multiple skills in a club of this size. In a bigger association one can concentrate on management only, and then there are the specialists who provide the substance, but you have to be the one who in a way runs the business.]

*"Toiminnanjohtajan tehtävä on erittäin haasteellinen, tehtävässä menestyminen vaatii itsenäistä päätöksentekokykyä, ymmärtämystä taloushallinnosta, asiakaspalveluhenkisyttä, kykyä suoriutua välillä hyvinkin hankalista omaan työhönsä liittyvistä palautteista, kärsivällisesti kuunnella ja antaa asiallisia vastauksia typerimpiinkin kysymyksiin, lisäksi toiminnanjohtajana olevan henkilön on kyettävä tekemään useampia asioita yhtä aikaa." (Interview 5.)* [The task of a Director of Operations is highly challenging; to succeed in it takes independent decision-making ability, insight into financial management, customer service orientation, ability to cope with feedback which may not always be easy, patience to listen to people and give friendly answers even to the most stupid questions. In addition, s/he should be able to do several things at the same time.]

Moreover, the employee's own *ability for realistic time management and prioritization* seems to be crucial for the coping of the Director of Operations. If this fails, the final outcome will be burnout. It also was stated that time management could be improved by being more "selfish", creating one's own rules of the game (e.g. by sometimes coming

to work later), and communicating these issues to others clearly in order to avoid conflicting expectations related to, for example, customer service.

When the Director of Operations (or Club Secretary) is the only administrative employee of the club (as in the HFSC, the HSK and the VG-62), *loneliness* gives rise to additional challenges, since there often is nobody to turn to and ask for advice.

*"Kyllähän se on äärimmäisen yksinäistä työtä." (Interview 11.) [Yes, it is a very lonely job.]*

*"Toisaalta toiminnanjohtaja jossain isommassa yksikössä tarkoittaa sitä, että sulla on alaisia ja ne tekevät sulle asioita, rutiineja ym. Mutta tässä joudut tekemään sen itse hyvin pitkälle." (Interview 8.) [Being a Director of Operations in a bigger unit means that you have subordinates and they do things for you, routines and so on. But here you have to handle things alone, in most cases.]*

Loneliness can be seen as a problem, but its good side – *independence* – can also be utilized as a strength, as seen in the VG-62. This, however, depends on the personal qualities (e.g. personality and skills) of the Director of Operations as well.

*"Tämä on yksilöllistäkin, että keille sopii ja keille ei. Olen enemmän varmaankin sellainen, että pidän itsenäisyydestä. Samalla olen aika kurinalainen, jolloin pystyn joustavaan työntekoon. [...] Enemminkin olen liian tunnollinen enkä osaa löysätä. Tulee huono omatunto helposti, vähän pitäisi osata löysätä pipoa. Nyt se on oma valinta, milloin tulee töihin ja voi vain itseään syyttää jos jää hommat tekemättä. Enemminkin tuntuu, että aika kuluu siivillä kun pitää työstään niin paljon. Ei tarvitse katsoa kelloa, että koska voin lähteä. Tämä on niin hauskaa." (Interview 9.) [This is also an individual thing; it suits some people and doesn't suit others. I guess that I'm the kind of person who likes independence. At the same time I'm quite disciplined and can work flexibly. [...] Rather, I'm too conscientious and don't know how to relax. I get bad consciousness too easily, I should be able to let it go a bit. Now it's up to me when to start work and I can only blame myself if something is undone. Rather, it seems that time flies because I like this job so much. I need not check the time to see when I could leave the office. This is fun.]*

## 6.2.2 Ideal job description

The *ideal job description* of the VG-62's Director of Operations would comprise clearly defined tasks and help for routines. If all office routines would not fall on one person, more time would be available to plan and carry out development measures for the club.

*"[...] Että pääsisi itse enemmän kehittämään toimintaa. Tosin nykyin jo todella hauskaa tehdä näitä töitä. Kauheen vähän on inhottavia asioita. En välttämättä lähtis antamaan mitään hommia pois. [...] On ok näinkin, mutta jos ajatellaan toiminnanjohtajan palkkaamista, kannattaa ajatella etukäteen, mitä toiminnanjohtajan pitäisi tehdä oikeasti." (Interview 9.) [...]. So that it would be possible to develop the work more. But I do enjoy my work as it is. There's not much I really dislike. I wouldn't necessarily want to give up anything. [...] Things are ok as they are, but if hiring a Director of Operations is an option, people should consider in advance what s/he should do in practice.]*

Similarly, the possible future Director of Operations of the HSK should be able to concentrate more on administrative planning, when the Club Secretary would take care

of the routines. The working hours might function better in the system of shift work (e.g. morning and evening shifts), when other club stakeholders could be reached more easily and the quality of customer service would be improved. The ideal arrangement in the Tappara ry would be a financial buffer for operations, which would allow further development. However, this seems to be difficult to achieve in non-profit operations.

*”Se, että saisi kerättyä puskurin toimintaan, ja saisi kassavirran tasaiseksi – markkinointi ja budjetti – että pystyisi tekemään investointeja ja kokeiluja, satsauksia ja suunnittelemaan, visioimaan sitä, miten sitä toimintaa voisi kehittää eteenpäin. Mutta se on utopiaa. En näe, että se olisi mahdollista tällaisessa yhdistystoiminnassa missään. Ellei siihen sitten tule mukaan joku, joka rahoittaa sen sitten, että joku haluaa suoda sellaiset mahdollisuudet.” (Interview 11.)* [To be able to create a buffer fund for activities and an even cash flow – marketing and budgeting – so that it would be possible to make investments and do experiments and to make plans, create visions on how to improve future work. But that is a utopian ideal. I don’t think that it would be possible in these kinds of club activities anywhere. Unless someone becomes involved, someone who provides funding, so that someone wants to give such opportunities.]

The need for a clear definition of tasks seems to apply to the HFSC’s situation as well. The former Director hopes that the employee would be given the possibility to literally act as someone who directs the operations in the role of a superior, carries out measures in co-operation with the coaches, and behind whom the Board operates as a supervisor and a controller. If the Director of Operations is compared with a Club Secretary, it seems that the work tasks may be quite similar. However, the title of Club Secretary might reflect the part-time nature of the position, lack of will or skill to take responsibility over budgeting or reasons related to the salary of the employee.

*“[...] mutta tavoitetilan pitäisi olla se, että toiminnanjohtaja on toiminnan johtaja erikseen kirjoitettuna, että se johtaa sitä toimintaa. Hallituksen pitäisi olla takana valvojana ja suunnannäyttäjänä. Mutta se, joka sitä toimintaa toteuttaa valmentajien kanssa olisi se toiminnanjohtaja aitona esimiehenä. [...] Ennen ollut valmentajavetoisempaa, sillä aiemmin ei ollut hallinnollisia ihmisiä. Nythän voisi lähteä kehittämään, mutta kuitenkin ollaan vain yhden lajin parissa. Varmaan jos olisi usean lajin parissa yleisseurana, sitten toiminnanjohtajan rooli voisikin olla vähän erilainen. Sen takia nämä seurasihteerit ovat yleisempi nimike, vaikka tekevätkin samantyyppisiä töitä. Saattavat myös olla osa-aikaisia. Vastuuta ei välttämättä budjetointiin seurasihteeireillä. Voi myös olla, että se henkilö ei halua olla toiminnanjohtaja tai sitten taustalla voi olla palkkapolitiittisia syitä.” (Interview 8.)* [...] but the goal state should be that the Director of Operations is someone who literally directs the operations. The Board should stay on the background as a supervisor and guide. And then the Director of Operations would be the one who carries out the activities with the coaches as their genuine superior. [...] Things used to be more coach-driven, because earlier there were no administrative people. Now it might be possible to develop things, but we’re dealing with only one sport, after all. If the Club were dealing with several sports, then the role of the Director of Operations could be slightly different. That’s why a Club Secretary is a more common title, even though the tasks are similar. They also may be part-time employees. Club Secretaries are not necessarily in charge for budgeting. It may also be that this person does not want to be a Director of operations or there may be some underlying pay policy reasons.]

When aiming at an ideal situation, the roles and work among the Board and the Director should extend over a longer time span, and there should be clearer communication and a better distinction between acting as a subordinate and a superior. Further, more decision-making power and trust should be given for the Director of Operations.

*”Toimiva dialogi hallitus-tj-välillä, esimiesrooli toiminnanjohtajalle. Vaikka asiantuntemusta lajista ja substanssista ei olisi, on ymmärrys siitä, mitä laji vaatii. Homma toimii. Pitää ymmärtää rooli esimiehenä ja käsitys alaisista. Ominaisuutta pitää kehittää ihmisessä. Esim. ongelmatilanteissa tämä esimiesote on tärkeää. Toiminnanjohtajan pitäisi olla helpotus valmentajille, että on joku joka vastaa toiminnasta.” (Interview 8.) [A good dialogue between the Director of operations and the Board, the Director in the role of a superior. Even if there’s no expertise in the sport and substance, there’s an understanding of what this sport requires. Things work. You have to understand what your role is as a superior and know your subordinates. A trait must be developed in a person. In problem situations, for example, this is important. The Director should be an asset to the coaches, so that there’s someone who is in charge of activities.]*

This would be achieved, for example, through a better definition of the role and risks of the Board’s functioning. The HFSC’s responsibilities should be divided, there should be better planning measures, co-operation with stakeholders, participation in parents’ meetings, and clarifying the division of labour between *voluntary and outsourced work*.

*”On iso riski seuralla kun myös valmennus- sekä pj-resurssit, eli seuran kantavat voimavarat, ovat vain yhden henkilön varassa. (Interview 1.) [It’s a great risk for the club when both the coaching and chairperson resources, i.e. the driving forces of the club, are vested in one single person.]*

*”Vanhempainillassa mukana olo auttaa niin paljon, pienemmällä vaivalla saat sen tiedon. Kun illat ovat sun ohjauksessasi, voit itse määritellä, milloin ne järjestetään jne., ja homma tulee automaattisesti, vaikkeet itse niitä vedäkään. Olisi hyvä tapa tulla toiminnanjohtajaksi. Puhutaan kuitenkin kaudesta ja jää paras käsitys porukasta ja sen tulevista tekemisistä. Näiden alaryhmien pitäisi olla jossain määrin toiminnanjohtajan johtamia. [...] On niin paljon asioita, joita tapahtuu rivien välissä. Pitää organisoida [yksinluistelijoille] ja olla mukana, koska silloin tietää mitä valmentajat on puhuneet vanhemmille.” (Interview 8.) [It pays to be present in parents’ evenings, you get the information with less effort. When these evenings are under your control, you can set the dates and so on, and the outcome is almost automatic even if you do not chair them. This would be a good way to become a Director. After all, we’re talking about one season and you get the best view of the group and what they intend to do. These sub-groups should be led by the Director of Operations to some extent. [...] So much happens between the lines. You have to organize things [for the single skaters] and to be involved, because then you know what the coaches have said to the parents.]*

### 6.3 *The Board and the Chairman as the Director of Operations’ support and superiors*

In relation to the rationalization of the operations of the club, the Board should be in charge of drawing the broader lines, and the Director of Operations should be the one to implement them as the Club’s director. However, these delineations should be realistic. In the VG-62 and the Tappara ry, the *Board meetings* seem to function as *unofficial organs that direct and support the work of the Director of Operations*. The Tappara ry’s

committees, the Board and individual persons play an important role in supporting the work of the Director, who seems to have very good relationships with every Board member, since they have been unanimously choosing him into the position.

*"Hallituksen kokoukset toimivat ns. työnohjauksellisena elimenä, koska muutakaan ei ole. Katsotaan aina mitä on tehty ja mitä on suunnitteilla. [Kokouksissa käsitellään] jotain käytännön asioita tms., jotka tulevat meikäläisen hoidettavaksi, mutta se on osa sitä toimintaa." (Interview 10.) [The Board meetings serve as a body for work supervision, because there's nothing else. We always check what has been done and what's being planned. [At the meetings] we discuss some practical issues to be handled by me, but that's part of these activities.]*

The HSK's Chairman and Vice-Chairman meet once a week with the Club Secretary and discuss the current items. No such custom exists in the HFSC, which appears to be one evident gap in the current management. In the future, work guidance could be useful for the Director as well, but possibly twice or once a month would be sufficient.

The HFSC's *Rules of Procedure of the Board* outline that the Board is in charge of the administration and proper organization of Club operations, and guides and monitors and evaluates the actions of the Director of Operations on the basis of the reports and feedback. The Board also elects, appoints and discharges the employee, and decides on the employee's work description. Other Board responsibilities comprise approving the Club's basic structure and goals, and confirming the aims and essential procedures, strategic plans and principles of risk management. The Board also appoints leaders of committees, ensures the functionality, efficiency and effectiveness of the operative and administrative system, decides on the acquisitions and allocation of funds, and sees to the monitoring of the accounting and financial administration. Further, the Club rules, and the terms and conditions of employment contracts are adopted by the Board. The purpose of the Board members is to advance the Club and all its members disregarding subjective interests. In the end of the financial year, the Board analyses the operations and work methods of the previous year. All the Board members also sign a vow of confidentiality in respect of the Board operations. (Helsingin taitoluisteluklubi 2008a)

*The responsibilities of the Chairman* are also outlined in the Rules of Procedure. They include being in contact with the Director and other employees of the Club and monitoring the operations, atmosphere and prerequisites for operations. Other tasks comprise handling information on financial planning and the development of different groups. Discussions with the Director on various activities, acting as a Chairman in the Board meetings, approving the agendas, and convening the meetings also belong to the

Chairman's responsibilities. (Helsingin taitoluisteluklubi 2008a) *A professional and strong Chairman* and a clear and a unanimous Board have a major impact on how the Director is able to function. The *availability of the superior* is regarded as an essential part of professional management. This seems to be challenging at the voluntary sector where also superiors (the Chairman and the Board) often might be amateurs.

*"Ja tietysti aina voi sanoa, että ammattimaiseen johtamiseen kuuluu se, että työnantajan edustaja olisi tavoitettavissa silloin kun työntekijä sitä toivoo, mutta se ei aina ole mahdollista. Kyllähän siihen pyritään, mutta jossain mielessä sitten – sanoisin näin – että johtaminen voi olla ammattimaista, mutta tavallaan se työntekijöiden käyttäytyminen ei ole." (Interview 11.)* [And of course you can always say that professional management also means that the employer's representative would be available whenever the employee so wishes but this isn't always possible. We do strive for this, but in some sense then – this is how I would put it – while management may be professional, the employees' behavior is not.]

Since the availability of superiors is of good quality in the VG-62, the Tappara ry and the HSK, the implementation of this is possible by developing *models of operation and commitment*. For example, by agreeing on a certain time in a day when certain persons would be available during office-hours for the consultation of the employee might help.

On the other hand, it also was pointed out that *a strong Chairman* might also at the same time complicate the work of the Director of Operations, if the Chairman is too independent or stubborn in some decision-making situations. Some comments in the HFSC's Board member interviews suggested that the Chairman might not be leading the discussions or the decision-making and its implementation strongly enough, since decisions are revoked and not always documented accurately enough. However, also positive feedback was given on the Chairman's persistent and committed work.

*"Tällaisissa yhteisöissä se ei vaan toimi, että jos et sä pysty tekemään sitä kuten ollaan sovittu, sovittu päätöksen mukaan, niin sitten se leviää kuin ketosen eväät ja muutkin alkavat soveltamaan. Vaikka hyvää hyvyttään ajatellaan, että autetaan jotain – esim. tässä tapauksessa toiminnanjohtajaa – niin se itse asiassa vain sotkee, kun sä et saa tehtyä sitä omaa työtäsi. Vaikka toinen ajattelisi, että teen nyt toisen puolesta ja tämä on hyvä juttu ja olen kysynyt muutenkin toiminnanjohtajalta tästä samasta asiasta, niin – tehdään ristiin asioita." [...]* Tässä seurassa puheenjohtaja ei ole vahva puheen ... johtajana. Hallituksen kokouksissa se oli juupas-eipäs-saapas. Se ei ollut strukturoitua, vaikka pitäisi olla tällaisessa toiminnassa olla. Joojoo-johtaminen on tässä ongelmallista kun työnjakoa ja tehtävänjakoa ja niiden toteutumista ja seurantaa yritetään saada selkiytettyä. Tämä on puheenjohtajan jämmäkydestä kiinni, että se osaa kirjatuttaa ne päätökset ja osaa ottaa ne oikeat asiat päätettäväksi. Miten toteutetaan. Toimintaperiaatteet ja niissä pysyminen olisi tärkeää (esim. talousasioiden kirjaamiset ym.), ei vaihdeta joka kokouksessa mielipiteitä. [...]

*Päätöksissäkään ei aina pysytä." (Interview 8.)* [In communities like this things simply don't work if you can't do what has been agreed. If you fail to comply with the decisions, then everything falls through and other people will also start to do their own thing. They may have good intentions, they just want to help someone – in this case the Director of Operations, for example – but they actually cause more harm when you can't do your own work. People may think that they do something for someone else and that this is good and [that] I have asked the Director of Operations about this same thing even before. What happens is that things clash and work is duplicated. [...] In this Club the Chair is not strong in chairing the meeting. At the Board meetings it was yes-no-yes, you can. It was not structured, although it should be in these activities. Yes-yes-leading is a problem here when

we're trying to clarify the division of work and tasks and their implementation and follow-up. This depends on how determined the Chair is, so that he knows how to have the decisions recorded and to raise the right items for discussion and to be decided. How to implement. It would be important to follow the principles adopted and to stick to them (for example noting down financial matters), and not to have different opinions at every meeting. [...] And decisions are not always respected.]

In the VG-62, the work of the figure skating division complicates the work of the Director of Operations. This is linked with the employee's own background as the Chairman of the division and with *slow decision-making*. Decisions are annulled and the Chairman sometimes withdraws from responsibility in problem situations. However, the main club's Board activities are of good quality. The Board members do not have distinct responsibility areas, but these are being considered for the future. In the other interviewed clubs, *responsibility areas* have been divided inside the Board based on expertise, which seems to facilitate the work of both the Board and the Director. In the Tappara ry and the HSK, the job descriptions of different stakeholders have also been broken down in detail, which facilitates the introduction process of new people.

The Director of Operations of the Tappara ry, in co-operation with other stakeholders, compiles proposals for the Board. Although the Board members are busy with their own jobs and other activities, reaching them and discussing with them appears to be easy during office-hours. Hence, the *relationship between the superior and subordinate* seems to be clear in the Tappara ry: the Chairman of the Board is officially the superior of the Director (although in practice the whole Board). The Board is unanimous and the division of tasks functions smoothly. Therefore, the Director of Operations has the right kind of *role as a leader* and his own strict line in settling conflicts:

"[...] Ja tietenkin itsekin otan tässä tiukan linjan, että jos tulee jokin säröääni, niin selvitän heti, että mikäs se nyt onkaan se johtokunnan linja tässä. Että jos ollaan eri mieltä, niin päättääpäs nyt sitten, että miten tämä homma tehdään. Mutta hallitus on hyvin yksimielinen monessa asiassa, joten senkään puolesta ei ole tullut ongelmia." (Interview 10.) [And of course I'm also very strict with this; if there's some discord, I intervene at once, and ask what the Board's view is of this. If people disagree, I ask them to decide how this job should be done. But the Board is very unanimous on many points, so this has not given rise to problems]

Hence, it can be argued that the *Board's composition and policy lines* have a major influence on the job of the Director. In addition to the six Board members, two vice members always attend to the HSK's meetings, and the coaches visit when needed. This facilitates the familiarization process and commitment of the new members.



#### 6.4 Operational culture, models and policy lines

In the clubs of the interviewees, the qualitative professionalism of the administration appears to be at a moderate level. The Tappara ry's Director evaluates it as follows:

*"Jos vertaa esim. yritysten ammattorganisaatioihin, niin meillä on tässä vielä kehitettävää toimintatavoissa ja työvälineissä ja kaikessa tällaisessa perusasioissa. Mutta lähtökohdat huomioon ottaen, sanoisin, että tilanne on kohtalainen." (Interview 10.)* [If you compare [us] with professional organizations, for example, we have work to do in how we function and what kind of tools we use and in basic areas like this. But considering the starting points, I'd say that we've got a reasonable situation.]

The VG-62 and the Tappara ry have for many years been active in building *models of operation* in order to advance qualitative professionalism of administration. This is shown by the fact that both clubs hold the nomination of a *Sinettiseura* (Seal Club) of the Young Finland Association. The Seal Clubs comply with the principles and club quality criteria set for sport of children and youth (Nuori Suomi 2006a; Alaja, Erkki 2008, 14). Furthermore, the VG-62 and the Tikkurilan Taitoluisteluklubi (TTK) were the first Finnish figure skating clubs to receive this nomination in 1992. In addition, the VG-62 participates in the *Hyvä Seura* (Good Club) project of the FSF, which aims at constructing an inspiring and rewarding culture of leading and operations for sports clubs, and emphasizing the importance of a sense of community and communication between active club people. (Alaja, Erkki 2008, 15; Suomen Liikunta ja Urheilu 2007)

For decreasing the workload of the Director of Operations, the VG-62 is planning to employ an Office Secretary through the *Työhön kutsu* (Call for Work) project of the FSF (Suomen Liikunta ja Urheilu 2008f). In this project, a person can be employed by a club with the help of support from *KELA* (the Social Insurance Institution of Finland) for one year. During the second year, the club pays half of the salary. The project would provide the Director with more time to plan club operations and strategies, when routine work could be delegated to an Office Secretary: *"[...] jäisi aikaa pohtia, miten tätä "firmaa" voisi kehittää." (Interview 9.)* [...] there would be time to think about how to develop this "firm".]

The Tappara ry also participates in the Ice Hockey Association's quality evaluation project for clubs. With its help the club constantly evaluates the strengths and weaknesses of its operations. In the HSK and the Tappara ry, time has been allocated to qualitative professionalism of administration by drafting *guides, policy lines and documentation* for the models of operation and by allocating responsibility areas to different persons. For example, the HSK has compiled a manual for financial

management and models for archiving. The Tappara ry has written documents specifying explicit mandates for each group of stakeholders.

*”Eli me ollaan pyritty luomaan tavallaan sellaista käsikirjaa siitä, miten meidän seurassa asioita hoidetaan. Että sitten kun uudet ihmiset tulevat, heillä on joku käsitys – ihan muu kuin joku kuulopuhe – siitä, että miten on hoidettu ja mitkä on ollut ne toimintamallit aikaisemmin. [...] Sillä lailla yritetty ohjata sitä siihen suuntaan, että tämä on työpaikka siinä missä muukin. Että samat lainalaisuudet pätee. Että tämä on työtä kuitenkin.” (Interview 11.)* [In other words, we’ve been trying to draft a kind of manual on how things are dealt with in our Club. So that new people join us, they get an idea – more than just hearsay – of our ways of working and earlier operation models. [...] This is how we’ve been trying to guide the work to show that this like any other work place. That the same rules and regulations apply. That this is a job, after all.]

The HSK also organizes a development day every spring and an introduction day for its employees on the club’s models of operation. Moreover, the club wants promote co-leading and transparency of operations. This indicates that Board members share the same lines and are similarly aware of situations.

In the VG-62, the Tappara ry and the HSK, the operations are improved by *introducing new, contemporary tools* (e.g. new computer systems, internet pages etc.), which contributes to better time management (e.g. facilitating invoicing) and releasing more time into other tasks. The Director of Operations of the Tappara ry has not created any specific operational models, because “the work guides itself”. When important issues emerge, then other tasks are put aside. In the VG-62, the Director of Operations aims at making her *time management* more efficient through simple, concrete measures. This includes, for example, arriving early at work and opening the e-mail inbox later during the day if some project that requires more concentration has to be taken care of. Alternatively, the Director of Operations tries to handle some issues in the evening, when it is more peaceful and there is less customer service. Additionally, *utilizing the positive sides of independence* and *being disciplined* were mentioned as fostering the work of the Director of Operations in the VG-62, as pointed out in Section 6.2.1.

Both the VG-62 and the Tappara ry utilize *evening office hours* as an operational model. In the VG-62, this means that the office is open once a week on a week-day after office hours (4-6 p.m.). The office of the Tappara ry is open on two evenings until 8 p.m., because figure skating has a part-time Club Secretary, and because the club regards as one of the functions of its office to be open for the team leaders to use computers, copy machine and other services. This is possible both during day-time and after office-hours if needed. This type of development proposal was also mentioned in some of the

interviews of the Board members of the HFSC. The evening office hours might even out the workload on customer service as well.

*"[...] Toimiston jalkauttaminen käytännönläheisemmäksi olisi tärkeää: toimiston pitäisi olla avoinna myös fyysisesti (valmentajille kopiointiin tms.), toimintamallien rakentaminen tähänkin.[...]" (Interview 2.)* [...] Mobilizing the office and taking it closer to the grass-roots level would be important: the office should be physically open (to coaches for making copies and so on); operation models [should be constructed] for this as well.]

In addition to the evening office hours, tools and automatizing could be developed in the HFSC for the help of the customer service (e.g. ICT systems), which is being done in the Tappara ry. Communication on practice ice cancellations in the HSK is carried out through the coaches. To facilitate planning and time management of the administration, information collection systems and preparatory operational models have been developed, for example, for filling out various applications (e.g. yearly city allocation applications).

It was felt by some of the interviewees of the HFSC that the *policy lines* and shares of *outsourced and voluntary work* (i.e. possible outsourcing of some operations, see more details in Section 6.8.1) should be decided on. There should be more work based on long-term planning and a better communication of objectives. This would also unify the expectations of other club stakeholders with regard to the Club and the work of the Director. It should also be made clear to the members that some of the services they expect to buy from the Club will be outsourced and paid for separately. Additionally, a more *corporate approach to the Club as a work community* should be developed, and the *role of a superior* towards coaches and the authority of the Director expanded.

*"Asiat pitäisi osata ottaa asioina, ja johtaa yritysmäisemmin.[...] Toiminnanjohtajalla "täytyy olla yhteys ja valta toimia esimiehenä ja työnantajan roolissa myös päävalmentajille. Vaikka juridisesti puheenjohtaja toimii työnantajan roolissa ja allekirjoittaa sopparit, voitaisiin myös toiminnanjohtaja valtuuttaa tähän. [...] Kun hoitaa asioita ja pitäisi tietää, mutta jos ei ole mitään kontaktia valmentajien, toiminnanjohtaja on aivan kädetön." (Interview 8.)* [Facts should be handled in a matter-of-fact manner, management should be more business-like. [...] The Director of Operations must have a contact and authority to act as a superior and employee with regard to the head coaches. While legally, the Chair acts in the role of the employee and signs employment contracts, the Director of Operations could also be authorized to do that. [...] When you deal with matters and you should have information, but if the Director of Operations is out of touch with what the coaches are planning, s/he's quite toothless.]

Further, *building operational models* for the Director's work (e.g. phone time, evening office hours once a week, concentrating to/centralizing financial management and/or customer service duties at a certain time or on certain day/days per week etc.), and

communicating such measures clearly to various stakeholders through various media (e.g. internet pages, notice boards at ice rinks, other communications) would be useful. This would also increase the quality of customer service in the HFSC, since the Club exists for its customers, that is, members. For adding clarity to organization, time management and other activities of the Director of Operations, it was felt that it would be useful to create a better communication channel between the coaches.

*"Nyt se kommunikaatio ollut vain puheenjohtajaan päin ja hyppää aina tämän toimiston eli toiminnanjohtajan yli. Mahdoton yhtälö." (Interview 8.)* [Now the communication is channeled to the Chair, and it always skips the Office, or the Director of Operations. An impossible equation.]

While time consuming, improving the Club culture and discovering loop-holes (e.g. the support from the Board to the decisions, and objectivity outlined by the Board and parents) were felt to be important as well.

*"Pitkäaikaisten isojen toimintamallien murtaminen, yhtenäisenä seurana eteenpäin: muiden pääkaupunkiseudun seurojen ohittaminen yhteistyöllä; energioiden suuntaaminen itse asiaan ensimmäisenä askeleena kehitystoimenpiteisiin." (Interview 2.)* [Breaking down long-lasting major operational models, moving ahead as a united Club: co-operating in order to be the leading club in the Helsinki area; directing our energies to the substance as the first step towards development measures.]

The specialty of figure skating

In the HFSC, outlining the roles and division of work is also difficult, since *figure skating* has a *culture* where the head coaches act as superiors and decide on operational models and issues. This dates back to the sport's long history of volunteer-based club administration, where the Coaches have been the only professional, full-time employees within the club. The early professionalization of the sport in coaching can be regarded as its special features. Both in the Tappara ry and in the VG-62, the specialty of figure skating can clearly be seen also in terms of pay compared to other sports within the club. In figure skating, all the Coaches are paid, whereas the coaches in ice hockey (excluding full-time professional coaches) are mainly volunteers. Instead of a salary, these ice hockey volunteers receive, for example compensation for the expenses, season cards for games and/or sweat suits. It is clear that attracting skilled coaches with such compensations is very challenging. On the contrary in figure skating, the skaters appear to be willing and ready to pay for professional and skilled coaches.

Special challenges for the Director of Operations of the HFSC also arise from the *speciality of figure skating* as a discipline, which combines art and sport. This is the

situation in the HSK and the VG-62 as well, and it reflects to the work of the Director not only from the skaters and their parents but especially from the Coaches, with whom the employee co-operates closely. This underlines the importance of knowing how to lead and deal with a different culture of “work community”, a culture of artists.

”[...] Myöskin se aiheuttaa oman haasteen siihen tietyllä tavalla, että monet eivät ole olleet ns. oikeissa töissä, vaan on vain se valmennustyö ja sitä kautta tulleet mallit, niin ne ei välttämättä ole sellaisia, että sillä lailla voisi käyttäytyä muulla työpaikalla. Että se on myös sellaista opettamista tietyllä tavalla myös sitten työntekijöille. [...] Esim. onko kohtuullista vaatia, että työnantaja on 24h vuorokaudesta tavoitettavissa. Ja tavallaan se, että mitä voi puhua, mitä voi sanoa. Mitä voi työnantajalle sanoa, mitä voi työkavereille sanoa, mitä voi työkavereista sanoa ja kenelle voi sanoa, ja ihan tän tyyppisiä juttuja. Ja tietysti työntekijät on taiteilijoita, mutta jokin raja siinäkin.[...]” (Interview 11.) [...] What also gives rise to a special challenge is that many people have never had “a real job”; they only have the coaching and the models formed through that, and you could not behave in the same way on some other workplace. And this means that in a way you have to teach them in certain ways. [...]. For instance, is it reasonable to require that the employer is available 24 hours a day. And in a way, what can you speak about, what can you say. What can you say to your employer, what can you say to your workmates, what can you say about your workmates, to whom can you say it, and things like that. And of course the workers are artists, but there is a limit to it [...].

While these features bring challenges into the operations, they also are an essential part of the sport itself in terms of expertise and professionalism of the Coaches. However, since the Finnish figure skating clubs are becoming more professionalized with regard to their administration, nowadays the situation is different, and this should be taken into account when looking at their operations.

### 6.5 Time management and prioritization

One challenging aspect in the Director’s position is that *development of operations* becomes *buried under operative activities* (i.e. routines). In the HSK and the HFSC, large amount of work, unrealistic and varying expectations on the resources and coping, as well as inability to deal with the unexpected add to *difficulty of time management*.

”Kaaosta tulee. Nimenomaan sen odottamattoman arviointi menee aina alakanttiin. Aina tulee joku ekstratilanne. Kun on noin monta päävalmentajaa ja tuntityöntekijät siihen päälle, ja joku sairastuu, niin sitten rupeat hommaamaan sijaista. Ihan tällaisia normaaleja esteitä työpaikalla, mutta niitä lapsia ei voi jättää ilman valmentajaa. [...] Että se sokee aina, aina tulee joku juttu, joka tulee hoitaa juuri sillä hetkellä, ja sitten kun olet oikein pari viikkoa painanut yötä päivää, joskus on ihan pakko levätä ja alkaa purkaa sitä sumaa. [...] Jotenkin helposti se on juuri se kori, johon kaadetaan. Että ehtiihän se tämän vielä tehdä. Se vain on niin.” (Interview 11.) [Chaos is common. It is particularly difficult to estimate the amount of time needed for the unexpected items. Some extra situations always crop up. When there’re so many head coaches plus the hourly-paid people and someone gets ill, then you have to find a substitute. These are normal hurdles in a workplace, but the children cannot be left without a coach. [...] There’s always some confusion, something always crops up that has to be dealt with right now, and after you’ve been working day and night for a couple of weeks, you have to stop and have a rest and start working on the backlog. [...] It so easily happens that this is the basket people throw everything into. They think that there will be time to do this later. It’s a fact of life.]

### 6.5.1 Work vs. leisure and emotional bond vs. coping

Problem areas (e.g. in the HFSC and the HSK) relate to the scheduling and work time in respect of other active club stakeholders (e.g. the Chairman, the Board) and to *distinguishing between work time and free time* of the employee. It is difficult for the employee to reach people during office-hours, and they tend to call the back in evening-time, when s/he should already be having time off.

*"Ei osata ajatella, että sä olet siellä töissä. Ja että ne osaisivat tuoda ne samat työn lainalaisuudet, mitä heillä on omissa töissään, tähän työhön. Mikä on työaika, milloin pidetään vapaat, loma. Tavallaan ne mittaavat sitä sun työpanosta siinä hetkessä kun ne itse haluavat sitä työpanosta. [...] Alkavat miettiä lajia ja siihen liittyviä asioita klo16 jälkeen. Silloin sä olet jo tehnyt sen 8-16 työpäivän. Silloin oletetaan, että olet näiden ihmisten käytettävissä rajoituksetta. Se on tässä työnsaran raskaudessa suuri ongelma." (Interview 8.)* [People can't see that that you work there. Not to mention that they could apply the regularities of their own job to this one. What are the office hours, when do people have a day off, their holidays. They in a way measure you input whenever they need the output. [...] They begin to think about the sport and their questions about it after 4 pm. But then you've already done your daily working hours. They then assume that you're available to people any time of the day. This is a big problem in this job and in how hard it is.]

*"Seurasihteeri tulee siinä 8-9 aikoihin ja sen päivä loppuu 15-16 aikoihin. Valmentajat haluavat alkaa tiettyyn aikaan ottaa yhteyttä. Sitten ne hallituksen jäsenet alkavat ottaa suhun yhteyttä illalla kovin myöhään. Ja sitten ne vanhemmat siinä välissä. Eli sitten siitä päivästä tulee ihan järjetön helposti." (Interview 11.)* [The Club Secretary comes in around 8-9 am and leaves around 3-4 pm. The coaches want to contact at a certain time. Then the Board members start contacting you quite late in the evening. And then there're the parents. That means that you easily have a crazy day.]

On the other hand, problems with regard to work time have not occurred in the VG-62. People seldom call in evenings, and are available during office hours.

It can be concluded that *defining work time* requires an independent and realistic resourcing and evaluation ability, and should be taken into account, delineated, and put into practice by the Board. This has been the practice in the HSK, for instance.

*"[...] Ja sitten kun se on kerran mennyt siihen, että sut saa aina kiinni, niin sitten se menee siihen, että sulle voidaan soittaa sunnuntaiaamuna klo 8. Että se on se, mikä sit myöskin hallituksen täytyy tavallaan hyvin voimakkaasti tuoda esille, että siinäkin työssä on tavallaan työaika. Sen jaksamisen kannalta se on isoin juttu. Varsinkin kun useimmiten ne ihmiset tulevat sieltä lajin sisältä, niin tavallaan on jo sisäänrakennettu siihen maailmaan, jolloin roolit hämärtyvät. Aluksihan se on tavallaan kivaa, että ihmiset saavat sut kiinni ja ovat kauhean tyytyväisiä, mutta jossain vaiheessa sä väsyit, ja sitten ihmiset eivät saakaan enää kiinni ja eivät ole ollenkaan tyytyväisiä kun eivät saakaan enää kiinni. Se on se, mitä me ollaan nyt yritetty huomioida. Täällä joka meillä oli - ja joka nyt aloittaa - että siinä puhelimessa on sellainen nappi, mistä sen saa kiinni. Että siihen ei kannata ryhtyä." (Interview 11.)* [...] and then when they realize that they can always reach you, then they may think that they can phone you at 8 in the morning on Sunday. What the Board must also emphasize is that this person also has office hours. That's the main thing in terms of coping. In particular, because most of these people come from inside the sport in question, they are sort of pre-built into this world, and their roles become blurred. At first it's kind of nice to be available and to make people happy, but at some point you become tired, and then people no longer can reach you and they are not at all happy about it. This is what we've tried to take into account now. The one we

had before – and the one who starts now [was reminded] that the phone has a switch to turn it off. That it doesn't pay to try to be too involved.]

However, *emotional bond* in respect of the club and/or the sport for which the work is done (i.e. own background in sports and/or own child as a skater) often seem to play a strong role. Although this affects the management of the Club both positively and negatively, the employee and/or other stakeholders might not be able to regard Club activities as “real” work. This may cause more problems, such as burnout.

*”Toisaalta se sitten antaa myös paljon jos teet sitä rakkaudesta lajiin, mutta tavallaan tää just, että sä et osaa sitä ajatella ihan työnä.[...] Silloin se tarkoittaa sitä, että ne tunneskaalat menee. [...] Silloin tulee se, että jos mä nyt teen tän, niin sitten on vähemmän.[...] Joka asiassa sä menet sata lasissa, ja sitten tulee uupumisia. Kyllä se on, että sitten pystyy luomaan oman rajan siihen tekemiseen, se on arvokasta, mutta vaikeata.[...] Nämä ovat vähän tällaisia omimisprojekteja kun niitä tehdään tunteella. Se on samalla rikkaus, kun saadaan draivi. mutta kun on vain yksi ihminen täällä, jonka pitäisi toteuttaa kaikki, on ongelmallista.” (Interview 8.)* [On that other hand, it gives you a lot if you do it out of love for the sport, but then you fail to think of it as a job. [...] This gives [the job] an emotional charge. Then you think that if I now do this, then there will be less.[...] You keep rushing around a hundred miles an hour, and then you become exhausted. It's possible to set limits to what you do, it's valuable but difficult. [...] You become so deeply and emotionally involved in these projects. It's richness, when you get the drive, but when there's only one person to carry out everything, it becomes a problem.]

Without setting limits to the work time, the employment periods tend to remain short, which benefits no-one, since internalizing work description and responsibilities generally take at least one season. Some mistakes simply have to be accepted during the first season, and the second season hopefully gives room for development. Hence, patience is needed both from the new employee and other club stakeholders.

*”Kyllähän se vaikuttaa siihenkin, ettet koskaan opi sitä työtä. Jos yhden kalenterivuoden olet siinä ympäri, niin silloin sulle alkaa hahmottumaan se mitä kaikkea siinä on ja opit näkemään miten voit rytmittää sitä työtäsi. Milloin on kiire ja – vaikka kuinka sulle joku sanoo, niin ennen kuin itse koet sen, näet sen.” (Interview 11.)* [One thing is that you never learn the job. After one full calendar year you may begin to get an idea what it's all about and find your own work rhythm. When time presses and – no matter how many times someone tells you, it's not until you are there that you see it.]

### 6.5.2 Prioritization of tasks

In addition to flexibility needed in the position, the challenges faced by the Director of Operations in the VG-62 also comprise the *allocation of time and prioritization*. It became evident from the interviews of the HFSC Board that the expectations concerning the job description of the Director are mainly similar, but opinions, for example, on the *weighting and prioritization* of the tasks seem to differ. On many

occasions, *customer service* and tasks related to *financial administration and accounting* appeared prominent. It seems that there is room for rationalizing in the prioritization, since this issue appeared to divide the Board members' opinions quite clearly, from concentrating on practicalities to administering the economy or developing the operations. Some interviewees emphasized the prioritization of financial administration (invoicing, collecting debts, compiling accounting reports, wages) and felt that managing office routines, practice ice times and facilities are secondary issues.

Some Board members also saw *public relations and marketing* as important, while others stressed general *administration* in co-operation with the Board. Many saw *customer service* as an essential part of the Director's position, since other Club stakeholders (except Coaches) are volunteers with permanent jobs. In addition to the improvement of the general quality of telephone and email service, keeping groups updated, communicating, organizing events, being close to the field, allocating responsibilities, coordinating and convening work groups, planning and developing the operations, and delegating came up as elements to be emphasized in the position.

*"Toiminnanjohtaja on vapaaehtoistoimintaan perustuvan seuran "kasvot". [...] itse toiminta - seuran esiin tuominen, markkinointi, lehtinäkyvyys, jääpuiston tilaisuudet, vanhempainillat ym. - ja sen johtaminen pitäisi olla tärkeintä, ei taloushallintoon keskittyminen." (Interview 3.)* [The Director of Operations is the "face" of a club based on voluntary work. [...] the actual activities – promoting the club, marketing, media visibility, ice park events, parents' evenings etc. – and running them should be the main thing rather than focussing on financial administration.]

*"Seuran toiminnan johtaminen ja raportointi hallitukselle; suunnittelu, kehittäminen ja jokaisen seurassa mukana olevan ryhmän toiminnan edellytysten varmistaminen, siten, että jokainen luistelija ja luistelijan vanhempi kokee saavansa laadukasta palvelua seuralta. Taloushallinto on keskeinen osa toiminnanjohtajan työtä. Missä laajuudessa, ei osaa sanoa, yksi henkilö ei pysty kaikkea hoitamaan. Yhteydenpito seuran sidosryhmiin ja jäseniin, työ on asiakaspalvelua." (Interview 5.)* [Directing club operations and reporting to the Board; planning, developing, and ensuring the prerequisites for work for every group we have in the Club so that every skater and every parent feels that they receive high-quality service from the Club. Financial administration is a central element of the work of the Director. To which extent, I can't say; one person cannot handle everything. Keeping contact with our stakeholders and members, this is customer service.]

As *customer service and other responsibilities and expectations* on the Director's work are conflicting, the work of the Board and the Director become more complicated.

*"Hallitus ei ole yksimielinen työtehtävien kokonaisuuden suhteen. Ei nähdä kokonaisuutta, vain "omat" asiat. Ja kaikki muut asiat pitäisi jättää sillä hetkellä sivuun. Minkä takia sitten sanotaan, miksi ei olla tehty asioita? Mikä on tärkeintä? Onko kuitenkin tärkeintä vastata johonkin puheluun, jotta saadaan luistelijoita, jotta saadaan tuloja, että on resursseja toimia, että voin tehdä niitä kirjauksia ja seurata sitä taloutta? Ikuinen dilemma, että luurit kiinni ja teet duunia, ja sitten sanotaan, mikset tee asiakaspalvelua. Mutta kun ihmiset vaativat ja olettavat, että kun on ostanut palvelua, haluaa vastauksen kysymykseensä heti. Sun pitää tietää se heti." (Interview 8.)* [The Board is not unanimous about the tasks. They fail to see the big picture, they only see their "own" things.



And all other items should be ignored just there and then. Why do they then ask, why have you not done this or that? What is most important here? Is it to answer the phone so that we get skaters so that we get money to fund resources, that I can note my recordings and monitor finances? There's this eternal dilemma that you turn off the phone and do your work and then people say, why are you not serving your customers. But when people demand and assume that since they have bought services, they want to have replies without any delay. You must know it just now.]

The possibilities to simultaneously meet all these expectations with the resources of one person are scarce. Therefore, the boundaries of the job description have to be set somewhere and other tasks should be handled by *voluntary or outsourced forces*. This also requires internal discussions and stronger policy lines from the Board, and clear and accurate records will advance everyone's interests. Hence, it was felt that the *clarification of the Director's job description* is an important development area.

"[Toiminnanjohtajan] työnkuvaa luultavasti pitäisi selkeyttää ja rajaukset mieltä tarkkaan. Arki [on] mitä luultavimmin sirpaloitunut toimistolla kymmeneen, ennalta suunnittelemaniin tapahtumiin. Priorisointia [on] todella haastavaa toteuttaa käytännössä. Tällä hetkellä toiminnanjohtajalla tuntuisi olevan liikaa painetta työssään, jota työnkuvan järkevöittäminen luultavasti vähentäisi." (Interview 1.) [The job description [of the Director of Operations] should perhaps be specified and the definitions re-considered carefully. It is highly likely that the daily work [is] fragmented into dozens of unforeseen events. Prioritizing [is] really difficult to carry out in practice. It seems that the Director of Operations has too much pressure in the job and it could probably be reduced by making the job description more rational.]

"Pitäisi päättää, mitä toimintoja hoidetaan vapaaehtoistyönä ja mitkä asiat hoitaa palkattu työntekijä. Selkeät kirjaukset tähän konkreettisesti. [...] Kun ei ole kirjattu, oletetaan, että joku muu hoitaa. Ei vain olla päätetty kuka tekee. Yleensä se on se "seura" eli "toimistohenkilökunta" eli toiminnanjohtaja, joka tekee." (Interview 8.) [We should decide on allocating some functions to volunteers and other functions to the paid employee. Everything should be clearly written down in concrete terms. [...] When nothing has been written down, it's assumed that someone else will deal with this. There are no decisions on who will do what. Usually it is the "Club" or the "office people" or the Director of Operations who's responsible for doing things.]

## 6.6 Outlining roles, responsibility areas and guidelines

In the Tappara ry, the role of the Director of Operations as a leader is clear, whereas the job description and division of roles and work tasks in the VG-62, the HSK and the HFSC are less clear especially in practise. What appears particularly unclear, is the *relationship between the superior and subordinate* (i.e. who can give work tasks and what kind of tasks) along with the relationship and *division of work* between the Director and the Chairman. For example, the VG-62 and the HFSC seem to have vagueness in the relationship between the Director of Operations, the Board, the Chairman and the coaches (e.g. the roles of superiors and employees).

*"Kuka niitä töitä voi antaa ja olenko jokapaikanhöylä vai pitäisikö mun johtaa tätä toimintaa?" (Interview 9.) [Who can allocate tasks and am I a jack-of-all-trades or should I direct and these activities?]*

Apart from professional coaches, a full-time Director of Operations mostly has to cooperate with *amateur volunteers* (the superior and other Board members), who might act in various roles in the club and bring expertise from various fields, but who might not have deep enough professional knowledge on the non-profit sector sport club operations. This gives rise to new challenges and may also include the Director of Operations being less professional in terms of sport management than in an ideal situation. The *multiple roles* within the HFSC are also seen through the various roles of the Director, who is a parent, a Board member, the Director of Operations and a Team Leader. This is a challenging equation for some of the stakeholders. However, it should be remembered that this also can function as strength if utilized correctly. Solutions have been found for these as well, for example, in the HSK, where the roles/areas of responsibility concerning the relationship between the superior and the subordinate have been divided among different persons. This allows the time spent on these operations to be shared more evenly between the voluntary "superiors" (i.e. the Board members).

In other words, the interviews revealed *conflicting beliefs*, for example, concerning the *division of work and responsibilities* as well as *role differentiations* between different parties within the HFSC. It seems to be unclear, which tasks currently belong to the Director of Operations and which, for example, to the Skating School Coordinator and/or to the contact persons of other groups (e.g. single skating). *Expectations* concerning practical "field work" (e.g. discussing with parents at ice rinks, searching for substitutes when coaches become ill, tasks related to skating school and organizing events) turned out to be different, which easily causes chaos into the Director's work.

*"Kaaos vaikeuttaa työskentelyä. Nykyisen työnkuvan pitäisi olla selvä muillekin, muttei ole. [...] Kenttätyö ei kuulu toiminnanjohtajan toimenkuvaan. Työn pitäisi olla pääosin hallinnollista, ainakin työsopimuksen mukaan näin on. [...] Aiemmin [edellinen toiminnanjohtaja] ei saanut hoidettua hallinnollisia tehtäviä, koska oli niin paljon hallilla. Jos perusasiat ei toimi seurassa, sitten ei toimi mikään." (Interview 6.) [Chaos makes things difficult. The present job description should be clear to other people as well, but it's not. [...] Fieldwork does not belong to the tasks of the Director of Operations. This should mainly be an administrative post, at least according to the official contract it is. [...] Earlier [the former Director] could not deal with the administrative duties because she spent so much time in the ice rink. If the basic things fail in the Club, then nothing works.]*

*"Toiminnanjohtajan asema ei ole osallistua kaikkeen, mutta näkyvillä pitää olla. Toiminnanjohtajaa ei tarvita vanhempainilloissa, mutta puheenjohtaja voisi kenties olla. [...] Toiminnanjohtajan työhön ei kuulu kenttätyö muuten kuin imago-kysymyksissä." (Interview 5.) [It's not the task of the Director*

of Operations to take part in everything, but you must have visibility. The Director is not needed in parents' evenings but the Chair might attend. [...]Fieldwork is not part of the Director's work, except in image questions.]

To conclude, *clear outlines for the job descriptions and divisions of responsibilities*, structuring guidelines and monitoring these, and the orientation of various parties seem to be necessary. However, this seems to be challenging and time consuming. In the VG-62 and the Tappara ry, these measures generally do not belong to the Director, but to the divisions and the Board, who have divided the responsibility areas. Nevertheless, the Director takes part in outlining issues related to changing and exceptional situations.

The operational models and *guidelines* in both the Tappara ry and the HSK have been documented accurately, which facilitates directing new stakeholders and maintains a long-term nature of operations. All job descriptions have been broken down (explaining, what belongs to the tasks of whom), and the Director of Operations monitors and develops the quality of operations. The interviews showed that better documentation and updating documents would be extremely important in the HFSC as well.

*"Ohjeistusten jatkuva päivittäminen on erittäin tärkeää. Esim. muodostelmaluistelun käsikirja ja laatukäsikirja sekä niiden jalkauttaminen kentälle." (Interview 4.)* [It's very important that in instructions and guidelines are kept up to date. For instance, the Synchronized Skating Manual and the Quality Handbook and forwarding that information to the field.]

This should be carried out realistically and rationally. Otherwise the documenting only takes time and the files remain unused in the shelves only to gather dust.

Similar to the Tappara ry and the HSK, the *responsibility areas of the Board* of the HFSC have been divided *according to the expertise* of the members. The VG-62 has not divided work tasks among the Board members of the figure skating division or those of the main club. The VG-62, the Tappara ry and the HSK feel that maintaining decisions made and their implementation is of good quality and functional, and the Board work is considered dynamic and unanimous. The Board of the HSK seems to be very active and the members are efficient and committed to the Board work.

*"Siinä vaiheessa kun ihmisiä on jäämässä pois hallituksesta – kyllähän useimmat tekevät pitkän rupeaman – niin kyllä nämä tulevat kandidaatit pelotellaan sillä työmäärällä, että kyllä se on sellainen tiimi, että siellä ei voi vain levätä ja tulla vain kokouksiin. Niin se meillä menee." (Interview 11.)* [When people are about to leave the Board – most people are members for a long period of time – it often happens that the prospective candidates are intimidated about the workload, that in this team you can't just rest and come to the meetings. This is how it is in our Club.]

The divided responsibility areas are handled well in the HSK. Although the membership in the Board means a lot of work, the members also have the opportunity to influence the operations of the club. The HSK has developed the monitoring of the development procedures by means of the previously mentioned documentation, the responsibility for which has been allocated to different persons. Documents are always updated in the beginning of August when the season begins and in January if there are changes, and responsible persons have been named for the updating. It was felt that the division of work functions well, and the meeting procedures are structured. A strong and professional Chairman acts here in an important role.

*”Käytäntö on, että jos on jotain valmentajia koskevia asioita, niin niistä menee pöytäkirjanote, että näin on päätetty. Ollut aika simppeli tapa. Jotenkin aiemmin ollut sitä, että on soitettu, ja siitä tulee helposti puhelinlinkki, että menikö se oikeasti näin. Sitten kun se on eksaktisti kirjallisessa muodossa näin ja sitten se on näin.” (Interview 11.)* [The practice is that when an item concerns coaches, we send them an extract from the minutes to tell that this is our decision. This has been a rather simple practice. Earlier we used to give this information by phone, and it easily becomes a phone link and people ask if it really was like this. When have it in an exact form in writing, then it’s settled.]

Correspondingly, the HFSC should pay attention to the *division of roles and responsibilities*, the evaluation, *clarification and rationalization of the Director’s job description* and think through the implementation of policy lines. The interviewees’ opinion was that the Director of Operations should also take more responsibility into her own hands and trust the Board more. This requires increased mutual trust and co-operation from all parties, since the Club’s former Director feels that the current employee should also be given more power and responsibility.

*”Toiminnanjohtajan pitäisi enemmän ottaa vastuuta. Tarkoitin sitä, että hallitus antaa sitä, ja myös luottamusta hallitukselta.” (Interview 7.)* [The Director of Operations should take more responsibility. I mean that the Board gives it, and also confidence on their part.]

Similarly to the situation in the Tappara ry, it might be useful for the HFSC to consider that it is important to give the Director a long-term *role as a leader* and actor in the Club. This requires the employee’s own initiative and support from the Board as well.

*”Kun on toiminnanjohtaja eikä seurasihteeri, pitää osata ottaa se rooli johtajana ja toimijana. Pitää uskaltaa ottaa se rooli. Nyt seurassa on sellainen toiminnanjohtaja, jolla on niin pitkä perspektiivi tähän juttuun, niin olisi niin tärkeää että toiminnanjohtaja pääsisi kehittämään tätä toimintaa. Eikä niin, että tulisi taas uusi ihminen toimeen ja kaikki ovat naama näkkärillä että tämä homma ei toimi. Jos tulee taas uusi, taas homma aloitetaan alusta.” (Interview 8.)* [When you’re a Director of Operations and not a Club Secretary, you’ve got to be able to take the role as a leader and actor. You’ve got to have the courage to take the role. Our Club’s present Director of Operations has such a long perspective into this activity that it would be important to give the Director opportunities to

develop these operations. There's no point in hiring another new person, after which people are unhappy and say that nothing works. If a new person is hired, everything starts from scratch again.]

*"Tosiasia on se, että HTK:n toiminnanjohtajana ei ole kukaan toiminut kauaa. [Edellinen] oli 2 vuotta, kukaan ei ole ollut kauempaa. [Sitä edellinen työntekijä] irtisanottiin, ja samaten seuraava irtisanottiin 1,5-2 vuoden jälkeen (tosin eivät olleet toiminnanjohtajan nimikkeellä). Tuntuu, että kuka tahansa toimessa on, henkilö ei kelpaa." (Interview 6.)* [The fact is that no one has worked long as the Director of Operations for the HFSC. [The former Director] stayed for 2 years, no one has been with us longer. [The one before] was made redundant, and the next one, too was given notice after 1.5-2 years (though they didn't have the title of the Director of operations). It seems that whoever holds the post is not good enough.]

It is included in the job description of the HFSC's Director of Operations that s/he acts as the *leading figure of the Club*. However, it seems that this is not working out in reality, because the Chairman is the actual leading figure. There is nothing wrong with this situation, but it might be useful to specify the roles. For example, in the VG-62, it is explicitly stated that the Chairman of the Board (or the Chairmen of the divisions) acts as the representative of the Club (e.g. in the media). Therefore, various roles and lines of operations should be specified in more detail - who decides on what, the foundations of decision-making, commitment and support. This would also contribute positively to club and practical Board work *loyalty and objectivity*.

*"Ei osata käyttää niitä asioita oikein. Se johtuu vain siitä, ettei siellä olla asiaperusteisesti. Mitkään vaitiolositoumus- ym. paperit eivät auta jos niihin ei sitouduta käytännössä. [...] Siksikin hallitustyöskentely pitäisi saada niin irti tästä hetkestä ja keskittymään pidemmälle aikajänteelle. Jos keskitytään tähän päivään ja siihen, miten mun lapseni luistelee, niin silloin ollaan vain ja ainoastaan tässä päivässä." (Interview 8.)* [People fail to use these things in the right way. This is simply because their work is not based on facts. No confidentiality agreements or other documents are of any help if people fail to commit themselves to them in practice. [...] This is one reason to look further ahead and focus on a longer time span. If the sole focus is on this day and on how my child is skating, then we're only dealing with this single day.]

It also should be noted that the *turnover rate of voluntary superiors* strengthens the importance of the stable position of the Director, who should primarily have the long-term, first-hand knowledge on the Club issues. As the Board might change after every two years, strengthening the Director's role as a permanent employee is increasingly important. This is the prerequisite for and facilitator of successful and orderly management of changes with regard to the Board and the operative models of the Club.

### 6.7 Strategic planning, Board meetings, decision-making, implementation, follow-up

A further problem in the work of the HFSC's Director of Operations also seems to be *lack of long-term planning* in the Club operations. The activities and their

administration (i.e. management and leadership) are felt to be too much based on “here and now”, decisions are made at the last moment, and no follow-up seems to be carried out (e.g. the Quality Handbook). In addition to lack of time, this missing operative model is also affected by the Board policy lines. The interviews pointed out that the Director does not have enough decision-making power, and the proper right to set out her own prioritization principles seems to be missing. Furthermore, unclear communication and delegation, vague policy lines and decisions create extra challenges.

### 6.7.1 Strategic planning, implementation and monitoring

The HSK’s Board utilizes *a year clock model* of operations in its activities, into which certain issues concerning decision-making and its timetable are defined and placed. Different persons prepare issues within their *responsibility areas* of the yearly plan. In addition to utilizing a year clock model, strategic work was launched in the HSK a few years ago with a five years’ planning perspective, which is re-examined once a year.

*”Nyt sitten aina ollaan keväisin kehittämissäpäivissä palattu siihen, että mikä se onkaan meidän visio ja tavallaan päivitetty niitä. Se on ollut kyllä hirveen mielenkiintoista, että se on kyllä sellainen, mikä kaikkien seurojen pitäisi tehdä.” (Interview 11.)* [Now during the spring development day we have always come back to our vision, discussed what it is, and kind of updated it. It’s been awfully interesting, so I think it’s something all Clubs should do.]

The Board of the HSK is in charge of *drafting visions and drawing policy lines*. At least in the HSK, it is felt that the Board’s task is also to listen to the perspectives of Coaches and other stakeholders, find out what is happening and what parts and how the club operations should be developed. The former Club Secretary and current Vice Chairman describes this as follows: *”[...] Ei se voi olla pelkästään sitä työjohtoa ja niiden suoritteiden valmistelua. Se olisi ihan hölmöä.” (Interview 11.)* [It can’t be only direction of work and preparation of the tasks. It would be totally stupid.] Occasionally, the Board of the HSK also arranges Saturday meetings in order to facilitate time management and to relax the atmosphere.

In the VG-62, the “*amateur*” volunteers of the Board are *a challenge for the professionalism of administration*. In this context, networking is useful, since the employee has to know, where and from whom to ask for help (e.g. from the FSF). The decision-making functions and the monitoring of decisions are felt to be moderate. The club strategy is discussed at least twice a year during a seminar cruise, which has proved to be an effective system as people are not in a hurry to go home. The club also plans to organize a strategy day, and the Director intended to write a demonstration paper on the

club's strategic planning as a part of her studies. Professionalism of administration has been planned to be promoted through bringing more business perspective into the operations, for example, by possibly searching a new Chairman from the private sector.

The strategic work of the Tappara ry was planned a few years ago, but the plan has not been implemented, reviewed or updated because of the club's transition phase (change in Board and Director of Operations) and lack of time. Hence, there is room for improvement in the long-term strategic planning, and it has been planned to pay more attention to a realistic club strategy. Earlier, useful issues have been written down, but monitoring has not been carried out. In reality, the Tappara ry's specific planning becomes the duty of the paid staff who bring the plans to the meetings for adoption.

The HFSC's strategic planning has been carried out earlier (e.g. during the quality project in 2001). Therefore, professionalism of its operations can be regarded as quite good, and efforts have been taken to improve it. The progress of the process has been stalled mainly because the persons most actively involved in the project became tired or left the club activities. The quality manual seems to have been too heavy and unrealistic for third sector club activities. Because of this, neither the handbook nor the planned strategy were properly put into practice, and the handbook has not been updated since.

*"Se oli jotenkin aika raskaalla tavalla toteutettu se projekti, ja luulen, että sen takia se porukka tavallaan sitten hyytyi siihen. Että silloin kun teet työpaikalla tuollaista projektia, se ryhmä kenen kanssa teet, ovat tavallaan samoissa atmosfääreissä, mutta sitten kun teet sitä seurassa kun se porukka tulee aivan eri lähtökohdista, niin varmasti osa porukkaa oli aika huuli pyöreänä ja mietti, että eikö nyt keskityttäisi vaan tähän olennaiseen, eivätkä sinänsä nähneet sen projektin arvoa." (Interview 11.) [Somehow the project was carried out in a heavy manner and I think that's why people more or less lost their interest. When you run a project like that in your workplace, the group with whom you're working shares the same atmosphere, if you like, but within a Club people come from different backgrounds, and I'm sure that some of them were lost, thinking that we should just concentrate on the essence and failed to see the value of that project.]*

As it was already mentioned, during the past few years, the HFSC's operations seem to have been concentrating more on "running this moment". One reason for this was the financial crisis of 2001, when the Club nearly went bankrupt. Hence, there seems to be room for improvement in monitoring and implementation, because most decisions are *ad hoc* decisions. This also applies to how the operations are directed. Therefore, the clarity of activities and planning should be developed on a more long-term basis.

*"Hallitus ei tällä hetkellä ehdi keskittyä suunnitelmallisuuteen ja kehittämiseen, vaan nyt keskitytään pääasiassa taloushallinnon raporteista selkoa saamiseen [...]. Taloushallintotsekkauksen pitäisi*

*kuitenkin olla vain pieni osa kokouksesta. Siispä resursseja pitäisi voida suunnata muihin kehittämisasioihin.” (Interview 2.)* [Board never has enough time to focus on structured planning and development; now they mainly concentrate on trying to make sense of the financial management reports [...]. But the checks on financial management should only be a small item on the meeting agenda. We should therefore be able to allocate resources to other points to be developed.]

It is also important to handle “issues of this moment”, but the Board’s perspective should mainly be aimed at the future, 3-5 years from now. The operative direction, clarity and planning should be investigated and compared with the resources available.

*”Selkeä missio ja strategiaprosessi työskentelylle, ja toimeenpanon uudelleen käynnistäminen.” (Interview 1.)* [A clear mission and strategic process for work, and implementation must be restarted.]

The strategic work to be launched should, however, be rational – not unrealistic nor over-ambitious. The interviews also pointed out that the possibly changing competitive conditions affecting the Club should be taken into consideration, old and inefficient operational models eliminated, and new models constructed. Additionally, it should be remembered to include the Director of Operations in the planning process and keep her aware of the plans in order to improve the joint actions and transparency of operations.

*”[...] Toiminnanjohtajan mukaan ottaminen suunnitteluun olisi ehdottoman tärkeää.” (Interview 6.)* [[...] It would be extremely important to involve the Director of Operations in planning.]

Similar to the HSK and for improving the HFSC’s planning and prioritization, applying a *year clock model* (both for the work of the Director and the Board) would, according to some of the interviewed Board members, be beneficial. This would give room for reflecting on what has been and will be done. The interviews suggested that functional development procedures for the clarification of the work of the Director of Operations could, for example, include advanced planning of the *hierarchization and internal division/organization of the work year, work day and/or week* of the Director (i.e. a year clock model of operations and its breakdown into smaller components).

The HFSC has attempted to clarify the task divisions, providing a solid basis for further work. The Board member specialization is seen positively, but responsibilities accepted should also be shouldered in a good spirit from the very beginning until the end.

*”[ [...] Ei tarvitsisi [puheenjohtajan] joka paikkaan sormiaan työntää.[...] HTK:n hallituksessa istuminen on monelle se riittävä. Mielestäni se ei saa riittää. Pitää myös tehdä jotakin, joka seura vie eteenpäin.” (Interview 7.)* [[...] There’s no need for the Chair to stick his fingers all over the place. Many people think that it’s enough to be present at the Board meetings. I don’t think it’s enough. We must also do something that will help the Club move on.]



*”Kun otat niin suuren roolin erikoisalassasi, et sitten kuitenkaan sitä tee vaikka siitä vastaisitkin. Pyydetään tietoja, muttei ollakaan kiinnostuneita vastauksesta [...] kun ns. tiedetään jo oikea vastaus. Tämä on vaikeaa, kun asioita käsitellään niin harvaksen ja oman työn ohella. Aika on rajallista ja päätöksenteko vaikeutuu.” (Interview 8.) [When you assume such a big role in your special field, you end up not doing it even if you’re in charge. People ask for information but are not interested in the answer [...] because they already “know” the right answer. This is difficult when matters are discussed only now and then, and in addition to people’s regular jobs. Time is limited and decision making becomes difficult.]*

However, the *implementation of the development of operations* also requires a better *definition of an overseeing authority*. The interviews pointed out that when responsibility areas are divided, the *monitoring of the implementation of decisions* should also be allocated to a specific person. If no-one is monitoring the plans, the probabilities of their success are scarce. This was regarded as being in line with the true level of *commitment* and correlates with *subjectivity* (e.g. the activities of own child).

*”Useimmiten tehtyjen päätösten toimeenpano ja käytäntöön jalkauttaminen jää tekemättä, koska vastuuhenkilöä tai henkilöitä ei nimetä, todetaan vain, että näin on, mutta mitään ei tapahdu.” (Interview 5.) [In most cases implementation and carrying out decisions made are not done because no-one is nominated to take the responsibility for it; people only state that this is the case but nothing happens.]*

The *failure to execute the operations decided on* appears to be one of the gaps in the HFSC’s management. The *communication* between the Director of Operations and the Board is seen to function *as a one-way street* and the *management* in particular issues (e.g. financial management) is regarded as *too detailed* (i.e. the guidelines of the Board for the Director). Naturally, problematic situations are different but useless twists should be minimized and operational principles decided on should be complied with. The interviewees felt that following these plans in practice would be very important in order to facilitate the planning of everyday work. The chaos of week-days should be eliminated, and this could be achieved by naming responsible persons for various groups and by familiarizing them and compiling guidelines for operational models (e.g. for changing situations). If there is not enough time to carry out the development plans and oversee the process, it might be beneficial to realistically analyze what can be carried out to avoid useless waste of time and a dusted document in the Club archives.

### 6.7.2 Transparency of operations and conflicts of interest

The common *communication, openness and objectivity* among the Board members, the transparency of operations and decision-making should be improved as well. Some of the interviewees felt that although the members bring expertise of certain fields into the activities, their own or one-sided agendas are emphasized too often and too stubbornly. It seems that for some reason, responsibilities are not taken seriously, and although memos are written, the follow-up of decisions and operations related to them is vague. Money appears to be the most problematic topic giving rise to strong emotions, since large amounts of money and children of the Board members are at stake.

*"Hallitukseen olisi saatava henkilöitä, jotka ovat valmiita panostamaan ja oikeasti tekemään jotakin seuramme hyväksi. On ollut vuosien varrella monta jäsentä, jotka osallistuvat kokouksiin ja esittävät kyllä hyviä kysymyksiä, mutta siihen se on jäänyt. Eivät ole valmiita mitään tekemään."* (Interview 7.) [ We should have people in the Board who are willing to give an input and contribute something to help our Club. Over the years there have been many members who take part in meetings and ask good questions, but do nothing more. They're not willing to contribute.]

*"[[...] Vastuun jakaminen hallituksessa ei ole toiminut. Istutaan vain kokouksissa, ja asioiden toteuttaminen jää. Koskaan ei ole valmisteltu asioita etukäteen, ja etsitään vain virheitä kustannuksista ja kirjanpidon raporteista."* (Interview 6.) [[...] Division of responsibilities among Board members fails to work. People only sit at meetings, and things are not carried out. Matters are never prepared in advance, and people only try to find mistakes in finances and accounting reports.]

Hence, having been mentioned with regard to various issues, an essential development procedure during the interviews of the HFSC's Board members appeared to be the importance of decreasing the level of *subjectivity* in the Board work.

*"Lisäksi odottaisin enemmän hallituksen jäseniltä kokonaisvaltaista suhtautumista koko seuraan, ei pelkästään ryhmään tai joukkueeseen, jossa mahdollisesti oma tyttö luistelee. Jos on seuran hallitukseen valittu, on silloin myös vastuussa koko seurasta."* (Interview 7.) [In addition, I'd expect from the Board members a more broadly-based concern over the Club as a whole rather than over only to one group or team where one's own daughter may be skating. If one has been elected to the Board of the Club, then one is also responsible for the entire Club.]

The Director's influencing possibilities on the election of the Board members, that is, on her "colleagues", were also proposed to be regarded in the future.

*"Pitää muistaa, kun hallitus on valittu, se menee sen demokratian mukaan, jolloin pääset sen yläpuolelle. Yhteistyö. Ketä valitaan hallitukseen tekemään kanssasi työtä."* (Interview 8.) [We have to remember, when the Board has been elected, democracy is complied with, and you get beyond it. Co-operation. Who are elected to the Board to work with you.]

As regards possibly changing some of the *multiple roles* of the Director of Operations and the Board, it appears to be important that also the Director would remember to take distance from certain issues in varying situations in order to make the operations as

objective as possible. It seems to be harder to be, for example, both a Board member and the Director of Operations, since the responsibilities are in a way double in comparison with those of an ordinary Board member.

*”Toiminnanjohtajan rooli hallituksen jäsenenä mietityttää tällä hetkellä, koska hän on hallituksen palkkaama työntekijä. Lisäksi henkilökohtaisuus on ongelmana, sillä toiminnanjohtaja kohdentaa asiat liikaa suoraan itseensä henkilökohtaisesti.” (Interview 2.)* [The role of the Director of Operations as a Board member gives rise to questions now, because she is an employee hired by the Board. In addition, there’s a personality clash, because the Director of operations takes things too personally.]

Not everyone supports the above opinion on multiple roles, since these also are seen to be an essential part of the third sector club operations. According to the Club’s former Director of Operations, the multiple roles seem to function and the participation of the Director in the Board meetings is felt to be very important.

*”Näin pienessä systeemissä moniroolitus toimii. [...] Kun miettii informaatiotulvaa kokouksissa, toiminnanjohtajan täytyy olla siellä. Esim. jos pöytäkirjat ovat vain päätösasiakirjoja, muut asiat eivät välity. On oltava hermolla, mistä tuulee. Toiminnanjohtajan pitää istua siellä, joko sihteerinä tai muuten. [...] Varsinkin nyt kun hallituskeskustelu käy niin detaljitasonalla. Tai sitten toiminta pitää olla niin strukturoitua, että tietää vuosikellon mukaisesti, missä kokouksissa käsitellään mitkään asiat. Tässä kuitenkin on niin paljon muuttuvia tekijöitä.” (Interview 8.)* [In a small system like this multiple roles work. [...] When you think about the information flow at the meetings, the Director has to be present. For instance, if only the decisions are recorded in the minutes, other points discussed are not conveyed. The Director of Operations has to sit there, either as a secretary or in some other capacity. Especially now when discussions at Board meetings tend to focus on details. Or else work must be so structured that one knows, according to the annual clock, which items will be discussed at which meetings. After all, there are so many changing variables.]

Nevertheless, at least the role of the Director of Operations as an official member of the Board should be changed, since according to the Finnish Act on Associations (37§), it is against the principles of good governance methods to have a paid employee of an association to attend to decision-making concerning his/her own position (Yhdistyslaki 1989, Chapter 6, 37§). Although the employee would leave the meeting in these situations, it is not enough, since the meeting discussions often link with the work of the Director and should be as open as possible. As the issues often become too personal, the procedure does not seem to be in line with the best interests of the employee.

### 6.7.3 Structuration of meetings and the role of the Chairman

According to the Rules of Procedure of the HFSC’s Board, the *meetings* generally deal with checking and adopting the previous minutes, reviewing the Club’s financial through the analysis made by the responsible Board member from the accounting

material, and making decisions on issues related to the operations of the Club. It also has been written down that the minutes of the previous meeting should be sent to the Board members two working days beforehand. (Helsingin taitoluisteluklubi 2008a)

In the VG-62, the length of the Board meetings is approximately 1-2 hours, in the Tappara ry 2 hours and in the HSK 3 hours. In these clubs, meetings are often arranged in the evenings (in the Tappara ry not during weekends). It seems clear that the strong *role of the Chairman* and *structured meeting practices* correlate positively with the lengths of the meetings (the HSK, the VG-62 and the Tappara ry). The meetings are also speeded up by a thorough preliminary preparation of items to be discussed. Sending meeting documents beforehand is not regular in the VG-62, since this is the task of the Director, who does not appear to have enough time for it. The Tappara ry's Board has its own secretary (Club Secretary of the figure skating division).

The average length of the HFSC's Board meetings is approximately 4.5 hours, which is clearly more than in the other clubs of the interviewees. Shortening the duration of the meetings was also raised as an important point during the first interview round. This requires a good preparation beforehand and aiming at regularity of meetings.

*"[...] nykykäytäntö on sellainen, että käsiteltävät asiat tulevat esille pääasiassa kokouksen aikana, joten päätöksenteko perustuu kokouksen aikana käytyyn keskusteluun. [...]"* (Interview 4.) [[...]  
Under the current practice, the points to be discussed are mainly raised during the meeting and decisions are made on the basis of the discussions held at the meeting [...]].

*"Kokoustekniikassa paljon parannettavaa. Pitäisi edetä siinä järjestyksessä, mitä on sovittu, eikä jatkuvasti seikkailla asioista toiseen."* (Interview 7.) [There's a much room for improvement in how meetings are run. We should follow the agenda adopted and not keep jumping back and forth from one item to another.]

For the facilitation of meetings and operations in the HFSC, compiling presentations and proposals for decisions by the Director beforehand for the meetings could be useful. This could even be a normal procedure in the future, and the proposals could be listed already on the meeting agenda. The Tappara ry's Director describes this as follows:

*"Kokouskäytännöissä asioita kasaantuu usein niin paljon, että pakolliset asiat mennään lävitse. Strategian ja tulevaisuuden suunnittelu on siksi vaikeampaa ja jää hyvin pitkälle palkatun henkilökunnan suunniteltavaksi ja tuoda sitten se hyväksyttäväksi kokouksiin. Se toimii parhaiten siten, että voin voin eri henkilöiden kanssa käydä sitä etukäteen läpi ja haarukoida mielipiteitä. Sitten jos pitäisi isossa kokouksessa käsitellä, niin se pystytään tiivistämään ja käydä nopeasti läpi. [...]* Ainakin enemmistö jotka ovat ehtineet paneutua, silloin tietävät mistä on kysymys." (Interview 10.) [Within meeting practices there often are so many items [on the agenda] that the compulsory matters are dealt with. Strategic planning and planning for the future is therefore more difficult, and is often allocated to paid employees who then introduce their plans at the meetings. The best approach is to

look at the plans in advance with different people and single out opinions. Then when [a plan] is discussed at a big meeting, it can be presented in a concise form and dealt with swiftly. [...] At least most of those who have had time to think about them before the meeting will then know what we're dealing with.]

Moreover, it was felt that *agendas* could be specified and structured better. The items on the agenda should be described on a specific level rather than listing the mere topics. If the proposed issues to be handled would be listed under the topic, it would contribute to the structuration of the meetings and shorten their lengths. The improvement of regularity and precision should also be applied to following the agenda and to *writing down/recording, inspecting and sending the meeting documents and decisions* more promptly. This would give room for everyone to check the decisions and ensure that everything is understood correctly, and the beginning of the next meeting would be smoother. Although there is room for further improvement and the need for more formal measures, it was felt that the measures already had improved to some extent.

Building *standard reports* for the Board work (e.g. financial issues), considering the timing of meetings, and complying with the decisions made, were also felt to contribute to a better time management. Since there cannot be only discussion, *decisions* have to be made. These common decisions of the Board have to be followed and cannot be changed or annulled afterwards, as failure to stick with decisions undermines the credibility of the whole system and its structure.

*"Hallitukselle pitäisi rakentaa niin sanotut vakioraportit mm. talousasioista, ryhmien tilanteista, mahdollisista toimintaympäristöstä tulleista palautteista ym. asioista, nämä selkeät yksinkertaiset raportit pitäisi olla jokaisen hallituksen jäsenen käytössä viikkoa ennen kokousta, niiden pohjalta voisi priorisoida seuraavassa kokouksessa käsiteltävät asiat ja tehtävät päätökset. Tällaisella käytännöllä saadaan vähennettyä kokouksessa kuluvaan aikaa."* (Interview 5.) [Standard reports should be drafted for the Board on, e.g. financial matters, group situations, possible feedback received and other similar issues; these clear and simple reports should be made available to every Board member one week before the meeting; they could provided a basis for prioritizing the items to be discussed and decisions to be made at the following meeting. This practice would help to shorten the length of the meetings.]

*"Kokousajankohtien järkevyyttä voisi miettiä talousasioidenkin suhteen ym., jotta raportit olisivat käsiteltävinä."* (Interview 2.) [We should consider the timing of meetings with regard to financial matters etc., so that reports would be available.]

When decisions are recorded accurately, it is easier to monitor them (e.g. who does what, where and when). It was also mentioned that the Rules of Procedure for the Board should be revised. Some of the interviewees also felt that the current situation already is quite good concerning, for example, decision-making: *"Päätöksenteko toimii hyvin,*

*toimeenpano ok. Enemmän aikaa pitäisi olla seuran kehittämiseen.” (Interview 3.)* [The decision making works well, implementation is ok. More time is needed for developing the Club.]

The HSK appears to be more jointly led compared to the HFSC which is lead more by the Chairman. The *joint leading* of the HSK (i.e. the Board as its implementor) is felt to facilitate the influencing opportunities in the club, while the Board members are on the same line and aware of everything.

”[[...]Jotenkin HSK on ollut – se on aina jakautunut se valta ja vastuu ikään kuin tasaisemmin sinne hallitukselle. Että HSKssa ollut enemmän yhteisveto. Sellainen mielikuva kautta aikain on ollut HTKsta, että siellä on ollut vahva puheenjohtaja – Jane Erkosta lähtien...Että meillä se on ollut, että ei ole ollut puheenjohtajan seura. [...] Eli HSK on enemmän jollain tavalla demokraattinen ehkä. Eli siinä on yksi todella merkittävä ero.” (Interview 11.) [[...] Somehow The HSK has been – the authorities and responsibilities have always been more evenly divided within the Board. That the HSK has been more jointly driven. The HFSC has always given people the impression that they have a strong Chair – ever since Jane Erko’s days... That with us it’s been different, that we’ve not been the Chair’s club. [...] That is, the HSK is in a way more democratic, perhaps. There we have one major difference.]

According to the interviews, more collective responsibility should be taken with regard to the HFSC’s implementation of decisions, and it might be useful to *decentralize the responsibility of the Chairman*, which currently is considered to be too big for one person. It also appeared that the role of the Chairman is in some cases felt to be too weak in decision-making situations, since pursuing for democracy is seen as trying to avoid conflicts and agreeing with everyone. Although it seems that sometimes the meetings have been laborious, the starting points for the future seemed to be clearly better (e.g. because of renewed Board composition and divided responsibility areas).

## 6.8 Management of diversity of human resources

Managing human resources in non-profit clubs appears to be rather wide-ranging. In addition to paid employees, human resources include volunteers, whose management and recruitment is challenging. Therefore, emphasis should be put on lowering their participation threshold, and on their familiarization and commitment into operations.

### 6.8.1 Recruiting and managing volunteers, outsourced vs. voluntary forces

In the VG-62 and the Tappara ry, activating and managing volunteers is challenging, but does not belong to the work tasks of the Director but to the divisions or the Board. Some parents are extremely active and committed to volunteering while others show no

interest in it, but are willing to pay for the services provided for them/their children. This reflects both positive and negative sides of non-profit sports club activities.

The challenges for managing volunteers are linked with *lack of financial resources* (i.e. support euros, co-operation partners), which is the biggest stumbling block in the development of the management and the operations. According to the interviews, the spirit of *voluntary work, joint actions and collectivity* also have clearly *weakened*. Behind this seem to be for example, *societal changes* (e.g. rise in prices, decreased levels of free time and collectivity and strengthened individualism).

"[...] että vaikka oltais itse ajateltu jotain seurassa, että mennään johonkin suuntaan, niin paine sitten muualta on aiheuttanut sen, just näiden olosuhteiden pakosta. [...] energiahintojen nousu vaikuttaa, jäähallien vuokrahinnat ja jäävuorojen hinnat nousevat koko ajan ja sitten se, että tällainen ennen vanhaan hallinnut talkoohenki on koko ajan vähenemässä ja vähenemässä. [...] Toiminnan kehittämiseen ei jää oikeastaan aikaa kun kaikki menee päivittäisten asioiden pyörittämiseen [...]. Se kulminoituu hyvin siihen talouteen. Jos olisi rahaa käytettävissä, niin ideoita kyllä löytyy ja työkaluja ja voisi palkata lisää ihmisiä tekemään tiettyjä asioita. Sen kanssa eläminen on haastavaa.[...]" (Interview 10.) [...] although we would have thought in the Club that we will move in a certain direction, then pressure from elsewhere has caused it, exactly these compelling circumstances. [...] rising energy process have an impact, ice rink rents and practice ice fees keep rising, and the fact that the willingness to do unpaid voluntary work which was so strong the old days is now less and less common. [...] There's no time left for development of activities, when days are full of routine tasks [...]. It culminates well in the financial issues. If we had money available, there would be ideas and tools and we could hire more people for certain tasks. It's a challenge to live with all that. ]

According to the interviews, raising money via voluntary projects is more difficult (e.g. selling buns at ice rinks is forbidden because of the private restaurants) today than before, and therefore bought services are becoming more common. More and more often it has to be asked whether to carry out a project through an outsourced service or by voluntary work. Therefore, the management and activation of volunteers bring extra challenges into the work of the Board and the Director of Operations. Organizing larger competitions and selling exclusive rights for enterprises (e.g. TV) are affected by *changes in societal systems*. However, if services are bought, the club operations also cost more. According to some interviewees, it should simply be accepted that some are interested in volunteering and others are not. Some also disagree on this, as shown by the comment of one of the HFSC's Board member:

"Tämä edustaa ikuisuuskysymyksiä, joihin vastaus[on] liian helposti "ei niitä kuitenkaan löydy ja jos löytyy eivät ne kuitenkaan mitään tee/halua tehdä". Vapaaehtoisen väen rekrytointiin pitäisi myös pistää lisää huomiota. Innokasta porukkaa on tarjolla, mutta se on osattava riveistä kalastaa." (Interview 1.) [This is one of the eternal questions, and the too easy answer [is] "they can't be found anyway and even if they were found, they won't/don't want to do anything". More attention should also be paid to recruiting voluntary people. There're eager people out there, but you must be able to catch them from the ranks.]

As in other clubs, the lack of resources also in the HFSC hampers the development of management and operations. If everything could be outsourced and voluntary work was not needed, things would be substantially easier and the Director of Operations could literally just direct the operations of the club. Still, the reality is different, and the Director's role as the leader of the operations is considered to have been quite weak.

*"Vastuut kyllä säilytetään, että mistä toiminnanjohtaja vastaa ja mitä sen pitää tehdä, mutta seuraa en pyörittänyt toiminnanjohtajana ollessani". (Interview 8.) [Your're saddled with responsibilities, told what the Director of Operations is charge of and what s/he must do, but I didn't run the Club while working as the Director.]*

Further challenges for the work seem to result from the fact that in addition to societal changes and a general trend of decreased interest in volunteering, the development of *professionalism of administration* (i.e. full-time Director of Operations) *seems to decrease voluntarism* within the Club. People assume that the hired employee will take care of everything. This creates new challenges and is seen in the growing expectations of members. In all the represented clubs, attracting competent volunteers is very difficult, and the stakeholders *expect to buy high-quality services* from the Club. It is easier for people just to buy services than to participate in volunteer work.

*"Toiminnan tehostamisen kannalta olisi ideaaliajatus, että vapaaehtoistoiminnan kehittäminen olisi ratkaisu, mutta todellisuutena taitaa olla palvelujen ostaminen seuralta, eli vanhemmat tai luistelijat ostavat seuralta." (Interview 3.) [From the point of view of more effective operations it would be ideal to find a solution in developing voluntary activities, but the real solution is likely to be that people buy services from the Club, in other words, parents or skaters buy them from the Club.]*

When certain standards have been achieved, they have to be maintained and a failure to do so gives rise to a strong negative feedback. The lack of (positive) feedback contributes to weaker work satisfaction, atmosphere and motivation, as the former employee pointed out: *"Harvoin sai palautetta omasta työstään. No news is good news."* (Interview 8.) [Feedback for your work is rare. no news is good news.] Buying club services are also more often than before *compared with* buying services of *private sports service corporations*. Understandable from the perspective of paying and busy parents, this wrong perception impedes some parents to value the culture of organizing events by voluntary forces.

*"Kun on palkattu ihminen, oletetaan että hoitaa. Varsinkin pienten lasten vanhemmilla on yleinen käsitys, että he ostavat palvelun ja että systeemi on sama kuin että jos ostaisivat yrityksestä tms. joltain muulta. [...] On jännä jos mietitään palveluiden ostamista esim. jos ostaa kuntosalikortin tms., niin siinä tämä maksusitoutuminen ymmärretään kyllä varsin hyvin, mutta sit taas tällaisessa harrastuksessa se on ihan kummallista. Että jos nyt lopetankin tässä kesken kaiken, että mun pitäisikin maksaa se maksu, johon olen sitoutunut. Että tässä menee ristiin. [...] Yksi äiti jopa sanoi,*



*että ymmärtäisin että jos [...] maksaisin tästä 20 euroa per syksy, niin ymmärtäisin, että pitäisi olla talkootyössä mukana ja järjestämässä. Mutta kun maksan tästä monta sataa euroa kuukaudessa, ja sitten pitäisi vielä tehdä jotain, niin eihän se voi olla niin.” (Interview 11.) [When there’s a paid employee, it assumed that s/he will see to [everything]. The parents of small children, in particular, tend to think that they buy a service and that the system is the same as when they were buying something from a company or some other agent. [...] It’s weird that if you think about buying services, for instance, if people buy a gym card or something, they understand the full payment policy quite well, but in a free-time activity like this, it’s something quite absurd. If I now decide to drop out in the middle of the season, why should I pay the fee that I’m obliged to pay. This is a contradiction. [...] One mother even said that she’d understand if [...] she was paying a fee of 20 euro per season, then she’d understand that she needs to participate in voluntary work and organizing. But when she pays a monthly fee of hundreds of euro, and is still required to do something extra, then it can’t be so.]*

Nevertheless, the viewpoint represented above cannot fully be accepted, since voluntary work has been for decades and still is the corner stone of Finnish non-profit sector club activities. It was pointed out during the first interview round that voluntarism at the HFSC has been active and good, even better than in some other clubs. However, increasing the share of voluntary work is considered very important in the future in tasks that are not carried out at all at the moment (e.g. development functions) and in those performed by the Director of Operations or/and the Board with a limited capacity.

*”[...] aatteellinen yhdistys kuitenkin perustaa toimintansa vapaaehtoistyölle. [...] Seuran konkurssiuhka vuonna 2000 vaikutti positiivisesti seuran vapaaehtoistyöhön. Nyt tämä on kuitenkin jo unohdettu ja vapaaehtoistoiminta hiipunut.” (Interview 6.) [...] after all, a non-profit organization is based on voluntary work. [...] The impending bankruptcy in 2000 had a positive impact on voluntary work in this Club. But now no one remembers it and voluntary work is less popular.]*

### 6.8.2 Positive atmosphere, common benefits and co-operation

Even though it should possibly be partly accepted that not everyone will do voluntary work, it would also be good to bear in mind that the non-profit sector club activities (e.g. competitions) will not exist in the near future without volunteers. Therefore, the significance of the *shared benefits and collective responsibility of voluntary work* should be highlighted to the Club stakeholders and volunteers as an important additional source of funding. Especially attracting new volunteers and *re-introducing committees, encouraging volunteers* and *specifying responsibilities* of teams, *clarifying roles* and *aiming at improving the general working atmosphere* might be of use.

*”Vapaa-aika on rajallinen vapaaehtoisille, joten selkiyttämistä roolituksiin kaivataan. Vanhemmat haluaisivat ostaa HTK:lta palveluja, tämä on kuitenkin väärä tie, sillä vapaaehtoistyötä pitäisi kehittää seurassa. Myös tekemisen ilmapäiriä on kehitettävä, ei saa kaataa kaikkia töitä yhdelle vapaaehtoiselle.” (Interview 2.) [Free time is limited among volunteers, so clarification is needed with regard to roles. Parents would like to buy services from the HFSC but this is not the right way, because voluntary work should be developed within the Club. An atmosphere of doing should also be developed, we must not burden one volunteer with all work.]*

*"Toimikuntien perustaminen olisi kannattavaa. [...] Tapahtumien järjestelyvuorot/-vastuut voisivat olla toimikunnilla vuorotellen. Toimisto järjestää tilat ym., muttei pysty järjestämään kaikkea. Tarvitaan siis lisää ihmisiä ideoimaan. Toimikunnilla pitää olla valta toteuttaa asioita, ja vanhemmat pitää saada sitoutettua toimintaan, sillä muuten toimikunnat ovat aivan turhia." (Interview 6.) [It would be worthwhile to set up committees. [...] The committees could take turns in being responsible for organizing. The office can provide facilities but can't do everything. We need more people to create ideas. The committees must have some power to carry out things, and parents must be involved; otherwise committees are useless.]*

Clearly emphasizing *positive aspects of volunteering* during the activation of volunteers appears to facilitate motivating people. For example, in the HSK, operational models for volunteer activation have been developed through parents' meetings.

*"Ollaan yritetty sitä, että kun järjestetään vanhempainiltoja, on hallitus paikalla ja kerrotaan luistelun ilosanomaa kaikille. Miten kivaa ja miten siellä tutustuu ihmisiin ja pääsee mukaan. Että jotenkin niiden positiivisten asioiden esiin tuominen tuottaa parempia tuloksia kuin se, että jos nyt ette tule, niin teidän lapsenne ei sitten kisaa." (Interview 11.) [What we have tried is that when we arrange parents' evenings, the Board is present and we bring the good tidings of skating to all. That somehow raising the positive issues brings better results than threatening the parents by saying that if you don't come, then your child will not compete.]*

Procedures should be created also for competition arrangements in order to attract more voluntary officials. This, however, seems to be very difficult as most people do not consider volunteering useful or meaningful, although many discussions have been conducted on the topic. Without volunteers, the Director of Operations will have to handle organizing events alone, or the Club has to pay for services from outside. In order to improve the HFSC's management of the diversity of human resources, it was felt that the Director should be given a *stronger role as a superior* for the Coaches: *"Toiminnanjohtajan pitäisi toimia tässä henkilöstön välissä." (Interview 3.) [The Director of Operations should function here among the employees]*

There also seems to be uncertainty and conflicting expectations with regard to certain operational procedures. For example, if a Coach becomes ill or there are other changes in short notice, it is not clear who will inform the skaters and parents of them.

*"Valmentajien sijaisten etsiminen on toiminnanjohtajan tehtävä, sillä kuukausipalkkalaisilla valmentajilla täytyy olla oikeus olla sairauslomalla. [...] Ratkaisuehdotuksena voisi esim. olla niin sanotun sijaisverkoston hyödyntäminen ja seuran yhteisten toimintatapojen selkiyttäminen toiminnanjohtajan suunnalta tässä asiassa [...]." (Interview 4.) [Looking for substitutes for coaches is one task of the Director of Operations, because coaches receiving a monthly salary must have the right to take sick leave. [...] One solution could be to create a pool of substitutes and to clarify the Club's shared policies on this point.]*

*"[...] Valmentajan sairastuessa tms. informaatiovastuu on valmentajalla, ja sijaisen etsimisvastuun pitäisi myös olla valmentajilla. Tässä toimintatavan selkiyttäminen on paikallaan, sillä ei ole ollut koskaan puhetta että tämä kuuluisi toiminnanjohtajan työhön, kuitenkin asia on nyt noussut esille muutamaan otteeseen toiminnanjohtajaa syyttelevällä tavalla." (Interview 6.) [[...] If a coach becomes ill, the coach is responsible for informing about this, and the coaches should also be*

responsible for finding their substitutes. Here we need clarification of policies, because it has never been said that this would be the Director's task, but people have raised this point a number of times, reproaching the Director of Operations.]

In motivating and activating volunteers it should be noted that *the Board and its Chairman* (acting as the superior of the Director) *are* also *volunteers*, whose free time is limited. This is related to the operational culture, division of work and outlining responsibilities of various stakeholders discussed above. Developing operational models for recruiting volunteers would be needed, which is closely related to the development of the Club services, the improvement of communication styles, and creating and maintaining a more inspiring and encouraging atmosphere (see Section 6.10).

### 6.9 Cost management and economy

The development tasks of the Tappara ry's Director of Operations remain in *marketing and financial activities*. The HFSC's *operations* related to the finances seemed to be *confusing* for the interviewees, which appears to complicate the work of the Director.

*"Talouden seuranta-aineiston tulkittavuus on heikkoa tasoa. Tällä tavalla ei yksikään yhtiön toimitusjohtaja ja hallitus voisi elää, eikä sitä yhtään enempää voi oikeasti yhdistyksen hallitukseen tehdä.[...]" (Interview 1.)* [It is difficult to analyze the monitoring material for finances. No Managing Director and Board of a company could live like this, nor can the Board of a club survive in this way, really.[...]]

Some of the interviewees felt that the Board's *operational season* (a financial year) is in conflict with the HFSC's skating seasons and therefore problematic. In addition, the *electronic programs* used *and* the *decision-making* with regard to them appeared to be challenging. However, the software of financial management was changed after the interviews during the spring 2008, which seems to have facilitated the situation.

#### 6.9.1 Measures of monitoring, development and division of expenses

In all the represented clubs, *accounting* is *outsourced* to a private company. In the VG-62, the Director of Operations only organizes the financial records for the company. Detailed information on the records is received only once a year, and the financial monitoring is done real-time by the Director. The HSK's monitoring of economy is carried out in a similar manner, monthly in every second Board meeting. The Tappara ry's financial operations have felt to be time-consuming and challenging. However, the club has introduced a new "commercial" system, enabling fully real-time accounting

(the Office Manager does the cost center notations) and club activity monitoring. The HSK's accounting is organized in a way that the Vice Chairman carries out the cost center postings, the accounting company takes care of the rest of the accounting, and the closing of accounts is done in co-operation. This is felt to function well.

*"[...] etten luopuisi tilitoimistosta, vaikka se on kallistakin, niin siinä on se tietty kontrolli, ja on joku ulkopuolinen, joka sen kirjanpidon tekee on hyvä. [...] Se on sellainen osaamisalue, johon tällä sektorilla on turha käyttää paukkuja jos voidaan hoitaa ulkopuolisella osaajalla. [...]" (Interview 11.)* [...] that I wouldn't give up the accounting firm; while it's expensive, there's a certain control, and there's an outsider who does the accounts, that's good. [...] It's the kind of area of expertise in which it's pointless to invest resources if we can hire an outside expert. [...]

The VG-62's *administrative expenses* are included in the season payments. The expenses for the Director are fully covered by the general support from the city. The structure of the division of costs is based on the season payments covering the costs (however, the practice ice time in Naantali costs only 4 €/hour). This type of invoicing, which is based on realization and operations, is also used in the Tappara ry and the HSK. The Tappara ry has many employees in addition to the Director of Operations, whose expenses have been included in the budget, that is, in the season payments.

*"Budjetti laadittu siten, että tietyt toiminnot pitää [...] Että kyllä se vaan laaditaan siten, että tämä valmentajien ja toimihenkilöiden palkkaus on välttämättömyys, että homma pyörii [...] Jos luovutaan näistä toimihenkilöistä, niin toiminnan taso laskee niin paljon, että on mahdotonta pyörittää tällaista palettia." (Interview 10.)* [The budget is made so that certain operations are guaranteed. [...] That is, we regard the hired coaches and employees as a necessity to make things work [...]. If we give up these employees, then the standards will fall so much that it'll be impossible to run this range of operations.]

The HSK also balances with the administrative expenses and city allocations. Small fluctuations in skater numbers do not contribute to changes in fees, since introducing constant changes is problematic and the skating school also provides extra revenue.

The influence of combining elite-sport and recreational activities in the Tappara ry (e.g. Kiira Korpi, one of the most known single skaters in Finland and European Championship bronze medalist 2007) has been positive for the club also in terms of economy. Acquiring co-operation partners and extra revenue (e.g. exhibition incomes), especially for the figure skating division that independently collects resources, have also been facilitated through the known skater. This highlights the appreciation differences within single skating and synchronized skating both in Finland and worldwide.

*"Kiira on nostanut Tapparan taitoluistelun valtakunnalliselle tasolle tietämyksen ja näkyvyyden suhteen muidenkin kuin laji-ihmisten suhteen. Se, että ollaanko osattu hyödyntää tämä julkisuusarvo oikein, ehkä tahtokaan ei ole ollut sellainen. [...]" (Interview 10.)* [Kiira has brought figure skating within Tappara to a national level in terms of how well-known and visible it is among non-sports

people as well. Whether we've been able to make the right use of this publicity value is another thing, perhaps we've not had the will to do it either. [...]]

The importance of and aspiration for financial monitoring in the HFSC can be understood in the light of the Club's economical crisis in 2001. Hence, it is natural that especially during the last few years, great emphasis has been placed on this area in order to avoid another crisis. However, at some point, changes in some operative models would be useful, for example, to increase the transparency of financial functions.

*"Tälle hommalle on tehtävä jotain. Talouden raporteista ei ota tolkkua, toisin sanoen ei pystytä sanomaan, koska on kyse trendin muutoksista tai satunnaisista heilahteluista tms. Tulevalle kaudelle onkin alustavasti ideoitu budjetoinnin perusteiden hienosäädöstä ja läpinäkyvyyden lisäämisestä. Kyse koko seuran toiminnasta [...] ei niinkään toimiston toiminnasta. Toimisto toimii tässä toteuttajan roolissa." (Interview 1.) [We've got to do something about this. You can't make any sense of financial report, that is, you can't tell if we're dealing with trend changes or occasional fluctuations etc. We've now talked about fine tuning the bases for budgeting and increasing transparency. It's the question of all club operations [...] rather than office activities. The office acts here in the capacity of an implementer.]*

Although problematic, a *balance* in terms of *the basics of the division of budgeting* should be found, since everything cannot be broken down to the level of details. This could be achieved by rationally outlining the specificity of issues handled and aiming at clarity and consistency in the decisions on allocating costs (e.g. practice ice) and the policies in terms of ice times and Coaches. Reconciling between the Club's single and synchronized skating was felt to be particularly important. These prevailing conflicts derive from the discontinuation of single skating a few years ago and its swift restart with very young skaters, which has caused problems to the finances (e.g. how to allocate costs, as synchronized skating is burdened with losses from single skating).

*"Yleisesti talouden seuranta ja jakoa sektorilla muodostelma vs. yksinluistelu pitäisi kehittää. Toiminnassa pitäisi nähdä paremmin seuran kokonaistila.[...] "Kuka luistelee kenenkin rahoilla" on ikävä ajatus: pitäisi saada selkeytystä jää- ja valmentajien kulupolitiikkaan." (Interview 3.) [In general, monitoring and allocation of expenses in the sector of synchronized vs. single skating should be developed. [...] For example, the operations should be looked at as a bigger entity. [...] "Who's skating on whose money?" is an unpleasant thought; there should be clarification in fee policies with regard to practice ice and coaches.]*

This would also improve the clarity of monitoring the material of financial administration. Drawing lines is hard because of the constant changes and twists in the course of the season, but outlining the methods of monitoring (e.g. budgeted vs. realized costs) might minimize these challenges. Currently, the pay-roll items and cost centering appear also to take a substantial amount of the Director's work time in the HFSC.

*"Kirjanpito- ja talousasioiden hoito versus käytännön asiat suurina painotuksina tällä hetkellä, jotka vievät paljon työaikaa. [...] (Interview 2.) [Accounting and financial issues versus practical matters are major areas that take a lot of work time.]*

*Subjectivity* seems to have been affected here as well. If the break-down is too detailed, it has a negative effect on how people perceive the Club. Collective spirit seems to weaken when people focus on their own team's or group's cash flows. Therefore it would be the responsibility of the Board to outline rational principles for work and then act according to these priorities. This is in line with leading the operations and would simplify the financial management and reduce the amount of time spent on it.

In relation to policy lines, the Board member interviews underlined on many occasions the importance of clarifying and changing the systems for financial management and investigating the possibilities to further *outsource the financial measures*. In order to ease the workload and to clarify the job description of the Director, this also would give room for more important operations (e.g. directing, developing and customer service).

*"Talous on tärkeää olla kunnossa, mutta onko se toiminnanjohtajan tehtävä? [...]" (Interview 3.) [It's really important to have finances in good shape, but is that one task for the Director of Operations? [...]]*

*"[...] Taloushallinnon järjestelmiä pitää muuttaa sellaisiksi, että aikaa jää varsinaisen toiminnan suunnitteluun ja kehittämiseen." (Interview 5.) [...]] The systems of financial administration must be changed so that there will be time available for planning and developing the actual operations.]*

On the other hand, questions were also raised as to how realistic the outsourcing option would actually be, and if an outside company would really be able to carry out everything easier. It was pointed out that hiring another office employee (e.g. an hourly paid assistant) might be a better option. The current Director of Operations stated that outsourcing the financial administration might not be the best choice, since there would be time to do all sort of things if the work tasks could be carried out more rationally. It also was emphasized that keeping the accounting, cashier and accounts ledger records updated, following agreed procedures, and reporting and preparing issues in advance for the meetings would be important in order to improve the Club's operational quality.

## 6.9.2 Marketing and fund-raising

The *planning of fund-raising and resourcing* of the VG-62 and the Tappara ry are brainstormed and the responsibilities of the Directors of Operations. In the Tappara ry,

this comprises ice hockey, start camp, publications, co-operation contracts, marketing contracts, team jersey advertising, tournaments, and co-operation with the league organization. Operational development measures also include planning of marketing, within which the VG-62 has a separate work group. However, marketing has reached its limits in both the Tappara ry and the VG-62 because of lack of resources (e.g. shortage of ice time and facilities): "[...] *Hirveesti ei ole varaa ottaa uusia luistelijoita, koska muuten loppuu jää.*" (Interview 9.) [...] We can't afford to take that many new skaters, because otherwise there's not enough ice.] Fund-raising (e.g. finding more long-term sponsors and maintaining contracts and establishing a social fund) is as an important development object also in the HSK and the HFSC. In all the represented clubs the yearly city support plays an essential role, particularly in Helsinki, where ice practice time is very expensive.

The Tappara ry also has a few significant, long-term, local co-operation partners. However, in the visibility offered by a junior organization, the ethical values and being a part of these activities seem to be more important for the companies than the financial benefit. The HFSC's fund-raising and marketing measures have been recorded to belong to the Director's job description, but the implementation seems to be quite weak at the moment, because of lack of co-operation partners (especially long-term).

*"Markkinointimielessä lajin "aallonharjalla oloa" ei liene pystytty hyödyntämään missään seurassa. Yksinluistelun huiput saavat jonkinmoiset sponsoritulot, mutta merkittäviä summia ei muuten liiku. [...] Yhteistyökumppanuudet ovat yhä haastavampi laji ja myynti on jäänyt varsin pienen joukon kannettavaksi."* (Interview 1.) [In terms of marketing, it seems likely that no Club has been able to benefit from "being on the crest of the wave". The top single skaters receive some funding from sponsors, but otherwise there're no major sums of money around. [...] Co-operation partnerships are a difficult area, and a relatively small group shoulders the burden of selling.]

This is also the situation in the HSK. Particularly difficult is the acquisition of sponsors for synchronized skating. In single skating, the sponsors are personal. External funding would be required to help the club to support the successful skaters and possibly establish a social support fund for talented skaters from low-income families.

*"Se varainhankinta on yksi kehittämiskohde. Puhtaasti pidempiaikaisten sponsoreiden löytäminen. Ja oman haasteensa luovat nuoret, joilla ei ole varaa harrastaa, että tällaisen juniorirahaston perustaminen olisi sellainen. Sellaisella sosiaalisella puolella olisi se, mihin seuraavaksi pitäisi päästä kiinni.[...] että jos on lahjakkaita urheilijoita muttei rahaa luistella, lajin maksaminen aina kiikunkaakun, ja maksut raahaa perässä, toivoisi, että olisi tarjota joku rahastosysteemi tms., jolla voisi auttaa."* (Interview 11.) [Fund-raising is one target of development; finding long-term sponsors. And another challenge are those young people who can't afford to do skating; so setting up a junior fund would one goal. It's on the social side that we should be active next. [...], that is, if there're talented athletes with no money for skating, it's touch and go whether they can pay, and they're always lagging behind, then it would be nice to have a funding system to help.]

As already mentioned in the context of the work of the Director of Operations, the meetings of the HFSC's Board handle a great deal of issues related to financial management. While the areas of responsibility have been divided among members, it seems that the development measures are not carried out. Hence, the Club's marketing, finances and fund-raising efforts should be reinforced and intensified, for example through *mobilizing larger groups into the fund-raising*.

*"Passiivista porukkaa on turhan paljon. Kaikkien ei tietenkään ole pakko olla kaikessa mukana, mutta "talkoohengen" sopisi olla nykyistä laajempaa." (Interview 1.)* [There're are too many passive people. This doesn't mean that everyone must be involved in everything, but it would be nice to have more "co-operative spirit".]

Some of the interviewees of the first round also proposed that certain fixed costs could be reduced through *co-operation with other clubs*, especially in single skating.

#### 6.10 Communications

Based on the interviews, one of the biggest challenges in the position of the HFSC's Director of Operations appeared to be *communication*. Interestingly, this point is in conflict with the findings of Puhto (2008). The Director's work appears to be hampered by her vague role, communication problems, and the absence of a proper communication channel within and outside the HFSC. Hence, it seems to be important to develop an outward channel and to know how to utilize the networking possibilities in order to facilitate the work. Moreover, it was felt that the role of the Club's Director should be more visible. This could be achieved through more regular external and internal exchange of information. It is good to note the symbolic value of the Chairman's visibility, but in operative activities the Director's role could be clearer.

##### 6.10.1 Communication styles, emotional bond and subjectivity

In order to improve the internal atmosphere and satisfaction and to avoid exhaustion, communication should be enhanced among the Board and the Director of Operations, since there are no other administrative employees with whom the Director could co-operate. It was felt that this also requires initiative from the Board, who should know how to find the middle course between supporting/encouraging and



intervening/complicating the Director's work. Therefore, it would be beneficial to stabilise the work of the Board on a certain level and to carry out practical tasks.

*"Että hyvin äkkiä jäät tänne yksin. Toisaalta tykkäsin tehdä työtä yksikseni, mutta samalla ei ole [...] että on joku jonka kanssa puhua ja testata niitä ajatuksia. Se kommunikointi ja yhteydenpito on äärettömän tärkeää. [...] Sen pitäisi olla omaehtoista myös hallituksen puolelta. Sen tavallaan sen linjan löytäminen, että mikä on sekaantumista ja mikä on vapaaehtoista ja omaehtoista sparrausta. Että saat juteltua. [...] Se on niin vaikeaa kun jäät yksin tänne muhimaan kuumuuteen, niin sitten rupee tulemaan sitä uupumista ja väsymistä.[...] Nyt hallitus sanelee toiminnanjohtajalle "suoritettavat" tehtävät, vaikka hallituksen pitäisi olla enemmänkin sparraaja. [...] Kommunikointitaso ei ole nyt dialogia vaan monologia hallituksen puolelta. Ei ole kehittävää mihinkään suuntaan. [...] Siksi toiminnanjohtajan pitää osata luovia ja antaa joidenkin asioiden mennä." (Interview 8.) [So, you're soon left alone here. On one hand, I liked working on my own, but at the same time it's not [...], that there's someone to talk to and test your thoughts with. Communicating and being in touch with people is extremely important. [...] It should be spontaneous for the Board's part as well. The line, finding the right line between what is interfering and what is voluntary and spontaneous spurring. That you can talk. [...] It's so difficult when you're left alone to cook slowly in the heat, then you get tired and exhausted. [...] Now the Board dictates what the Director of Operations must "perform" , even though the Board should actually be someone who spurs. [...] The level of communication is not a dialogue, it's a monologue by the Board. This doesn't give rise to any positive developments. [...] That's why the Director must be able to perform a balancing act and let some things go.]*

Thus, there seems to be room for improvement in the Club's general *communication style*, since a common habit appears to have developed to refer to the only administrative employee as "the office", "the office personnel" or "the Club", which does not improve the atmosphere nor the job satisfaction of the person in question.

*"Tuntuu alentavalta kun toiminnanjohtajasta puhutaan "toimistohenkilökunta"-nimellä." (Interview 6.) [It feels disparaging to be referred to as "the office staff".]*

*"[...] Se vaan ei ole se, jota kutsutaan seuraksi tai toimistoksi." (Interview 8.) [[It's not someone who is called "the Club" or "the Office".]*

Closely linked with communication and *strong emotional bond*, *subjectivity* was again mentioned as an element interfering with the work of the Director of Operations and the Board. This is viewed as harmful but partly also human, since one's own child is the most influential source of motivation for the voluntary work of parents. Understanding the importance of objectivity is aimed at to be highlighted in the HSK's Board work.

*"Hallitustyöskentelyssä tämä on äärimmäisen hyvä. Tänä päivänä sen näkee äärimmäisen selkeästi, että miten vaikuttaa kun se oma lapsi siellä luistelee. Sen näkee muista. Toivon mukaan itse ei ole ollut yhtä paha. Tai varmasti se on voinut jollain tasolla vaikuttaa, mutta toisaalta se on hirveän terveellistä, että on joku, joka – ensinnäkin tavallaan on kiinnostunut lajista ihan yleisellä tasolla – ja sitten mitkään tunnepuolen asiat ei vaikuta niihin päätöksiin, että pystyy näkemään hyvin selkeästi eri lajien välillä, että kyllä se vaikuttaa tosi paljon. Paljon on sellaisia hallituksen jäseniä, joilla tuntuu, että se jollain tavalla kulminoituu sitten aina siihen omaan lapseen. Ja se on tosi ikävää, se on haitallista, mutta inhimillistä." (Interview 11.) [In the work within the Board this is an extremely good thing. Today you can see very clearly what it means when your own child is skating there. You can see it from the others. I can only hope that I wasn't as bad. Or I'm sure that that it may have*

made a difference on some level, but on the other hand it's very healthy to have someone who – first of all is kind of interested in the sport on a general level – and then no emotional aspects influence your decisions, so that you can see clearly and differentiate between the various sports; that it makes a big difference. There're are many Board members in whose case it seems that it somehow always culminates in their own children. And it's really a pity; it's problematic, but human.]

The *positive tone* and *transparency* of communication, *willingness to co-operate* and work as a team were raised by all interviewed Board members as requiring more attention in the HFSC. A positive attitude and the quality of customer service reflect the Club image, and customer service plays a key role in the Director's work, since it can be regarded as a service profession. Even when someone contacts the Club office in a negative manner, it should be remembered that every contact is a customer contact.

"[...] Kysymyksiin on vastattava asiallisesti ja jos ei johonkin pysty vastaamaan niin sitten voi siirtää puheenjohtajalle tai hallitukselle. Muuten mielestäni hommat toimivat nykyiselläänkin aika hyvin. Toiminnanjohtaja tietää kyllä mitä tehdään, milloin tehdään ja miten tehdään." (Interview 7.)  
 [...] Questions must be answered in a matter-of-fact way and if you can't find an answer, you can delegate it to the Chair or to the Board. Otherwise I think that things work quite well as they are now. The Director of Operations does know what, how and when to do things.]

Moving *team work*, *openness* and *communication styles* in a *more professional direction* contribute to a better *job satisfaction and motivation* of the employee. The Board should discuss issues in an open and constructive manner, and this should be accompanied with a better *flow of information*, *participative planning*, *constructive and open communication*, *appreciation and mutual trust* among all stakeholders, including new members and their introduction. It also should be remembered that all comments should not be taken personally. Problems and unpleasant issues will always exist and they simply have to be dealt with, and cannot be ignored or put aside.

The influencing possibilities in the HFSC's Board were also considered good by some interviewees. However, it seems that there are aspects to be improved in the co-operation in general, including the close collaboration between the Board and the Director. The interviews pinpointed that more support, power and trust should be given to the Director, and *cliques*, *defaming others*, *lack of trust and attitude problems* should be avoided, because they give a negative impression of the Club and a false picture of the motives of the Board operations for possible new Board members. Moreover, they serve as obstacles to genuine and new development measures of common good.

"[...] Omat intressit ja tunteet sekä "me kustannetaan teidän luistelut"-ajattelutapa ovat liikaa pelissä. [...] Yhteisen edun ajaminen tärkeämmäksi. [...] Asenteet ovat väärät, ja kun asenne on

väärä, kommunikointityyli on asenteen mukainen. Tiedonkulku on huonoa ja vähäistä, ja objektiivisuus puuttuu.[...] Ongelmana myös kuppikunnat, tuntuu että asiat on jo etukäteen puitu selän takana ja keskustelu niistä on tosi vaikeaa.” (Interview 3.) [[Your own interests and feelings and the “we’re paying for your skating” thinking play too big a role. [...]It should be more important to work for shared interests. [...] These are wrong attitudes, and when you’ve got a wrong attitude, your communication style matches with it. There’s little and poor exchange of information, and objectivity is lacking. [...] One problem is cliques, it seems that things have already been dealt with and decided on behind your back and any discussion on them is really difficult.]

Interestingly, one of the Board members commented these issues totally differently:

”Keskustelu toimii hyvin hallituksen sisällä ja ulkopuolella, kyetään hyvin päätöksiin, ja pöytäkirjat ovat siitä todisteena. Sisäinen viestintä ja kommunikaatio hallituksessa toimii hyvin. Tiedotus seuralle [on] hallituksen vastuulla, mutta pitäisi olla tarkkana mitä kerrotaan.[...]” (Interview 4.) [There’s good discussion in and outside the Board, we’re able to make good decisions, and the minutes show it. Internal communication and information exchange in the within Board functions well. Providing information to the Club [is] the Board’s responsibility, but we should be careful about what we tell [...]]

Communication and co-operation difficulties also seem to result in emotions playing a too strong role and the *work time* of the Director being *wasted in useless “twisting”*.

”Henkilökohtaiset konfliktit vievät liikaa energiaa ja työaika. [...] On selvää, että uusi toiminnanjohtaja ei voi tietää kaikkea, kuitenkin tyyli seurassa on nyt ollut se, että odotetaan ensin, että joku asia palaa pohjaan ja sitten vasta puututaan asiaan tyylillä ”tätäkään ei ole hoidettu”. Tuntuu, että etsitään vain virheitä eikä haluta edes tiedottaa asioista. Perehdyttäminen ja hiljaisen tiedon jakaminen käytäntöön olisi siis hyvin tärkeää.” (Interview 6.) [Personal conflicts take too much energy and work time. [...] It’s clear that the new Director can’t know everything; yet the style in the Club has been to wait until something gets burnt and only then intervene and say “and this has not been taken care of either”. It seems that people are just looking for mistakes and don’t want to inform about things. Therefore it would be very important to provide information and share tacit knowledge for practical work.]

”Tämä on työ siinä missä muikin työ eikä mikään tunnepläjäys. Tunteiden pitäisi tulla siellä jäällä kun kilpaillaan ja esitetään eikä toiminnanjohtajan työssä.” (Interview 8.) [This is a job like any other job and not an emotional splatter. Feelings should be shown on the ice when you’re competing and performing, and not in the job of the Director.]

Therefore, it can be argued that as a prerequisite for better communication, *a change in attitudes, minimizing the multiple roles* of Board members, and giving up pursuing one’s own interests would be necessary. *Valuing objectivity, equality and appreciation* towards every group within the Club would be important. This would shift the direction towards an objective, collective line of Club operations. In addition, focusing on *confidence and work ethics* emerged from the interviews as important points. The interviewees felt that it would be beneficial to remember the key values of Board work, voluntarism and confidentiality, in all situations. Although the atmosphere has not been good, it was felt that improvement was expected for the next season.

*"Asiat saadaan järjestykseen ihan pienillä muutoksilla. Meillä on seura, meillä on hallitus, meillä on toiminnanjohtaja. Kaikilla on yhteinen tavoite. Päämäärä. Saada HTK Suomen parhaaksi. Jokainen meistä voi auttaa toiminnanjohtajaa, ei yrittää vaikeuttaa ja mustamaalata koko ajan. Jos me jokainen oppisimme tämän, ei mikään olisi niin vaikeaa." (Interview 7.)* [Things can be put in order by introducing minor changes. We have the Club, we have the Board, and we have the Director of Operations. We share a common objective. A goal. To make the HFSC the best club in Finland. Everyone of us can help the Director of Operations; there should be no mudslinging and complicating things. If we all learnt this, nothing would be so difficult.]

### 6.10.2 Networking and communication channels

In developing internal and external communications, the VG-62 has decided that the Director is in charge of the internal communication and of maintaining and improving long-term strategic planning. New electronic tools for the internet pages have been installed to facilitate the internal communication. External communications is the responsibility of the club's Chairman (commenting on the whole club), or the Chairmen of the divisions (dealing with issues related to their divisions). The job description of the Director could be improved by making the job less lonely, for example, through regular development discussions with the superior and by creating "ventilation channels". However, this depends to a great extent on *personal characteristics* (e.g. ability for independent decisions, active communication and networking).

*"Että olisi se kanava sinne kentälle tuttuihin ja saat itsesi tutuksi sinne. Se on todella tärkeää. Pitää osata avata suunsa eikä hautautua tänne. [...] On myös paljon persoonasta kiinni ja tietysti siinä on monta mutkaa matkassa." (Interview 8.)* [So that there would be a channel to the field and those you know and that you make yourself known to them. It's really important. You must be able to open your mouth and not bury yourself here. [...] It also depends on your personality and of course it's not always that easy.]

*"Hauskaa on, mutta raskastakin. Mutta yöunet ei ole menneet. [...] Ei asenneongelmia tms., mutta ehkä se, että kehityskeskusteluita voisi olla. Seuran johtajat on usein kuitenkin yksin. Niitä ihmisiä on harvassa, kelle voi tuulettaa ja sanoa, että nyt en jaksa. Se on ainoa, jota voisi kehittää, että kuka se on, jolle voi purkautua. Ehkä se on ne jaostojen puheenjohtajat, jotka ovat samassa tilanteessa ja joiden kanssa voi purkautua." (Interview 9.)* [It's fun but also hard. But I haven't robbed of my night's sleep. If there're problems it's usually something to do with figure skating that affects me because it's closer to my heart. I don't mean attitudinal problems, but perhaps there could be developments discussions. At the end of the day, Club Directors are often alone. There're not many people to turn to and say that this is too much. The only aspect that could be developed is to find someone to unburden to. Maybe it's the Section chairs who in the same situation and whom you could talk to.]

As already mentioned, the Tappara ry's exchange of information appear to function well inside and outside the Board. In the future, the Director will have a big role and responsibility in controlling and unifying both external and internal communications.

*"Totta kai kun toimijoita on paljon, niin ei voi kaikkea tietää, mutta pyritään ohjaamaan sitä sillä lailla, että se olisi yhdenmukaista ja yhtenäistä. Yritetään mieltä, minkälaista informaatiota*

*millöinkin halutaan viedä eteenpäin seurasta ulos ja tietysti myös seuran sisäisesti.” (Interview 10.)*  
 [Of course, when there’re so many actors, you can’t know everything, but we try to direct it so that it would be uniform and consistent. We try to think what kind of information and when we want send out and distribute inside the Club.]

The communication channels include, for example, the *Tappara ABC* info leaflet (on the general club operations), internet pages, e-mail, the *Reilu Peli* magazine (approximately 90 000 copies distributed inside the *Aamulehti* newspaper) and a season publication. The future measures will comprise, making the internet pages more informative and improving the marketing communications and the visibility of the club operations, and attracting new members and participants through these measures.

The HSK’s communications function well and its responsibilities have been divided among various persons. The Board seems to be in a very active role, and the Club Secretary conducts the work tasks outlined by the Board. Communication channels include internet pages, e-mail, a season publication of synchronized skating, and a detailed and an informative package *Tervetuloa HSK:hon* (Welcome to the HSK) of the operations (e.g. rules, policy lines) in a PDF format in the internet pages.

In the attempts to improve the HFSC’s external communications, in addition to increasing the *visibility of the Director of Operations* it would be important to create an *external communication channel*. One proposal is to utilize the season publication, since it is widely read (e.g. a yearly article on a specific theme). Other possibilities include the Director of Operations’ weekly communication, a summary of the Board meeting schedules and/or weekly operations. Information could also be sent from the Director directly to parents in the form of circulars, info meetings explaining and discussing the basics of club activities (e.g. legal guidelines for the club and fund-raising etc.).

*”Tarpeen voisivat olla esim. viikkokirjeet tai -tiedotteet, joihin kootaan mitä seurassa on tapahtunut. Toimistolla pitää tietää asioista, mitä on tulossa ja mitä tapahtunut milläkin sektorilla. Tiedon pitää kulkea toimiston kautta, jotta asiakkaita voidaan palvella hyvin.” (Interview 6.)* [It might be useful to write weekly letters or notes with summaries of what has happened within the Club. The Office must be kept posted about what is coming and what has happened in different sectors. Information must go through the Office so that we can serve our customers well.]

A step in this direction was already taken in the early autumn 2008, as the Club’s traditional *Silmu* newspaper was re-introduced as an electronic Club newsletter, and has since already been issued a couple of times. Furthermore, the interviewees mentioned that Club spirit and *co-operation* should be improved both *within the Club and with*

*other clubs*. However, the nature of co-operation with the City of Helsinki (the basis for allocating financial support) seems to diminish other co-operative activities.

*”Hallinto ja palkitseminen strukturoitua ja perustuu siihen, miten menestyt ja paljonko on luistelijointa seurassa [...] – tappaa seurayhteistyön. Ei kannata tehdä yhteistyötä kun heti menetetään jotain tukia tms.” (Interview 8.) [Administration and rewarding which are structured and based on your success and on how many skaters the Club has [...] – kill co-operation between clubs. There’s no point having co-operation when it means that you lose financial aid and so on.]*

### 6.10.3 Methods for thanking and supporting

In all the represented clubs, active stakeholders (especially volunteers) are thanked, for example at spring events. Club days are arranged in the autumn, and other events are planned for thanking the volunteers. This was raised in all the interviews as an important issue to be focused on in the future to maintain and improve the club operations. It is an easy and small thing for the club but very important for the volunteers. For example, the VG-62 organizes regularly refreshment days for the coaches. The Tappara ry does not have any merit/honor badge systems, since they use the systems of the Finnish Ice Hockey Federation and the FSF, and award banners on memorable occasions. The HSK has a scholarship fund for skaters and culture vouchers for its employees, very active volunteers are occasionally given gift vouchers, and the club also places a special focus on the coping of the employees.

*”Mutta enemmänkin ollaan nyt keskitytty työntekijöiden jaksamiseen ja tavallaan sellaiseen, mitä tällaiselta työpaikalta on puuttunut. Että kyllähän siinä se hallituksen jaksaminen on toissijainen juttu, mutta sekin sitten aikanaan. Ehkä juuri se, että monet tekevät 6-päiväistä viikkoa ja työajat on mitä on, niin jos jotenkin voi kannustaa ja tukea, niin on paikallaan.” (Interview 11.) [But we have now focused more on how our employees cope and through that on something that’s been missing in a workplace like this. That is, how the Board copes is a secondary issue, but it will also be looked into later. Perhaps, because many people are doing a 6-day week and the working hours are what they are, if you can give encouragement and support, then you should.]*

The HFSC has distinction *medal rules* but they have not been applied for a couple of years. Establishing a *scholarship fund*, the possibility of issuing *diplomas*, and creating a common *rewarding system* and re-introducing a *policy for badges of merit* were mentioned as improvement ideas from the Board members. Other suggestions for strengthening the HFSC spirit include planning new common and volunteer work events, projects, and entertainment. The importance of paying attention to *job satisfaction and coping* should also be emphasized in the HFSC, since the interviews clearly showed that the Director of Operations is not happy with her position: *”On sääli, sillä kyseessä on kiva työ, mikä jonkun on hoidettava, mutta edellytykset työn hoitamiseen ovat huonot*

*tässä tilanteessa.*” (Interview 6.) [It’s a shame, because this is a nice job, and someone has to do it, but in this situation the prerequisites for handling the job are poor.]

Closely related to satisfaction, the HSK’s job supervision is carried out from the inside of the club (by the Vice Chairman). This requires from the supervisor both professional discretion and knowing where to draw limits. Earlier, the club offered job supervision by an outside consultant. However, this did not function, mainly because the working hours in the club were different from those of the supervisor. There seems to be demand for this type of *guidance* in the HFSC as well. Supporting the coping of employees and the culture of thanking and supporting seem to be rather weak at the moment. The current Director of Operations mentioned that a supervision meeting, for example with the Chairman, to discuss the work twice or once a month might facilitate the work. It was also pointed out that *development discussions* for the Director and other employees could be important in improving job satisfaction and to avoid exhaustion. The former Director of Operations commented on this as follows: “[...] Niitä minulla ei ollut koskaan. Kuulin kautta rantain jonkun ihmisen kautta mikä oli mennyt huonosti ja mikä hyvin.” (Interview 8.) [I never had any. I just happened to hear from someone about what was bad and what was fine.] As there has to be someone with whom issues are brainstormed, this point is closely linked with the co-operation between the Director and the Chairman. It also has a bearing on the structuring of other procedures, since the Chairman is a volunteer as well.

However, things could be worse, and directing the energies into the development procedures themselves rather than chewing over old things would be very important. To achieve the common goal – **the HFSC to be the best figure skating club in Finland** – a *constructive and positive attitude* must be adopted and maintained. This involves *welcoming both new and old members* to all activities, *making them familiar with the operational models*, *sharing tacit knowledge*, and *improving appreciation*.

”HTK:n henkeä”, reilua henkeä, vaalittava ja vahvistettava. Tuollainen henki varmasti on olemassa ja siitä on aidosti otettavissa hyötyä. Strategia- ja tavoitekeskustelussa tämä on yksi pohja, jolle hommaa pitää rakentaa. Ulkopäin seuraan tulleet ovat maininneet kovaksi jutuksi esim. hyvän yhteishengen [...] ja eräänlaisen tasa-arvoisuuden [...]” (Interview 1.) [“The HFSC spirit”, the fair spirit, must be nurtured and reinforced. This spirit does exist and gives a genuine benefit. In the discussions on strategies and goals, this provides one basis for further work. Those who have joined the Club from outside have pointed out that one big thing here is the good atmosphere [...] and a certain of sense of equality.[...]]

## 7 SOLUTIONS FOR THE QUALITY OF MANAGEMENT

Towards the common goal – the HFSC to be the best figure skating club in Finland:

*”Seuran kehittämistavoitteena on saada seura vielä paremmaksi, menestyväksi ja tavoiteltavaksi seuraksi. Seuran sisällä kehitettävänä ovat hallinto, muodostelman kilparyhmät, muodostelman harrastajat, yksinluistelun kilparyhmät, yksinluistelun harrastajaryhmät, luistelukoulu ja muut ryhmät. Seuran ulkopuolella kehitettävänä ovat suhteet liittoon, suhteet lehdistöön, suhteet muihin seuroihin.” (Interview 4.) [The Club’s developmental goal is to turn the Club an even better, more successful and attractive Club. Within the Club we must develop administration, competitive synchronized skating groups, recreational synchronized skating groups, competitive single skating groups, recreational single skating groups, skating school and other groups. Outside the Club we must develop our relations with the Finnish Figure Skating Association, the press, and other clubs.]*

This Chapter concentrates on the second research problem: how to develop realistic solutions for the current state of professionalism of administration in the HFSC and other similar clubs in order to minimize the management gaps and increase the Club’s quality of management. Since the **critical mass** (Mawson 1993) of the Club’s administration with only one full-time employee seems to be in its extreme limits, the development of **managerial best practices** (Hoye & Cuskelly 2007) would be very useful. It is proposed that the improvement process will be facilitated by focusing on increasing the **qualitative professionalism and managerialism** (Heikkala and Koski 1999; Heikkala 2000) within the organization.

The work of the Director of Operations and the Board are closely intertwined. This indicates that the development procedures for the Club’s quality of management apply to the Club’s common methods of governance. Thus, they are very similar both from the perspectives of the Director of Operations and the Board working. As described in Chapters 3 and 5, a synthesis of discussions on the concepts of **qualitative managerialism** (Heikkala and Koski 1999; Heikkala 2000), **management audit** (De Knop et al. 2004), **governance guidelines** (Hoye and Cuskelly 2007) and selected features of **total quality management (TQM)** (Mawson 1993; Oakland 1993; De Knop et al. 2004; Kriemadis 2004), **quality improvement process** (Kriemadis 2004), **quality policy** (Oakland 1993), and **total quality control** (Mawson 1993) were used in the in the interviews of this Thesis in order to investigate the current state of professionalism in the administration of the HFSC with regard to quality of management. Through the findings of the interviewees within the HFSC and from other comparative clubs, a synthesis of these theoretical discussions was also used to outline a framework (see Table 5) within which possible solutions were proposed for the quality of managerial



operations. Hence, in the following Sections, some methods are suggested to be considered by the HFSC's Director of Operations and the Board, as well as other similar non-profit clubs.

Proposals for improvement are discussed in Sections 7.1–7.6 within the framework presented in Table 5. The discussion covers the following topics areas: time management and prioritization, planning/systematization, defining responsibility areas, instructions, cost and financial management, management of the diversity of human resources (e.g. volunteers, paid employees), volunteering, communications and satisfaction, thanking and encouraging culture, and supporting the coping of employees.

Table 5. Framework for the development of the quality of management in the HFSC.

---

<p><b>Qualitative managerialism: strategic, work and succession planning</b></p> <ul style="list-style-type: none"> <li>• The strategic level of social-dynamic approach: quality leadership by top management (Mawson 1993; De Knop et al. 2004; Kriemadis 2004)</li> <li>• Assessment of current state, identification of mission and purpose and preferred state, identifying barriers, implementation of plans, improvement solutions, strategies and plans, monitoring results and standardization (Oakland 1993; Kriemadis 2004)</li> <li>• Strategic, work and succession planning, marketing and risk management, (De Knop et al. 2004; Hoye &amp; Cuskelly 2007)</li> <li>• Quality of design (how the goods or services are planned) and quality of conformance to design (the extent to which those achieve the quality of design) (Oakland 1993)</li> </ul>
<hr/> <p><b>Internal policy lines, time management and prioritization</b></p> <ul style="list-style-type: none"> <li>• Internal procedures and systems, management and structure (De Knop et al. 2004)</li> <li>• The roles, responsibilities and liabilities of the board and its members, the participation of other stakeholders (Hoye and Cuskelly 2007)</li> <li>• Evaluation between the optimum (desired) and the minimum (minimal acceptable) levels of quality (De Knop et al. 2004)</li> <li>• Board performance and the relationship between the board and the Director of Operations (Hoye and Cuskelly 2007)</li> <li>• Meeting structures and procedures (Hoye &amp; Cuskelly 2007)</li> <li>• Customer orientation (customers, requirements, their needs and perceptions), continuous quality improvement process (Mawson 1993; Oakland 1993; De Knop et al. 2004; Kriemadis 2004)</li> </ul>
<hr/> <p><b>Operational culture and communication</b></p> <ul style="list-style-type: none"> <li>• Organizational culture, atmosphere, communication (external and internal) (Mawson 1993; De Knop et al. 2004)</li> <li>• Cultural change and improvement of communication and commitment (Mawson 1993; Oakland 1993)</li> <li>• Inspiring leading instead of directing, openness, initiative, appreciation, new methods (Mawson 1993)</li> <li>• Recognition of achievements (symbolic and material) (Kriemadis 2004)</li> <li>• Co-ordination, internal co-operation, teamwork, empowerment (Mawson 1993; De Knop et al. 2004; Kriemadis 2004)</li> </ul> <hr/>

- 
- Conflicts of interest (Hoye and Cuskelly 2007)
  - Promoting positive atmosphere, confidence, trust, feedback, support by top management and acknowledgement in increasing motivation. (Kriemadis 2004)
  - Concentration on prevention rather than detection (Oakland 1993)
  - External communication and image building, (De Knop et al. 2004)
  - Forms of co-operation: establishing work groups, organizational quality chains (Oakland 1993), quality circles (Mawson 1993), Inter-Organizational Relationships (IORs) (Babiak 2007)
- 

#### **Management of the diversity of human resources**

- Human resources and people management (Mawson 1993; De Knop et al. 2004)
  - Empowerment, teamwork (Kriemadis 2004)
  - Training and education (Mawson 1993, Oakland 1993)
  - The introduction process for new members and involvement of stakeholders (Hoye and Cuskelly 2007; De Knop et al. 2004)
  - Interpersonal skills, knowledge, information (Mawson 1993; Kriemadis 2004)
- 

#### **Management of finances and economy**

- Organizational effectiveness (De Knop et al. 2004)
  - Performance monitoring for the organization, (Hoye and Cuskelly 2007)
  - Performance, delivery and cost-effectiveness (Oakland 1993)
  - Marketing management (De Knop et al. 2004)
- 

### *7.1 Managerialism: strategic, work and succession planning*

Supported by the findings of De Knop et al. (2004), Mawson (1993), and Kriemadis (2004) on **the strategic level of social-dynamic approach: quality leadership by top management**, the Finnish Sports Federation (FSF) has developed in 2008 tools for Fair Play (*Reilun Pelin työkaluja*) (Suomen Liikunta ja Urheilu 2008c), which might be useful for the enhancement of the HFSC's quality of management. These tools are available from the FSF's internet pages. The FSF's employee strategy document titled *SLU-yhteisö – elämänvoimainen työyhteisö. SLU-yhteisön henkilöstöstrategia* (the personnel strategy of the FSF community) (Suomen Liikunta ja Urheilu 2000), might also offer tools for adopting the principles of quality leadership and management to the HFSC's activities. They might contribute to job satisfaction, positive atmosphere, mutual trust, communications, and long-term continuity as well.

The activation of the HFSC's long-term strategic work should be launched either by updating the existing Quality handbook, or by making new plans, and revising the vision and mission for the Club with a target year of, for example 2011. In the strategic work, a time-span of 3-5 years might be suitable for the planning/systematization.

However, the importance of realistic plans should be stressed. Overambitious plans are of no help, and the process will neither start nor remain if the time period is too long. It would also be useful to draft a plan for implementation, updating and monitoring the proposed measures. It is necessary to explicate when the strategy will be updated, who will update which instruction and by which date the updating must be carried out. A suitable time span could be once a year in the autumn when a new season begins.

The measures proposed above are in line with the suggestions by Oakland (1993) and Kriemadis (2004) on, for example, **assessment of current state, identification of mission and purpose and preferred state, identifying barriers, implementation of plans, improvement solutions, strategies and plans, and monitoring results and standardization**, and those of De Knop et al. (2004) and Hoye and Cuskelly (2007) on **strategic, work and succession planning and risk management**. Another useful means would be a more detailed operational plan for the main Club procedures and events, drafted from the perspective of the Board and the Director of Operations. However, it should be remembered that everything simply cannot be done, and that the Finnish non-profit sector sport club operations are time-consuming. Here, the clarity of definitions, policy lines and decision-making will help as well.

Closely related to Oakland's (1993) concepts of **quality of design** (how the goods or services are planned) and **quality of conformance to design** (the extent to which those achieve the quality of design), ideas for building new operational models for the Club management could be adopted, from the internet pages of the FSF. One useful solution to facilitate the work of Team Leaders could be the *Joukkueenjohtajan JOJO-pankki* (An Idea Bank for a Team Leader), which contains material for instructions and briefings. The quality of the HFSC's management could also be enhanced by engaging in the *Hyvä Seura* (Good Club) project of the FSF. The training and tools available through this project might facilitate networking within the non-profit sport club sector.

A "training tree" has been incorporated into the project with course topics such as *Päätä oikein, Johda innostavasti, Rahaa seuran kassaan* (Decide correctly, Lead inspiringly, Money into club's cash register) (Alaja, Erkki 2008, 14; Suomen Liikunta ja Urheilu 2007; Suomen Liikunta ja Urheilu 2008b, c, d). These courses could be of use for the HFSC as well. The project also offers a handbook *Päätä oikein – Seurajohtajan*

*käsikirja* (Decide correctly – a handbook for a Club Manager), containing instructions and tips for third sector sport club operations from the perspectives of administration, finances, fund-raising and the club as an employer (Suomen Liikunta ja Urheilu 2007).

### 7.2 Internal policy lines, time management and prioritization

De Knop et al. (2004) emphasize the importance of **internal procedures and systems, management and structure**. These could be outlined and delineated by breaking down the job description of the Director of Operations as explicitly as accurately as possible. Prioritization and organization of the daily administrative routines by the Director, in close co-operation with the Board, should be carried out in order to clarify the administrative entity. This would help to specify the job description and bring clarity to items such as parents' meetings, "field work", and contact person tasks. Other helpful solutions could include introducing a more realistic internal structure and a new prioritization of tasks for the work week/days of the Director of Operations. On a more practical level, it might be useful to agree on "a phone hour" at a certain time per day.

In addition, the *Young Finland Association* has developed tools for Finnish sports clubs by which to improve and maintain the quality of their operations. For example, for clubs aiming at the *Sinettiseura* (Seal Club) status through quality club operations for children and youth (Haarma 2008, 47), the document *Urheiluseuran toimintalinja. Työviikko seuran oman toimintalinjan tekemistä varten* (Policy line of a sport club. Work sheet for compiling a club's own policy line) could be useful for outlining operational models in the HFSC (Nuori Suomi 2006b; Alaja, Erkki 2008, 15). Moreover, the Quality Handbook for Seal Clubs, *Sinettiseurojen laatukäsikirja*, could serve as a tool for increasing the quality of the Club's operations (Nuori Suomi 2006a).

Hoye and Cuskelly (2007) underline the significance of **roles, responsibilities and liabilities of the Board and its members, the participation of other stakeholders, Board performance and the relationship between the Board and the Director of Operations**. In the HFSC, these issues refer particularly to the allocation of division of work and responsibilities, roles and measures of operation, and compilation of instructions (documentation) for various stakeholders (Director of Operations, Chairman, Board members, Coaches, Team Leaders, Treasurers, other contact persons).

Delegating certain activities to volunteers and exploring the possibilities of outsourcing are important. This is linked with the need to clarify the Club's organizational structure (the relationship between the Director of Operations and the Chairman, the role of the Director as a superior of the Coaches) and specify the job description of the Director of Operations.

The role in which the Director of Operations is expected to act in the future should be defined in greater detail. Will s/he be someone who actually directs and runs the Club or someone who only executes tasks (with a job description resembling that of a Club Secretary), or possibly someone with both these roles? If the Director is to act as the Club's leading figure (a function listed in the appendix of the present employment contract), s/he should be given more authority, responsibility and trust so that actual development of the activities and establishing own practices within certain limits would be possible. This is in line with the **evaluation between the optimum (desired) and the minimum (minimal acceptable) levels of quality**, proposed by De Knop et al. (2004).

Hoye and Cuskelly (2007) discuss **meeting structures and procedures** with regard to the quality of managerial measures. The application of more structured meeting procedures to the Board operations should be aimed at. A more detailed agenda (listing the items to be discussed and providing basic information on them) should be sent well in advance before the meeting to the Board members so that they could acquaint themselves with the topics to be discussed. It is also recommended that more accurate notes are taken and the minutes are sent swiftly to the stakeholders. The Chairman should hold the upper hand in decision-making and it should be attempted to write down decisions, adhere to and implement them, and monitor further work based on it.

It also should be remembered that all responsibility cannot be shouldered by the Chairman, since he is a volunteer as well. Complying with the decisions, their implementation and follow-up requires more co-management and activation from every stakeholder. Talking is not enough. From the standpoint of organizational satisfaction and coping, people should remember to support and thank the Chairman, and not only to criticize and judge. It might also be worth considering, whether the HFSC should direct its activities towards a more co-directed system, since it now seems that the Chairman has too many responsibilities and there is an evident risk of exhaustion.

**Customer orientation** (customers, requirements, their needs and perceptions) and **continuous quality improvement process** are pinpointed by Mawson (1993), Oakland (1993), De Knop et al. (2004), and Kriemadis (2004) as quality management methods. Accordingly, evening office hours could perhaps be considered as an option for the HFSC. The office could be open from 4-6 pm once a week in order to improve the customer service and to re-organize the daily routines of the Director of Operations. Further, information about a change like this should be provided efficiently through various communication channels (e.g. internet pages, season publication, notice boards at the ice rinks). This could be one way of improving the exchange of information among the Director, the Board, and other stakeholders and making them more reachable. If changes were introduced to the opening hours, the Coaches, Team Leaders and other contact persons could visit the office more easily after their work days to take copies and pick up materials. It could also be worth considering if the office should also be kept open for “customers” (i.e. members) for a certain number of hours a week. This would improve and make the customer service more individual. Another option to consider with regard to office hours is a system of two-shifts, indicating that on certain days the Director of Operations would be working on ordinary office hours (e.g. 8-16, and on certain days on an “evening shift”, for example 10-18, 11-19 or 12-20.

### *7.3 Operational culture and communication*

**Organizational culture, atmosphere, and communication** (external and internal) are central elements in improving the quality of management within an organization, as pointed out by, for example, Mawson (1993) and De Knop et al. (2004). Useful guidelines for promoting these aspects are provided by Korkatti (2008). They comprise adopting an individual model for management and leadership, agreeing what to agree on, co-operating, and recognizing and supporting motivational factors. Accepting the environmental changes along with needs and expectations is proposed to be crucial, and confidently giving space, and guiding and monitoring the Club stakeholders important. Further, public thanking and rewarding should be emphasized constantly as factors promoting motivation and commitment. Inspiring and becoming inspired together in a respectful atmosphere are important issues to be worked for, especially for the leaders within the Club. In addition, regularity, absence of delays, and clear goals and target

groups in communications, and keeping the active stakeholders posted with the activities should be paid attention to. These ideas are in line with the similar suggestions made by the Chairman of the Finnish Figure Skating Association, Susanna Rahkamo on inspiring managerial practices (reported in Vuolle 2009).

It would be useful to ensure that the organization as a whole is committed to and involved in the improvement methods applied to the operations. These measures relate to the concepts introduced by Mawson (1993) and Oakland (1993) on **cultural change and improvement of communication and commitment**. One simple and concrete initial practice to make communication more transparent could be to ensure that e-mails are always sent to all those who should be aware of a particular issue to be dealt with. While saving the time of many stakeholders, this would also reduce uncertainty, the need for additional questions and possible duplication of work. Information events for parents and members could also be useful to be held. For example, an *ABC of Club Activities – a Key to the Operations of the HFSC* information event once a season (e.g. during autumn) could be organized by the Director of Operations for the stakeholders. This might help remove conflicts resulting from lacking or misguided information during the season and also facilitate the work of the Director. This info package could be compiled and published every year, and made available on the internet pages of the club in a PDF-format for downloading. This would be the most inexpensive alternative, making updating easy as well. The information package could also be included in the Club's annual season publication.

The suggestions by Mawson (1993) on **inspiring leading to replace directing**, on **openness, initiative, appreciation and new methods**, as well as **recommendations** by Mawson (1993), De Knop et al. (2004), and Kriemadis (2004) **on co-ordination, internal co-operation, teamwork and empowerment** could be regarded as the focal areas to be concentrated on in the HFSC. These are closely intertwined with, for example, **organizational culture, atmosphere, and communication** (Mawson 1993; Oakland 1993), some guidelines for which were discussed earlier on the basis of the ideas developed by Korkatti (2008) and Rahkamo (reported in Vuolle 2009). While confidentiality within the Board is an important element to bear in mind, the third sector club activities also are public association activities. Therefore, it is not necessary to

keep everything secret, and unnecessary withholding of information only creates extra hitches and has a negative effect on the general atmosphere.

In order to minimize all irrelevant **conflicts of interest** (Hoye & Cuskelly 2007), a general change from subjective to objective response both from the standpoint of the Director of Operations and the Board should be initiated. Certain multiple roles are a natural part of voluntary club activities. Therefore, emotions and subjectivity should be left aside, and more openness and respect shown towards every stakeholder, equally and mutually. This requires increased transparency for all measures, improved external and internal exchange of information, and a better system of introducing new members. Personal activeness in changing attitudes and in learning more plays an important role in the work of the Board and the Director, as stated by Mawson (1993) and Kriemadis (2004) in the context of to **interpersonal skills, knowledge and information**.

**The introduction process for new members and involvement of stakeholders** is singled out as an important measure to focus on in increasing the quality of management by, for example De Knop et al. (2004) and Hoye and Cuskelly (2007). Accordingly, it might benefit everyone to organize an introduction day into the Club's operational models for the employees once a year and a strategy/development day during the autumn. This would further facilitate the work of the Board and the Director of Operations. Another system worth considering is the adoption of cultural vouchers (*kulttuurisetelit*) as a new incentive for the employees. The coaches seem to have their own bonus system, but the administrative employee and possibly also the Board members and other active volunteers should also have something similar. This is in line with what Kriemadis (2004) points out on **recognition of achievements** (symbolic and material) and Mawson's (1993) comments on **appreciation**. Additionally, possibilities for founding a scholarship fund and re-launching the system of merit badges could be considered. Moreover, the joint end-of season events for the whole Club could be developed further, and the background stakeholders and volunteers of the Club should be remembered, recognized and thanked even more visibly.

Correspondingly, Kriemadis (2004) emphasizes the role of **promoting positive atmosphere, confidence, trust, feedback, and support by top management and acknowledgement in increasing motivation**, and Oakland (1993) proposes placing the



**focus on prevention rather than detection** in the management style in order to increase its quality. Since the appreciation shown to various parties is closely related with communication styles, it would be useful to keep in mind that negative attitudes are easily spread within any organization, also in non-profit sport clubs and in their management. Every stakeholder has his/her strengths, and the resources should be directed in benefiting from them rather than in pointing out weaknesses. If problems emerge in some areas, it should be remembered to give constructive feedback instead of giving only negative or no feedback at all. In this way, many things will become easier, time will be saved, and the satisfaction and general atmosphere will improve. Other good measures include guidance meetings for the Director of Operations, the Chairman and/or Vice Chairman once or twice a month. It would also be worth considering how the Board meetings and members in general could better support the Director's work (contributing vs. interfering). With regard to the division of responsibilities, the support given to the Director could be shared, so that it would not burden only one person. It could also be agreed that on certain daily points of time during office-hour, the stakeholders important to the employee's work could be reached. In addition to job supervision and guidance, regular development discussions should be started for the Director, and possibly also for the coaches.

The importance of co-operation in improving the quality of management has been underlined in several studies. Itkonen (2007) discusses the importance of **networking** at this current period of network activity. Similarly, De Knop et al. (2004) emphasize **external communication and image building**, and Oakland (1993) addresses the utilization of various **forms of co-operation**, such as **establishing work groups and organizational quality chains**. Moreover, Mawson (1993) discusses **quality circles**, and Babiak (2007) **Inter-Organizational Relationships** (IORs). The HFSC would benefit from a more effective utilization of the positive aspects of the independence in the job of the Director of Operations and from professional networks extended by the Director. The *Good Club* project of the FSF discussed above could also be useful in this context. It is also worth considering whether the Club's office could be located somewhere else, in a more social environment. For example, the FSF's building in Helsinki with its many offices of the NSO's and other sport organizations might reduce the loneliness of the job, having other people to network and be in contact with.

A further suggestion is to re-establish committees/work groups (e.g. for recreational activities and events) with contact persons from the Board (or from other groups within the club) to convene the committees when needed. It might not be necessary to meet on a regular basis. Meetings 2-3 times a season (autumn and spring) could be enough. The committees could prepare certain issues to be presented to the Board, and/or the Director of Operations could consult the committee members when necessary. In this way, the Board would not always have to start from the scratch, which would also shorten the Board meetings. As mentioned, the synchronized skating work group was already re-established in the middle of autumn 2008 by some parents of the senior team.

Drawing from the concepts of **Inter-Organizational Relationships (IORs)** (Babiak 2007) and **external communication and image building** (De Knop et al. 2004), it can be concluded that it would be useful to construct better communication channels for the Club and the Director. This could be achieved by publishing new bulletins and a Director of Operations' column on the internet pages. Bulletins from the Director could also be sent to the parents, and an article on a specific theme by the Director of Operations could be included in the season publication yearly. Forward step was already taken in this respect in September 2008, when the Director together with some Board members launched a new electronic bulletin *Silmu*. Published in paper form approximately 20 years ago, the *Silmu* also has important traditional value for the club.

#### *7.4 Management of diversity of human resources*

According to Mawson (1993) and De Knop et al. (2004), **human resources and people management** are essential, especially in the operations of non-profit sport clubs, where volunteers are a central resource. As pointed out in the interviews, the Club members (especially parents) seem to have become more quality-conscious towards the services of the clubs. Since season fees are high and still increasing, members feel that once they buy a service from the club, they are entitled to expect to receive quality return on their investment (Pöntinen 2009, 43) without having to take part in voluntary work. This conflicts with the expectations and the realistic resources of the Club management and impedes the still essential voluntary work and professional management.

The HFSC's customer service, the time management of the Director of Operations, and the overall level of operations could be advanced by hiring an Office Assistant, for example, through the FSF's *Työhön kutsu* (Call for Work) project (Koskela 2008; Suomen Liikunta ja Urheilu 2008f). This would give the Director more time to concentrate on leading and developing the actual operations. As regards time management and the quality of the Club operations in general, it is worth pointing out that the Ministry of Education has extended its appropriations for the Development support of sports clubs (*Urheiluseuratoiminnan kehittämistuki*). In 2009, clubs also had a chance to apply for these funds for hiring a new full-time employee. Handled jointly by the Young Finland Association, the FSF and the Finnish Sport For All Association, a total of 7 million euro will be allocated in sports clubs during 2009-2011, out of which 2 million in 2009. For the first three-year period, 200 pilot clubs will be selected. The first application deadline was 15 March, 2009. (Koskela 2008; Nuori Suomi, Suomen Liikunta ja Urheilu, & Suomen Kuntoliikuntaliitto 2008; Koskela 2009a; Koskela 2009b). This topic is dealt with in more detail in Section 7.5.

The notions of inspirational **organizational culture, atmosphere** and **communication** (Mawson 1993; Oakland 1993; Korkatti 2008; Vuolle 2009) discussed above are connected with the proposals of Kriemadis (2004) concerning **empowerment and teamwork**, and those of Mawson (1993) and Oakland (1993) concerning **training and education**. In this context, a helpful tool would be a publication given out by *Veikkaus* in the spring 2008 called *Respect. Ajatuksia, esimerkkejä ja ideoita kannustavan urheilukulttuurin kehittämiseen* (Respect. Thoughts, examples and ideas for developing a supporting sports culture). As its title indicates, the booklet provides various practical perspectives and tips not only for creating a better atmosphere, but also for activating and motivating volunteers in third sector sports clubs, such as the HFSC. It is proposed, for example that an *inspiring* atmosphere encourages, *recognition* gives joy and commits people, and *activation* enables new resources. *Rewarding* is a concrete thank you, *traditions* comprise history and presence, and *seniors* are a huge resource. *Equality* takes everyone into account, and *life management* is more than just sports. *Naming* attaches the person to a substance, *ennobling* increases the value of a life's work, and *immortalizing* crowns it in a permanent way. (Alaja, Erkki 2008, 142-143)

Similarly, the FSF's specialist in sports club operations (supported by Rahkamo, reported in Vuolle (2009)) offers operational models to tackle these challenges. The importance of committing and surveying the areas of expertise among the Club's active stakeholders should be emphasized when attempts are made to activate volunteers. (Korkatti 2008) These also should be underlined more specifically in the HFSC's operations. It should be stressed that attendance increases commitment: "the more participation, the more understanding; the more understanding, the more acceptance; and the more acceptance, the more commitment" (Korkatti 2008). Emphasis should be placed on the most important motivators in voluntary work: relationships, participation, joy, pleasure, power to influence, personal growth, accomplishments, recognition, meaning, changes, and the well being of one's own and others (Korkatti 2008).

#### *7.5 Management of finances and economy*

When aiming at improving **organizational effectiveness** (De Knop et al. 2004) and **performance, delivery and cost-effectiveness** (Oakland 1993), a survey on the modernization of tools (member register, home pages, other computer software) might be of use. The HFSC's most ICT tools (hardware, MSOffice, Passeli) were recently updated into new versions, but perhaps it could be investigated whether some other programs and/or operational models could be also updated (e.g. member register, shift to electronic invoicing) in order to save work time that could then be spent on other activities. As proposed by Hoye and Cuskelly (2007), **performance monitoring for the organization** also facilitates the management of economy. In financial management, the HFSC could move from an excessively detailed level towards a "golden middle" approach. Clear and realistic policy lines and adherence to the new operational principles with regard to materials of economic monitoring should be emphasized, in order to reduce the share of work time on pay-roll and related items. It also might be useful to carry out a survey on the financial management's outsourcing possibilities.

Applying for government aid for the Club operations would also be an option to consider. Development support for sports clubs (*Urheiluseuratoiminnan kehittämistuki*) can be applied for enhancing quality of club operations and for providing new recreational activities for children, youth and adults. There are various types of projects in the application period each year, the details of which can be retrieved from the

internet. (Koskela 2008; Nuori Suomi 2008; Nuori Suomi, Suomen Liikunta ja Urheilu, & Suomen Kuntoliikuntaliitto 2008; Koskela 2009a; Koskela 2009b) As pointed out earlier, it was proposed to be useful to consider applying for support for hiring a new full-time club employee. The HFSC took this advice and applied for support for hiring a Youth Manager. Since only 200 clubs will be selected on this round, it was earlier underlined for the Club that this would require careful long-term planning with regard to the new position and operations for a period of at least the next three years. The HFSC seemed to have followed this advice as well, and the previously anticipated lack of time of the Director and the Board members in compiling a good application in such a short period of time appeared to have remained only as a threat.

Related to the discussion of De Knop et al. (2004) on **marketing management**, marketing and fund-raising should be developed in the HFSC. In addition to its good planning, this could be carried out, for example, by organizing camps and/or events, where the Club's recent success in synchronized skating (Rockettes and Team Fintastic) and increased visibility within the sport would be utilized. For example, organizing a *Rockettes summer camp – practice with the World Champions* might be attractive for young skaters in Finland. This type of idea has been used, for example, by the former World Champions Marigold Ice Unity (Finland) and Team Surprise (Sweden). It might be enough to have only part of the team on the ice (e.g. 3-5 skaters). The marketing of the camp could be started immediately after the World Championships and it could be arranged either in summer or early autumn. One part of the profit of the camp could be allocated to the teams and another part to the Club in general. Additionally, events at the ice rink together with (potential) co-operation partners would increase the visibility of the Club as well as that of the teams and other groups. At the same time, this would provide a different type of customer event for the co-operation partners and better visibility and new performance experiences for the teams and the HFSC.

However, marketing and attracting new co-operation partners are challenging activities in Finnish figure skating, and particularly in synchronized skating. This is because the number of annual competitions is small, which reduces the attractiveness of the sport in the eyes of potential co-operation partners. Moreover, no sponsor logos are allowed in skating dresses in competitions. Only the coats or dresses worn outside the ice rink may have small sponsor badges on them, but the National Team agreement with the Finnish

Figure Skating Association sets many restrictions on the official clothing of the National Team as well (for details, see Sunnari 2003).

### *7.6 Conclusions*

The main research question set in the beginning of this Thesis reads: How could the quality of management in non-profit sport clubs such as the Helsinki Figure Skating Club be developed, clarified and rationalized in order to improve the operations of the club, facilitate the work of the Director of Operations and, thus, increase job satisfaction? The theoretical and empirical aspects discussed have shown that while successful management itself involves an efficient design and structure of an organization with economic results, leisure management in the sports sector has a more people-oriented perspective, where emphasis should also be laid on inter-personal relationships and on the individuals as, for example, employees, volunteers, members, “customers”, consumers, parents or Board members. Since professionalism and quality are entwined and the trend of managerialism is becoming stronger in the third sector as well, the quality of management is becoming more important for non-profit sport clubs. Thus, in order to keep a club running, focus must be placed on the quality of management of the whole organization, including every stakeholder by increasing their motivation and satisfaction with the help of tools provided by quality management and governance procedures. Consequently, this will facilitate the process of introducing increased professionalism, sustainability, rationality and clarity to the club activities.

For most clubs, it is difficult to apply this kind of approach, because they lack resources (i.e. critical mass) in terms of employees, and, because the Board members and other volunteers lack time. When the club has only one full-time employee in charge of its day-to-day management, s/he usually does not have enough time to pay attention to everything. The increasing quality-conscious expectations towards club “services” appear to be conflicting between the consumer-like, individualistic members and the paid employees. Although the rate of volunteering has risen, its nature has altered as the motives of most of the volunteers seem to have transformed from common benefits into more subjective interests through one’s own child, which impedes professional non-profit management. These features together with the poor economic and funding situation represent possible threats for a successful implementation of the management

solutions suggested in this Thesis. Therefore, only time will tell if non-profit sector sports clubs have real possibilities to professionalize at least some of their functions (either qualitatively and/or quantitatively), transform their operative cultures, shift their perspective from a members towards that of customers, and begin to base the quality of their services and managerial processes more on the demand-supply mechanisms. It would also be useful to assess, whether the actual vision of the non-profit sector should embrace this kind of professionalization or whether the clubs should simply focus on strengthening their voluntary work forces and procedures? Depending on the club, the most realistic alternative might be found midway between these two options – moving slowly and realistically towards more professional measures while also focusing on committing and inspiring volunteers.

In the process of writing this Thesis, I have sent preliminary interview results and analysis to the Board and the Director of Operations of the HFSC twice, in May and August 2008. As to the reliability of some interview contents, it has been interesting to receive conflicting feedback on some quotations. I have been informed that some of the problems detected within the case Club and some of the development measures reported to have been used in other clubs are based on wrong conclusions and thus not valid in practise. Although most of these critical comments reflect the strong emotions and subjectivity arising from the topic area of this Thesis, this aspect should be taken into account when analyzing the reliability of the research. This might also be one of the weaknesses of this study. Nevertheless, it should also be remembered that this is the nature of qualitative research. Despite their possible weaknesses, qualitative methods offer substantial possibilities for acquiring new in-depth information and ideas. Features of the proposed new development measures, used in other clubs and found through the interviews – either actual measures or only tentative ideas – should be applied and viewed as opportunities for improvement instead of simply turning them down.

However, it has been inspiring to see how the HFSC has already adopted some of the proposed development measures, even before the completion of this Thesis. The measures adopted include re-launching the Club's traditional *Silmu* magazine as an electronic bulletin, re-establishing the Club's Synchronized Skating Committee and applying for (2008 and 2009) and being granted (2008) Young Finland's Development Support for sports. In March 2009, the Club also applied for support for hiring a full-

time Youth Manager, the decisions of which will be made in May 2009. It also seems that the internal and external communication in general has at least slightly improved since spring 2008. In addition to the informal discussions held with some experts on this field (such as those in the FSF, the Young Finland and the Finnish Figure Skating Association), these changes point to the reliability and strengths of this research: they imply that the management gaps presented as having emerged from the interviews have concretely existed in the Club. In addition, some of the proposed measures have already been put into practice.

Since answers have been found to the research question asked and to the problems set at the beginning of this Thesis, it can also be argued that the validity of this research is at a good level. The answers found have been discussed in different Chapters throughout this Thesis. The development process and current state of quantitative and qualitative professionalization in the HFSC's administration and management (i.e. the development process and current state of professionalism throughout the Club's history) were investigated in Chapters 4, 5 and 6. As regards the detailed features of the current state of professionalism, the most common management challenges and gaps in the quality of management of the Club's current operations were discussed in Chapters 5 and 6. Finally, in Chapter 7, realistic solutions for the current state of professionalism of administration of the HFSC have been proposed in order to reduce the management gaps and increase the quality of management. It can therefore be concluded that the achieved validity and reliability correlate positively with the success of this research.

This Thesis provides a broadly-based insight into managerial challenges, possible solutions and the state of qualitative professionalism of Finnish non-profit sports clubs with a special focus on one figure skating club. It is hoped that this research will facilitate the operations of comparable clubs and other organizations facing similar challenges by providing new tools and ideas. Although the results of this type of qualitative case study may not be generalized on a larger scale, they can be expected to benefit clubs of a similar size with only one administrative employee. In addition, clubs with more employees may find fresh ideas for enhancing their quality of management from this Thesis. Despite the extra management challenges arising from the special nature of figure skating as a combination of art and sport, this research attempts to provide useful perspectives to clubs of other sport disciplines and non-profit



associations of other fields, not only in Finland and other Nordic Countries, but also perhaps elsewhere in the world.

It will be interesting to see whether the HFSC makes use of the opportunities available and continues its work as a pioneer among Finnish figure skating clubs in carrying on professionalizing its administration both qualitatively and quantitatively. It is in the Board's hands to decide, which direction they will take: will they adopt new operational models or will they continue applying the measures used so far? The aim of creating better Club spirit and atmosphere are everybody's responsibility, starting from the Director and the Board. If things will not change, the Club runs the risk that the current Director of Operations will leave her post, which would be counteractive to the improvement goals of the Club and would also undermine the results of this Thesis. The decision to resign might possibly even concern the Board Chairman and/or other Board members, since the last few years seems to have left them rather exhausted.

This research process has been extremely interesting and greatly contributed to my personal expertise on this field. As regards further research suggestions and possible future work, it would be interesting to investigate the process of granting of the new Development support (2009-2011) available for establishing new full-time employee positions in sports clubs, and its effects on the quality of management of the selected 200 clubs. The impact of the current economic slowdown on the operations of Finnish non-profit sports clubs and on the Government aid from the Ministry of Education would be interesting areas of research as well. It remains to be seen whether this global economic slowdown will transform itself in Finland into a larger, long-term crisis, and what effects it will possibly have on the third sector clubs. An interesting early example of professionalization can be found from the history of figure skating in Finland. Struck by an economic crisis as early as 1885, when the popularity and costs of the activity increased sharply, the first still active Finnish figure skating club, the HSK, was forced to introduce obligatory member fees and establish a corporation (*Aktiebolaget Helsingfors Skridsskoklubb*) to take care of the club's finances (Puromies 2008, 26). What will happen from 2009 onwards? Will the higher unemployment rate contribute to a new era of volunteering, to an acceleration of professionalization of third sector club activities, or to both?

## REFERENCES

- Aaltonen, P. (2008). Urheiluseuroilla menee yllättävän hyvin. Vapaaehtoisia tekijöitä riittää edelleen seuratyöhön. [Sports clubs are doing quite well. There still are volunteers for club activities.] *Helsingin Sanomat*, B12. 22 November 2008.
- Adams, M. L. (2007). The manly history of a 'girls' sport: Gender, class and the development of nineteenth-century figure skating. *International Journal of the History of Sport*, 24(7), (872-893).
- Alaja, Eija (2008). Urheiluseura on brandi, joka elää sydämessä. [Sports club is a brand that lives in the heart.] *Sinettisanomat*, 5.
- Alaja, Erkki (2008). *Respect. Ajatuksia, esimerkkejä ja ideoita kannustavan urheilukulttuurin kehittämiseen. [Respect. Thoughts, examples and ideas for developing an encouraging sports culture.]* No.1. Veikkaus Oy. Oulu, Finland: Otavan Kirjapaino Oy.
- Babiak, K. (2007). Determinants of interorganizational relationships: The case of a Canadian nonprofit sport organization. *Journal of Sport Management* 21(3), 338-376.
- Bouquerel, M. (2008). Yleishyödylliset seurat ja säätiöt pelkäävät verokarhua. Talkootyö saatetaan katsoa elinkeinotoiminnaksi. [Non-profit clubs and foundations are afraid of the tax man. Voluntary work may be considered as business activities.] *Helsingin Sanomat*, A8. 29 December 2008.
- Cassell, C., Buehring, A., Symon, G., & Johnson, P. (2006). Qualitative methods in management research: an introduction to themed issue. In Cassell, C., Buehring, A., Symon, G., & Johnson, P. (Eds.) *Qualitative methods in management research. Management Decision*. 44 (2), 161-166.

- Chelladurai, P. (1999). *Human resource management in sport and recreation*. Champaign, IL, USA: Human Kinetics, Inc
- Daft, R. L. (1999). *Leadership. Theory and practice*. New York, USA: The Dryden Press. Harcourt Brace College Publishers..
- De Knop, P., Van Hoecke, J., & De Bosscher, V. (2004). Quality management in sports clubs. *Sport Management Review* 7(1), 57-77.
- DeSensi, J., & Rosenberg, D. (1996). *Ethics in sport management*. Morgantown, USA: Fitness Information Technology, Inc.
- Doherty, A. (2006). Sport volunteerism: An introduction to the special issue. *Sport Management Review* 9(2), 105-109.
- Douglas, D. (2006). Intransivities of managerial decisions: a grounded theory case. *Management Decision*, 44(2), 259-275.
- Duke, D. (2004). *The challenges of educational change. Leadership. Theory and practice*. New York, USA: Allyn and Bacon.
- Easterby-Smith, M. (1994). *Evaluating management, development, training and education. (2nd ed.)*. Hampshire, UK: Gower Publishing.
- Edginton, C., & Williams, J. (1978). *Productive management of leisure service organizations. A behavioral approach*. USA: John Wiley & Sons, Inc.
- Ferkins, L., Shilbury, D., & McDonald, G. (2005). The Role of the Board in Building Strategic Capability: Towards an Integrated Model of Sport Governance Research. *Sport Management Review*, 8(3), 195-225.
- Gratton, C., & Taylor, P. (2000). *Economics of sport and recreation*. UK: Spon Press.

- Haarma, M. (2008). *Lasten ja nuorten liikuntaa 20 vuotta. [20 years of physical activities for children and youth.]* Kerava, Finland: Savion kirjapaino.
- Hancock, B. (1998). *Trent Focus for research and development in primary health care: An introduction to the research process.* Trent Focus.
- Hancock, B., Ockleford, E., & Windridge, K. (2007) *An introduction to qualitative research.* Sheffield, UK: Trent RDSU.
- Hannula, M. (2008). Päätoiminen työntekijä ei korvaa urheiluseurassa talkootyövoimaa. [A full-time employee cannot replace the voluntary forces in a sports club.] *Sinettisanomat*, 6-8.
- Heikkala, J., & Koski, P. (1999). *Reaching out for New Frontiers. The Finnish Physical Culture in Transition in the 1990's.* Jyväskylä, Finland: University of Jyväskylä.
- Heikkala, J. (2000). Liikunnan järjestökentän muutokset ja toimintaympäristö. [The changes and operational environment of the organizational field of physical activities.] In Itkonen, H., Heikkala, J., Ilmanen, K., & Koski, P. (Eds.). *Liikunnan kansalaistoiminta – muutokset, merkitykset ja reunaehdot [Civil activities of physical activities – changes, meanings and course regulations]*, 119-134. Liikuntatieteellisen seuran julkaisu nro 152. [Publication of the Finnish Society of Sport Sciences No. 152.] Tampere, Finland: Tammer-Paino Oy.
- Heikkala, J., & Koski, P. (2000). Järjestöt kolmen merkitysulottuvuuden – vapaaehtoisuuden, valtion ja markkinoiden – leikkauspisteessä. [Associations in the intersection point of three meaning dimensions – voluntariness, government and markets.] In Itkonen, H., Heikkala, J., Ilmanen, K., & Koski, P. (Eds.). *Liikunnan kansalaistoiminta – muutokset, merkitykset ja reunaehdot [Civil activities of physical activities – changes, meanings and course regulations]*, 107-118. Liikuntatieteellisen seuran julkaisu 152. [Publication of the Finnish Society of Sport Sciences No. 152.] Tampere, Finland: Tammer-Paino Oy.

- Heinilä, K. (1989). The sports club as a social organization in Finland. *International Review for the Sociology of Sport*, 24(3), 225-248.
- Heinilä, K., & Koski, P. (1991). *Suomalainen liikuntaseura.* [Finnish sports club.] Liikuntatieteellisen seuran julkaisu nro 125. [Publication of the Finnish Society of Sport Sciences No. 125.] Helsinki, Finland: Hakapaino Oy.
- Helsingin taitoluisteluklubi. [The HFSC.] (1966-2008). *Archive material during 1966-2008.* Unpublished documents. Helsinki, Finland.
- Helsingin taitoluisteluklubi. [The HFSC.] (2001a). *Helsingin taitoluisteluklubi HTK ry. Laatukäsikirja.* [The Helsinki Figure Skating Club HFSC. Quality Handbook.] Unpublished document. Helsinki, Finland.
- Helsingin taitoluisteluklubi. [The Helsinki Figure Skating Club.] (2001b). *Muodostelmaluistelu Helsingin taitoluisteluklubi ry:ssä.* [Synchronized skating in the Helsinki Figure Skating Club.] Unpublished document. Helsinki, Finland.
- Helsingin taitoluisteluklubi. [The Helsinki Figure Skating Club.] (2007). *Toiminnanjohtajan työsopimusliite.* [Work contract appendix of the Director of Operations.] Unpublished document. Helsinki, Finland.
- Helsingin taitoluisteluklubi. [The Helsinki Figure Skating Club.] (2008a). *Helsingin Taitoluisteluklubi ry:n hallituksen työjärjestys.* [Rules of Procedure of the Board of the Helsinki Figure Skating Club.] Unpublished document. Helsinki, Finland.
- Hertto J. (2006). *Nappisuoritus vai päänahka? Erään muodostelmaluistelijoukkueen tavoiteorientaatio- ja motivaatioilmastoprofiili.* [Perfect performance or scalp? The motivation atmosphere profile for a particular synchronized skating team.] Unpublished Master's Thesis. Jyväskylä, Finland: University of Jyväskylä.
- Holbecke, L. (2006). *Understanding change; Theory, implementation and success.* New York, USA: Butterworth-Heinemann.

Hoye, R., & Cuskelly, G. (2003). Board–Executive Relationships within Voluntary Sport Organisations. *Sport Management Review*, 6(1), 53-73.

Hoye, R., & Cuskelly, G. (2007). *Sport governance*. UK: Elsevier.

Itkonen, H. (2000). Kansalaistoiminnan suuri linja. [The great line of civil activities.] In Itkonen, H., Heikkala, J., Imanen, K., & Koski, P. (Eds.). *Liikunnan kansalaistoiminta – muutokset, merkitykset ja reunaehdot [Civil activities of physical activities – changes, meanings and course regulations]*, 11-25. Liikuntatieteellisen seuran julkaisu no. 152. [Publication of the Finnish Society of Sport Sciences No. 152.] Tampere, Finland: Tammer-Paino Oy.

Itkonen, H. (2002). *Sport and civil society – Sociological perspectives*. Joensuu, Finland: University of Joensuu, Publications of Karelian Institute No. 134.

Itkonen, H. (2007). *The network age*. Unpublished manuscript. EASS Congress (the European Association for Sociology of Sport). Münster, Germany.

Kriemadis, T. (2004). Developing a quality culture in a sport organization. *International Journal of Physical Education* (3<sup>rd</sup> Quarter) 41(3), 132-136.

Korkatti, S. (2008). *Sitoutan ja Motivoin. Temppu ja miten se tehdään? [I commit and motivate. The trick and how it is done?]* Unpublished presentation material.

Koski, P. (1990). *Liikuntaseurojen yhteistoiminnallisuus ja avoimuus. [The co-operativeness and openness of sports clubs.]* Jyväskylä, Finland: University of Jyväskylä, Faculty of Social Sciences of Sport. Research report No. 51.

Koski, P. (1991). *Liikuntaseurojen organisatorinen toimivuus. [The organizatory operativeness of sports clubs.]* Jyväskylä, Finland: University of Jyväskylä, Faculty of Social Sciences of Sport. Research report No. 53.

- Koski, P. (1994). *Liikuntaseura toimintaympäristössään. [Sports club in its operative environment.]* Jyväskylä, Finland: University of Jyväskylä, Faculty of Social Sciences of Sport. Studies in Sport, Physical Education and Health No. 35.
- Koski, P. (2008). Kokonaisuus saattaa joutua koetukselle. [The entity might be forced to be tested.] *Sinettisanomat*, 9.
- Koski, P., & Heikkala, J. (1998). *Suomalaisten urheiluorganisaatioiden muutos. Lajiliitot professionaalistumisen prosessissa. [The change in Finnish sports organizations. The National Sports Organizations in the process of professionalization.]* Jyväskylä, Finland: University of Jyväskylä, Faculty of Social Sciences of Sport. Research report no. 63/1998.
- Kuusi, V. (2007). Valmentajan tehtävä on luoda myönteinen ilmapiiri. [The task of the coach is to create a positive atmosphere.] *Sinettisanomat* 2, 4-5.
- Lacey, A., & Luff, D. (2007). *Qualitative data analysis*. Sheffield, UK: Trent RDSU.
- Mawson, L. M. (1993). Total quality management: Perspectives for sport managers. *Journal of Sport Management* 7(2), 101-106.
- Northouse, P. G. (2004). *Leadership. Theory and Practice*. Thousand Oaks, Ca., USA: Sage Publishing.
- Oakland, J. S. (1993). *Total quality management. The route to improving performance (2<sup>nd</sup> ed.)*. New Jersey: Nichols Publishing.
- Owens, R. G. (2004). *Organizational behavior in education*. New York, USA: Allyn and Bacon.
- Pace, R. W., & Faules, D. F. (1994). *Organizational communication (3<sup>rd</sup> ed.)*. New Jersey, USA: Prentice-Hall, Inc.

- Puhto, R. (2008). *Ammattijohtajuus urheiluseurassa. Tutkimus ammattimaisesti johdetuista urheiluseuroista ja ammattijohtamisen haasteista. [Professional leadership in a sports club. A research on professionally lead sports clubs and challenges for professional leadership.]* Unpublished Master's Thesis, Faculty of Sport and Health Sciences, University of Jyväskylä, Jyväskylä, Finland.
- Puromies, A. (2008). *Tähtiä jäällä. Tarinoita taitoluistelusta. [Stars on ice. Stories about figure skating.]* Helsinki, Finland: WS Bookwell Oy.
- Pöntinen, P. (2008). Reilun pelin kulissit. [The coulisses of Fair Play.] *Suomen Kuvalehti* 27, 12. 4 July 2008.
- Pöntinen, P. (2009). Leijonia ja lampaita. [Lions and lambs.] *Suomen Kuvalehti* 11, 43. 13 March 2009.
- Reponen, J-P. (2008). Helsingin luistelijoissa epäillään 75 000 euron kavallusta. Työntekijälle potkut, puheenjohtaja eronnut. [An embezzlement of 75 000€ is suspected in the Helsinki Skaters. Employee fired, Chairman resigned.] *Helsingin Sanomat*, B9. 24 December 2008.
- Salmikangas, A-K. (2004). *Nakertamisesta hanketoimintaan. Tapaustutkimus Nakertaja-Hetteenmäen asuinalueen kehittämistoiminnasta ja liikunnan osuudesta yhteissuunnittelussa. [From togetherness to project activity. A case study on the development of a neighborhood in Kainuu and the role of physical activity in joint planning.]* Jyväskylä, Finland: University of Jyväskylä, Department of Health Sciences. Studies in Sport, Physical Education and Health no. 95.
- Scott, W. R. (1987). *Organizations: rational, natural, and open systems (2<sup>nd</sup> ed.)*. New Jersey, USA: Prentice-Hall International Inc.
- Seiro, A. (2008). Koripalloilu kohtaa ankean kevään. Jotkin seurataistelevat uloonjäamisestään. [Basketball will face a depressing spring. Some clubs are fighting for their survival.] *Helsingin sanomat*, B12. 19 December 2008.



- Shaskin & Shaskin. (2003). *Leadership that matters*. San Francisco, USA: Berrett-Koehler Publishing Inc.
- Sjöholm, E. (2008). Arjen kiireet syövät lasten ja vanhempien yhteistä aikaa. [Everyday hurries consume the common time of children and parents.] *Helsingin Sanomat*, A5. 4 July 2008.
- Slack, T (1997) *Understanding sport organizations: The application of organization theory*. Champaign, IL, USA: Human Kinetics, Inc.
- Stebbins, R., & Graham, M. (2004). *Volunteering as leisure/leisure as volunteering. An international assessment*. Oxfordshire, UK: CABI Publishing.
- Sunnari, E. (2003). *Sponsorointi osana toimintavarojen hankintaa. Case: Muodostelmaluistelujoukkue Rockettes. [Sponsoring as an element in fund-raising. Case: synchronized skating team Rockettes.]* Unpublished Bachelor's Thesis. Helia University of Applied Sciences. Finland: Helsinki.
- Suomen Liikunta ja Urheilu. [Finnish Sports Federation] (2006a). *Kansallinen liikuntatutkimus 2005-2006. Vapaaehtoistyö. [The national research on physical activities 2005-2006. Volunteering.]* SLU:n julkaisusarja [The series of publications of Finnish Sports Federation] 6/06.
- Suomen tietotoimisto. [Finnish News Agency]. (2009). Taitoluisteluseuran varojen viemisestä epäilty tunnustivat. [The suspects for embezzlement in a figure skating club confessed.] *Turun Sanomat*, 37. 11 April 2009.
- Taylor, T., & McGraw, P. (2006). Exploring human resources management practices in nonprofit sport organisations. *Sport Management Review* 9(3), 229-251.
- Thibault, L., Slack, T., & Hinings, B. (1991). Professionalism, Structures and Systems: The Impact of Professional Staff on Voluntary Sport Organizations. *International Review for the Sociology of Sport* 26(2), 83-98.

Tuomi, J., & Sarajärvi, A. (2002). *Laadullinen tutkimus ja sisällönanalyysi. [Qualitative research and content analysis.]* Jyväskylä, Finland: Gummerrus Kirjapaino Oy.

Watt, D. C. (2003). *Sports management and administration (2<sup>nd</sup> ed.)*. London, UK: Routledge.

Yukl, G. (2002). *Leadership in organizations (5<sup>th</sup> ed.)*. New Jersey, USA: Prentice-Hall, Inc.

#### *Electronic sources*

Ahluos-Tanttu, P. (2007). *Hyvä Seurat! [Bravo Clubs!]* Retrieved 23 November 2008 from [http://www.eslu.fi/verkkolehti/artikkeli/?ARTIKKELI\\_NUM=19417](http://www.eslu.fi/verkkolehti/artikkeli/?ARTIKKELI_NUM=19417)

Helsingfors Skridskoklubb. [the Helsinki Skate Club.] (2008). *HSK:n historiaa. [History of the HSK.]* Retrieved 16 June 2008 from <http://www.theHSK.fi/historia.htm>

Helsingin taitoluisteluklubi. [The Helsinki Figure Skating Club.] (2008b). *Seura. [the Club.]* Retrieved 16 June 2008 from <http://www.helsingintaitoluisteluklubi.com/seura/>

Imporanta, T. (2007). Sirpa Korkatti: Seurakehittäjän kokemuksia. [Sirpa Korkatti: Experiences of a club developer.] *Liikunnan ja urheilun maailma* 5. Retrieved 3 November 2008 from [http://www.slu.fi/lum/05\\_07/urheiluseuroille/sirpa\\_korkatti\\_seurakehittajan\\_k/](http://www.slu.fi/lum/05_07/urheiluseuroille/sirpa_korkatti_seurakehittajan_k/)

Korkatti, S. (2008). Sirpa Korkatti on SLU:n uusi seuratoiminnan asiantuntija. [Sirpa Korkatti is the FSF's new expert in sports club activities.] *Liikunnan ja urheilun maailma* 13. Retrieved 10 October 2008 from [http://www.slu.fi/lum/numero\\_13\\_2008/nimityksia\\_ja\\_tunnustuksia/sirpa\\_korkatti\\_on\\_slu\\_n\\_uusi\\_seu/](http://www.slu.fi/lum/numero_13_2008/nimityksia_ja_tunnustuksia/sirpa_korkatti_on_slu_n_uusi_seu/)

- Koskela, S. (2008). Palkkaisimmeko päätoimisen? [Should we hire a full-time employee?] *Liikunnan ja urheilun maailma* 16. Retrieved 24 October 2008 from [https://slu-fi.directo.fi/lum/numero\\_16\\_2008/urheiluseuroille/palkkaisimmeko\\_paatoimisen/](https://slu-fi.directo.fi/lum/numero_16_2008/urheiluseuroille/palkkaisimmeko_paatoimisen/)
- Koskela, S., Suomen Liikunta ja Urheilu [Finnish Sports Federation] & Manner, P. (2008). Seuratutkimus: Mitä urheiluseuroille kuuluu? [Club Survey: How are sports clubs doing?] *Liikunnan ja urheilun maailma* 17. Retrieved 15 February 2009 from [http://www.slu.fi/lum/numero\\_17\\_2008/urheiluseuroille/seuratutkimus\\_mita\\_urheiluseuroi/](http://www.slu.fi/lum/numero_17_2008/urheiluseuroille/seuratutkimus_mita_urheiluseuroi/)
- Koskela, S. (2009a). Laatusuorituksen päätoimisen palkkaamisella. [Quality to the operations through hiring a full-time employee.] *Liikunnan ja urheilun maailma* 1. Retrieved 22 January 2009 from [https://slu-fi.directo.fi/lum/numero\\_1\\_2009/urheiluseuroille/laatusuorituksen\\_paatoimisen\\_pa/](https://slu-fi.directo.fi/lum/numero_1_2009/urheiluseuroille/laatusuorituksen_paatoimisen_pa/)
- Koskela, S. (2009b). Potkua seuratoimintaan! [Drive into sport club operations!] *Liikunnan ja urheilun maailma* 1. Retrieved 22 January 2009 from [https://slu-fi.directo.fi/lum/numero\\_1\\_2009/urheiluseuroille/potkua\\_seuratoimintaan/](https://slu-fi.directo.fi/lum/numero_1_2009/urheiluseuroille/potkua_seuratoimintaan/)
- Liikuntalaki. [Sports Law.] (1998). *Chapter 1, 2§*. Retrieved 1 January 2009 from <http://www.finlex.fi/fi/laki/ajantasa/1998/19981054>
- Nuori Suomi. [Young Finland.] (2006a). *Sinettiseurojen laatukäsikirja. [Quality handbook for Seal Clubs.]* Retrieved 15 June 2008 from <http://www.nuorisuomi.fi/files/ns/julkaisut/Laatuksikirja06.pdf>
- Nuori Suomi. [Young Finland.] (2006b). *Urheiluseuran toimintalinja. Työvihko seuran oman toimintalinjan tekemistä varten. [The operational line of a sports club. Exercise-book for compiling club's own operational line.]* Retrieved 15 June 2008 from <http://www.nuorisuomi.fi/files/ns/julkaisut/seuratoimintalinja.pdf>

- Nuori Suomi. [Young Finland.] (2008). *Urheiluseuratoiminnan kehittämistuki. [Development support for sports clubs.]* Retrieved 9 July 2008 from <http://www.nuorisuomi.fi/seuratoiminnankehittamistuki>
- Nuori Suomi, Suomen Liikunta ja Urheilu, & Suomen Kuntoliikuntaliitto. [Young Finland, Finnish Sports Federation, & Finnish Sport For All Association.] (2008). *Liikunta- ja urheiluseuratoiminnan kehittämistuki 2009-2011. [Development support for operations for sports clubs and physical activities 2009-2011.]* Retrieved 25 September 2008 from <http://www.seuratuki.fi/tiedotearkisto/?num=12151>
- Saaranen-Kauppinen, A. & Puusniekka, A. (2006). *KvaliMOTV - Menetelmäopetuksen tietovaranto. [KvaliMOTV – data pool for method teaching.]* Tampere, Finland: Yhteiskuntatieteellinen tietoarkisto. [Social scientific data archive.] Retrieved 25 June 2008 from [http://www.fsd.uta.fi/menetelmaopetus/kvali/L6\\_3\\_3.html](http://www.fsd.uta.fi/menetelmaopetus/kvali/L6_3_3.html)
- Saarnivaara, P. (2008). Paavo Lipponen: Toivon ymmärrystä urheilun vapaaehtoistyölle. [Paavo Lipponen: I hope understanding for the voluntary work of sports.] *Liikunnan ja urheilun maailma* 13. Retrieved 10 October 2008 from [http://www.slu.fi/lum/numero\\_13\\_2008/liikuntapolitiikka/paavo\\_lipponen\\_toivon\\_ymmarrysta/](http://www.slu.fi/lum/numero_13_2008/liikuntapolitiikka/paavo_lipponen_toivon_ymmarrysta/)
- Simonen, T. (2005). Hyvä Seura -tutkimus 2005: Yhdessä tekeminen kertoo hyvästä seurasta. [Good Club research 2005: Joint actions correlate with a good club.] *Liikunnan ja Urheilun Maailma* 11. Retrieved 23 November 2008 from [http://www.slu.fi/lum/11\\_05/uutiset/hyva\\_seura-tutkimus\\_2005\\_yhdess/](http://www.slu.fi/lum/11_05/uutiset/hyva_seura-tutkimus_2005_yhdess/)
- Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2000). *SLU-yhteisö – elämänvoimainen työyhteisö. SLU-yhteisön henkilöstöstrategia. [FSF community – a viable work community. The personnel strategy of FSF.]* SLU-julkaisusarja. [Publication series of FSF.] Retrieved 15 June 2008 from [http://www.slu.fi/@Bin/120724/slu\\_henkilostostrategia\\_0405\\_a5.pdf](http://www.slu.fi/@Bin/120724/slu_henkilostostrategia_0405_a5.pdf)

Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2003). Liikunnan ja urheilun tarina. [The story of physical activities and sports.] *Liikunnan ja urheilun maailma* 17, special edition. Retrieved 15 June 2008 from [http://slu-fi-bin.directo.fi/@Bin/5acc80a8a71913bf1ae9696f186cc82c/1213538886/application/pdf/120775/Liik\\_ja\\_urh\\_tarina\\_72\\_dpi.pdf](http://slu-fi-bin.directo.fi/@Bin/5acc80a8a71913bf1ae9696f186cc82c/1213538886/application/pdf/120775/Liik_ja_urh_tarina_72_dpi.pdf)

Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2006b). *Suomi liikkuu ja urheilee hyvässä seurassa. Suomalaisten liikunta- ja urheilujärjestöjen ohjelma vuosille 2006-2010. [Finland does physical activities and sports in good clubs. Program for Finnish physical activity and sports organizations for 2006-2010.]* Retrieved 15 June 2008 from [http://www.slu.fi/@Bin/117962/Ohjelmatyo\\_kevarkokous10.5.2006.pdf](http://www.slu.fi/@Bin/117962/Ohjelmatyo_kevarkokous10.5.2006.pdf)

Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2007). *Päätä oikein – Seurajohtajan käsikirja. [Decide correctly. A handbook for a club manager.]* Retrieved 15 June 2008 from [http://www.slu.fi/urheiluseuroille/julkaisut\\_ja\\_tyokalut/paata\\_oikein-seurajohtajan\\_kas/](http://www.slu.fi/urheiluseuroille/julkaisut_ja_tyokalut/paata_oikein-seurajohtajan_kas/)

Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2008a). *Liikunnan tarina. [The story of physical activities.]* Retrieved 15 June 2008 from [http://www.slu.fi/slu-esittely/liikunnan\\_tarina/](http://www.slu.fi/slu-esittely/liikunnan_tarina/)

Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2008b). *Hyvä Seura – koulutuspuu. [Good club education tree.]* Retrieved 2 September 2008 from [http://www.slu.fi/urheiluseuroille/seuran\\_johtaminen\\_ja\\_seuratoimin/hyva\\_seura-koulutuspuu/](http://www.slu.fi/urheiluseuroille/seuran_johtaminen_ja_seuratoimin/hyva_seura-koulutuspuu/)

Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2008c). *Reilun Pelin työkaluja. [Tools of Fair Play.]* Retrieved 15 June 2008 from [http://www.slu.fi/reilu\\_peli/reilun\\_pelin\\_tyokaluja/](http://www.slu.fi/reilu_peli/reilun_pelin_tyokaluja/)

- Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2008d). *Seuran johtaminen ja seuratoiminta. [Management of a club and club activities.]* Retrieved 15 June 2008 from [http://www.slu.fi/urheiluseuroille/seuran\\_johtaminen\\_ja\\_seuratoimin/](http://www.slu.fi/urheiluseuroille/seuran_johtaminen_ja_seuratoimin/)
- Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2008e). *Sporttilinjat. [Sport lines.]* Retrieved 24 April 2008 from <http://www.slu.fi/sporttilinjat/#>
- Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2008f). *Työhön kutsu. Löydä ammatti urheilun parista. [A call for work. Find a profession from sports.]* Retrieved 15 June 2008 from [http://www.tyohonkutsu.fi/hankkeen\\_esittely/](http://www.tyohonkutsu.fi/hankkeen_esittely/)
- Suomen Liikunta ja Urheilu. [Finnish Sports Federation.] (2008g). *Valtakunnallinen urheiluseuratutkimus: seurat ovat tyytyväisempiä omaan tilanteeseensa. [National sports club research: clubs are more satisfied with their own situation.]* Retrieved 22 November 2008 from <http://www.slu.fi/?x13001=699619>
- Suomen taitoluisteluliitto. [Finnish Figure Skating Association.] (2008a). *Seurat. [the Clubs.]* Retrieved 24 April 2008 from [http://www.stll.fi/liitto\\_ja\\_seurat/seurat/](http://www.stll.fi/liitto_ja_seurat/seurat/)
- Suomen taitoluisteluliitto. [Finnish Figure Skating Association.] (2008b). *Taitoluistelu. [Figure skating.]* Retrieved 18 May 2008 from <http://www.stll.fi/taitoluistelu/>
- Taanila, A. (2005). *Triangulaatio tutkimusmenetelmänä. [Triangulation as a research method.]* University of Oulu. Retrieved 25 April 2008 from <http://kelo.oulu.fi/jatkokoulutus/Triangulaatio3.pdf>
- Vuolle, J. (2008). Vallankahvassa Hannu Rautiainen: ”Urheilun rakenteet elävät.” [Hannu Rautiainen at the corridors of power: ”The structures of sport live.”] *Liikunnan ja urheilun maailma* 13. Retrieved 10 October 2008 from [http://www.slu.fi/lum/numero\\_13\\_2008/liikuntapolitiikka/vallankahvassa\\_hannu\\_rautiainen/](http://www.slu.fi/lum/numero_13_2008/liikuntapolitiikka/vallankahvassa_hannu_rautiainen/)

Vuolle, J. (2009). Vallankahvassa Susanna Rahkamo: ”Innostaminen on olennaista urheilujohtamisessa.” [Susanna Rahkamo at the corridors of power: “Inspiring is essential in sports management.”] *Liikunnan ja urheilun maailma* 1. Retrieved 22 January 2009 from [https://slu-fi.directo.fi/lum/numero\\_1\\_2009/liikuntapolitiikka/vallankahvassa\\_susanna\\_rahkamo\\_i/](https://slu-fi.directo.fi/lum/numero_1_2009/liikuntapolitiikka/vallankahvassa_susanna_rahkamo_i/)

Yhdistyslaki. [Act on Associations.] (1989). *Chapter 6, 37§*. Retrieved 1 January 2009 from <http://www.finlex.fi/fi/laki/ajantasa/1989/19890503>

### *Interviews*

#### 1<sup>st</sup> interview round

Interview 1. 18. March 2008

Interview 2. 19. March 2008

Interview 3. 19. March 2008

Interview 4. 20. March 2008

Interview 5. 20. March 2008

Interview 6. 4. April 2008

Interview 7. 13. April 2008

The interviewees of the 1<sup>st</sup> interview round in alphabetical order:

Jean Borgström, Jukka Kero, Reijo Niinivaara, Kirsi Nurmi-Haikonen, Katja Pasanen, Milja Rautiainen, Juha Timonen.

#### 2<sup>nd</sup> interview round

Interview 8. Virpi Kunnas-Helminen, the HFSC 6 June 2008

Interview 9. Marja Kytönen, the VG-62 9 June 2008

Interview 10. Kari Aaltonen, the Tappara ry 11 June 2008

Interview 11. Mervi Hukkanen, the HSK 17 June 2008

## APPENDICES

### *Appendix 1. Semi-structured interview framework 1. for the HFSC Board Members*

Eeva Sunnari	Haastattelurunko [Interview framework]
Jyväskylän yliopisto [University of Jyväskylä]	HTK:n hallituksen jäsenet [the HFSC Board members]
Master's Degree Programme in Sport Science and Management	Maaliskuu 2008 [March 2008]

## **HTK:N JOHTAMISEN LAADUN KEHITTÄMINEN [DEVELOPMENT OF THE QUALITY OF MANAGEMENT OF THE HFSC]**

### **HAASTATELTAVAN TAUSTA [BACKGROUND OF THE INTERVIEWEE]**

Nimi: [Name:]	Koulutus / ammattinimike: [Education / title:]
HTK:n toiminnassa mukana vuodesta: [Active in the operations of HFSC since:]	
HTK:n hallituksessa vuodesta: [In the Board of HFSC since:]	
Mikä sai sinut lähtemään mukaan seuran toimintaan? [What were your motives behind activating into the operations of the club?]	
Jos olet ollut pitkään seuran toiminnassa mukana, mikä on saanut sinut jatkamaan toiminnassa? [If you have a long history in the operations of the club, what were your motives behind continuing in the operations?]	
Mikä sai sinut kiinnostumaan seuran hallitustoiminnasta? [What were your motives behind becoming interested in the operations of the Board?]	

## **SEURATOIMINNAN JOHTAMISEN LAADUN KEHITTÄMINEN [DEVELOPMENT OF THE QUALITY OF MANAGEMENT OF THE CLUB OPERATIONS]**

### **Toiminnanjohtajan toimenkuva, työtehtävät ja toiminta**

#### **[The job description, work tasks and activities of the Director of Operations]**

Mitä työtehtäviä mielestäsi toiminnanjohtajan toimenkuvaan kuuluu? [What work tasks belong, in your opinion, to the job description of the Director of Operations?]
Miten mielestäsi toiminnanjohtajan työssä voisi kehittää: [How, in your opinion, could in the work of the Director of Operations be developed:]
→ työtehtävien ajanhallintaa, priorisointia, toteuttamista, suunnittelua ja suunnitelmien jalkauttamista käytäntöön? [→ the time management, prioritization, implementation and planning of work tasks and the actualization of plans?]
→ seuran kustannusten hallintaa ja taloutta? [→ the financial management and economy of the club?]
→ henkilöstön moninaisuuden (sekä vapaaehtoisen että palkatun) hallintaa? [→ the management of the versatility of the human resources (both voluntary and paid)?]



→ seuran sisäistä ja ulkoista viestintää sekä toiminnanjohtajan työssä viihtyvyyttä (esim. tiedonkulku, ilmapiiri, kommunikointityylit, asenteet)?

[→ the internal and external communication and the job satisfaction of the Director of Operations (e.g. flow of information, atmosphere, communication styles, attitudes)?]

Muut odotukset toiminnanjohtajan toimenkuvan, työtehtävien ja toiminnan kehittämiseksi:

[Other expectations on developing the job description, work tasks and activities of the Director of Operations:]

Muut toiveet ja ehdotukset toiminnanjohtajan toimenkuvan, työtehtävien ja toiminnan kehittämiseksi:

[Other hopes and suggestions on developing the job description, work tasks and activities of the Director of Operations:]

## **Hallitustyöskentely**

### **[Board work]**

Miten mielestäsi hallitustyöskentelyssä voisi kehittää:

[How, in your opinion, in the Board work could be developed:]

→ hallitustyöskentelyn ja seuratoiminnan (strategista) suunnittelua ja suunnitelmien jalkauttamista käytäntöön sekä toteutuksen seurantaa?

[→ the (strategic) planning, actualization of the plans and monitoring of the implementation of the Board work and the club operations?]

→ hallitustyöskentelyn ajanhallintaa (esim. kokousten kulku, päätöksenteko, työnjako, roolit, vastuut, velvollisuudet, toimeenpano)?

[→ the time management of the Board work (e.g. meetings, decision-making, division of work, roles, responsibilities, implementation)?]

→ seuran kustannusten hallintaa ja taloutta (esim. toimenpiteet, markkinointi, varainhankinta)?

[→ the financial management and economy of the club (e.g. means, marketing, fund-raising)?]

→ seuran vapaaehtoistyötä (esim. vapaaehtoisten rekrytointi ja osallistumiskynnyksen madaltaminen, perehdyttäminen, sitouttaminen toimintaan, muutosten hallinta, odotukset)?

[→ the voluntary work of the club (e.g. recruiting volunteers and lowering the participation threshold, introduction, commitment, management of changes, expectations)?]

→ hallituksen jäsenten sisäistä ja ulkoista viestintää sekä yleistä viihtyvyyttä (esim. tiedonkulku, ilmapiiri, kommunikointityylit, asenteet)?

[→ the internal and external communication of the Board and general job satisfaction (e.g. flow of information, atmosphere, communication styles, attitudes)?]

→ seuran yleistä kiittamis- ja kannustamiskulttuuria sekä työntekijöiden (sekä palkattujen että vapaaehtoisten) jaksamisen tukemista?

[→ the general thanking and supporting culture of the club and the supporting of the coping of the employees (both voluntary and paid) of the club?]

Muut odotukset hallitustyöskentelyn kehittämiseksi:

[Other expectations on developing the Board work:]

Muut toiveet ja ehdotukset hallitustyöskentelyn kehittämiseksi:

[Other hopes and suggestions on developing the Board work:]

*Appendix 2. Semi-structured interview framework 2. for Directors of Operations*

Eeva Sunnari	Haastattelurunko
Jyväskylän yliopisto	[Interview framework]
[University of Jyväskylä]	Toiminnanjohtaja
Master's Degree Programme	[Director of Operations]
in Sport Science and Management	Kesäkuu 2008
	[June 2008]

**KOLMANNEN SEKTORIN URHEILUSEURAN JOHTAMISEN LAADUN KEHITTÄMINEN – TAITOLUISTELU OSANA SEURAN TOIMINTAA**  
**[DEVELOPMENT OF THE QUALITY OF MANAGEMENT OF A THIRD SECTOR SPORTS CLUB – FIGURE SKATING AS A PART OF THE CLUB'S OPERATIONS]**

**HAASTATELTAVAN TAUSTA**  
**[BACKGROUND OF THE INTERVIEWEE]**

Nimi:	Ikä:
[Name:]	[Age:]
Koulutus:	
[Education:]	
Seura:	Seuran toiminnassa mukana vuodesta :
[Club:]	[Active in the operations of the club since:]
Missä seuratoiminnoissa olet ollut ja olet tällä hetkellä mukana?	
[In which club operations have you been and are at the moment active?]	
Mikä sai lähtemään mukaan seuratoimintaan (oma urheilutausta, lapsi/lapset tms.)?	
[What were your motives behind activating into the operations of the club (own sports background, child/children etc.)?]	
Mikä sai hakeutumaan toiminnanjohtajaksi?	
[What were your motives behind becoming a Director of Operations?]	

**HALLINNON AMMATTIMAISSUUS**  
**[PROFESSIONALISM OF ADMINISTRATION]**

Millainen seuranne organisaatorakenne on?  
 [What is the organizational structure of your club like?]

Millä tasolla seuranne hallinnon ammattimaisuus on tällä hetkellä?  
 (kokopäiväiset työntekijät, johtaminen ja sen laatu, toimintatavat, strateginen suunnitelmallisuus, kehittämistoimenpiteiden seuranta)  
 [At which level is the professionalism of administration of your club at the moment?  
 (full-time employees, leadership and management and their quality, operational models, strategic planning, monitoring of development operations)]

→ Minkälainen kehityskulku ammattimaistumisessa on ollut (aikajänne, harrastaja-/jäsenmäärän suuruus vs. työntekijöiden määrä)?  
 [→ How has the professionalization process been like (timespan, number of members vs. number of employees)?]  
 → Onko johtamisessa puutteita? Millaisia?  
 (hallitus, toiminnanjohtaja; ihmisten johtaminen, asioiden johtaminen)

[→ Are there any gaps in the management/leadership? What kind of?  
(the Board, the Director of Operations; management, leadership)]

Toimiiko seurassanne työryhmiä (toimikuntia, valiokuntia tms.)?

[Are there any work groups in your club (committees, commissions etc.)?]

→ Jos, minkälaisia, kauanko niitä on ollut ja miten ne toimivat?

[→ If, what kind of, how long have they existed and how do they operate?]

→ Tukeeko niiden toiminta toiminnanjohtajan työtä?

[→ Does their operations support the work of the Director of Operations?]

## **TOIMINNANJOHTAJAN TOIMENKUVA, TYÖTEHTÄVÄT JA TOIMINTA [THE JOB DESCRIPTION, WORK TASKS AND ACTIVITIES OF THE DIRECTOR OF OPERATIONS]**

Mitä työtehtäviä toiminnanjohtajan toimenkuvaasi kuuluu?

[What work tasks belong to your job description as the Director of Operations?]

Suurimmat haasteet toiminnanjohtajan toimessa?

[The biggest challenges in the position of the Director of Operations?]

Millainen olisi kokopäiväisen toiminnanjohtajan ideaalitoimenkuva?

[What would an ideal job description of a full-time Director of Operations be like?]

Miten kehität toiminnanjohtajana

[How do you, as the Director of Operations, develop]

→ työtehtävien ajanhallintaa ja priorisointia?

(organisointia, toteuttamista, suunnittelua ja suunnitelmien jalkauttamista käytäntöön)

[→ time management and prioritization of work tasks?

(organizing, implementing, planning and actualization of plans)]

→ vastualueiden rajaamista seuran sisällä ja eri toimijoiden ohjeistamista tehtäviin?

[→ defining responsibility areas within the club and guiding various stakeholders into the activities?]

→ seuran kustannusten hallintaa ja taloutta?

[→ the financial management and economy of the club?]

→ mikä on kulujen jaottelurakenne seurassanne?

(esim. muodostelmaluistelu vs. yksinluistelu tms.)

[→ what is the division of costs in your club like?

(e.g. synchronized skating vs. single skating)]

→ miten seuranne taloushallintotoimet on järjestetty?

[→ how have the financial management activities of your club been organized?]

→ henkilöstön moninaisuuden hallintaa?

(sekä vapaaehtoisen että palkatun)

[→ the management of the versatility of the human resources?

(both voluntary and paid)]

→ onnistuuko töiden jakaminen ja toteutus vapaaehtoisvoimin vai jääkö tekemättä?

[→ is the division of work and implementation successful or are they left undone?]

→ seuran sisäistä ja ulkoista viestintää sekä työssä viihtyvyyttä?

(esim. tiedonkulku, ilmapiiri, kommunikointityylit, asenteet)

[→ the internal and external communication of the club and job satisfaction?

(e.g. flow of information, atmosphere, communication styles, attitudes)]

Odotukset ja toiveet seuran toiminnan kehittämiseksi?

[Expectations and hopes for developing the club operations?]

## **HALLITUKSEN TOIMINTA SUHTEESSA TOIMINNANJOHTAJAN TYÖHÖN [THE OPERATIONS OF THE BOARD IN RELATION TO THE WORK OF THE DIRECTOR OF OPERATIONS]**

Tukeeko seuranne hallitustyöskentely toiminnanjohtajan työtäsi?

[Does the Board work of your club support your work as the Director of Operations?]

→ Miten?

[→ How?]

Miten hallitustyöskentelyssä toteutuu esimerkiksi

[How does the Board work actualize, for example,]

→ työskentelyn ja seuratoiminnan ammattimaisuus?

(johtaminen, strateginen suunnittelu ja suunnitelmien jalkauttaminen käytäntöön, toteutuksen seuranta)

[→ the professionalism of work and club operations?

(management, leadership, strategic planning and actualization of plans, monitoring of implementation)]

→ ajanhallinta?

(esim. kokousten kulku, päätöksenteko, työnjako, roolit, vastuut, velvollisuudet, toimeenpano)

[→ time management?

(e.g. meetings, decision-making, division of work, roles, responsibilities, duties, implementation)]

→ seuran kustannusten hallinnan ja talouden seuranta?

(toimenpiteet, seuranta, markkinointi, varainhankinta)

[→ the monitoring of cost management and economy?

(measures, monitoring, marketing, fund-raising)]

→ seuran vapaaehtoistyön aktivointi?

(esim. vapaaehtoisten rekrytointi ja osallistumiskynnyksen madaltaminen, perehdyttäminen, sitouttaminen toimintaan, muutosten hallinta, odotukset)

[→ activating the voluntary work of the club?

(e.g. recruiting volunteers and lowering the participation threshold, introduction, commitment into operations, management of change, expectations)]

→ Mikä trendi suuntana?

(palveluiden osto seuralta vai vapaaehtoistyön kehittäminen)

[→ What trend as the direction?

(buying services from the club or developing voluntary work)]

→ hallituksen jäsenten sisäinen ja ulkoinen viestintä sekä yleinen viihtyvyys?

(tiedonkulku, ilmapiiri, kommunikointityylit, asenteet)

[→ internal and external communication of the Board members and general job satisfaction?

(flow of information, atmosphere, communication styles, attitudes)]

→ seuran yleinen kiittämis- ja kannustamiskulttuuri sekä työntekijöiden jaksamisen tukeminen? (sekä palkatut että vapaaehtoiset)

[→ the general thanking and supporting culture of the club and the supporting of the coping of the employees (both voluntary and paid) of the club?]

Odotukset ja toiveet hallitustyöskentelyn kehittämiseksi?

[Expectations on developing the Board work?]

Muuta lisättävää haastatteluun liittyen?

[Something else to be added with regard to the interview?]

*Appendix 3. Semi-structured interview framework 3. for Virpi Kunnas-Helminen*

Eeva Sunnari	Haastattelurunko
Jyväskylän yliopisto	[Interview framework]
[University of Jyväskylä]	Virpi Kunnas-Helminen
Master's Degree Programme	
in Sport Science and Management	Kesäkuu 2008
	[June 2008]

**HTK:N JOHTAMISEN JA HALLINTOTAVAN LAADUN KEHITTÄMINEN  
[DEVELOPMENT OF THE QUALITY OF MANAGEMENT OF THE HFSC]**

**HAASTATELTAVAN TAUSTA  
[BACKGROUND OF THE INTERVIEWEE]**

Nimi:	Ikä:
[Name:]	[Age:]
Koulutus:	
[Education:]	
Seuran toiminnassa mukana vuodesta :	
[Active in the operations of the club since:]	
Missä seuratoiminnoissa olet ollut ja olet tällä hetkellä mukana?	
[In which club operations have you been and are at the moment active?]	
Mikä sai lähtemään mukaan seuratoimintaan (oma urheilutausta, lapsi/lapset tms.)?	
[What were your motives behind activating into the operations of the club (own sports background, child/children etc.)?]	
Mikä sai hakeutumaan toiminnanjohtajaksi?	
[What were your motives behind becoming a Director of Operations?]	

**HALLINNON AMMATTIMAISSUUS  
[PROFESSIONALISM OF ADMINISTRATION]**

Millä tasolla seuranne hallinnon ammattimaisuus on tällä hetkellä?  
(kokopäiväiset työntekijät, johtaminen ja sen laatu, toimintatavat, strateginen suunnitelmallisuus, kehittämistoimenpiteiden seuranta)

[At which level, in your opinion, is the professionalism of administration of your club at the moment?  
(full-time employees, leadership and management and their quality, operational models, strategic planning, monitoring of development operations)]

→ Minkälainen kehityskulku ammattimaistumisessa on ollut (aikajänne, harrastaja-/jäsenmäärän suuruus vs. työntekijöiden määrä)?

[→ How has the professionalization process been like (timespan, number of members vs. number of employees)?]

→ Onko johtamisessa puutteita? Millaisia?

(hallitus, toiminnanjohtaja; ihmisten johtaminen, asioiden johtaminen)

[→ Are there any gaps in the management/leadership? What kind of?  
(the Board, the Director of Operations; management, leadership)]

## **TOIMINNANJOHTAJAN TOIMENKUVA, TYÖTEHTÄVÄT JA TOIMINTA [THE JOB DESCRIPTION, WORK TASKS AND ACTIVITIES OF THE DIRECTOR OF OPERATIONS]**

Mitä työtehtäviä toiminnanjohtajan toimenkuvaasi kuului?

[What work tasks belonged to your job description as the Director of Operations?]

[The biggest challenges in the position of the Director of Operations?]

Millainen olisi kokopäiväisen toiminnanjohtajan ideaalitoimenkuva?

[What would an ideal job description of a full-time Director of Operations be like?]

Miten mielestäsi toimessa voisi kehittää

[How do you think in the position could be developed]

→ työtehtävien ajanhallintaa ja priorisointia?

(organisointia, toteuttamista, suunnittelua ja suunnitelmien jalkauttamista käytäntöön)

[→ time management and prioritization of work tasks?

(organizing, implementing, planning and actualization of plans)]

→ vastualueiden rajaamista seuran sisällä ja eri toimijoiden ohjeistamista tehtäviin?

[→ defining responsibility areas within the club and guiding various stakeholders into the activities?]

→ seuran kustannusten hallintaa ja taloutta?

[→ the financial management and economy of the club?]

→ mikä on kulujen jaottelurakenne HTK:ssa?

(esim. muodostelmaluistelu vs. yksinluistelu tms.)

[→ what is the division of costs in the HFSC like?

(e.g. synchronized skating vs. single skating)]

→ miten HTK:n taloushallintotoimet on järjestetty?

[→ how have the financial management activities of the HFSC been organized?]

→ henkilöstön moninaisuuden hallintaa?

(sekä vapaaehtoisen että palkatun)

[→ the management of the versatility of the human resources?

(both voluntary and paid)]

→ onnistuuko töiden jakaminen ja toteutus vapaaehtoisvoimin vai jääkö tekemättä?

[→ is the division of work and implementation successful or are they left undone?]

→ seuran sisäistä ja ulkoista viestintää sekä työssä viihtyvyyttä?

(esim. tiedonkulku, ilmapiiri, kommunikointityylit, asenteet)

[→ the internal and external communication of the club and job satisfaction?

(e.g. flow of information, atmosphere, communication styles, attitudes)]

Odotukset ja toiveet toiminnanjohtajan toimenkuvan ja seuratoiminnan kehittämiseksi?

[Expectations and hopes for developing the job description of the Director of Operations and the club activities?]

## **HALLITUKSEN TOIMINTA SUHTEESSA TOIMINNANJOHTAJAN TYÖHÖN [THE OPERATIONS OF THE BOARD IN RELATION TO THE WORK OF THE DIRECTOR OF OPERATIONS]**

Miten hallitustyöskentelyssä toteutuu esimerkiksi

[How does the Board work actualize, for example,]

→ työskentelyn ja seuratoiminnan ammattimaisuus?

(johtaminen, strateginen suunnittelu ja suunnitelmien jalkauttaminen käytäntöön, toteutuksen seuranta)

[→ the professionalism of work and club operations?]

(management, leadership, strategic planning and actualization of plans, monitoring of implementation)]

→ ajanhallinta?

(esim. kokousten kulku, päätöksenteko, työnjako, roolit, vastuut, velvollisuudet, toimeenpano)

[→ time management?

(e.g. meetings, decision-making, division of work, roles, responsibilities, duties, implementation)]

→ seuran kustannusten hallinnan ja talouden seuranta?

(toimenpiteet, seuranta, markkinointi, varainhankinta)

[→ the monitoring of cost management and economy?

(measures, monitoring, marketing, fund-raising)]

→ seuran vapaaehtoistyön aktivointi?

(esim. vapaaehtoisten rekrytointi ja osallistumiskynnyksen madaltaminen, perehdyttäminen, sitouttaminen toimintaan, muutosten hallinta, odotukset)

[→ activating the voluntary work of the club?

(e.g. recruiting volunteers and lowering the participation threshold, introduction, commitment into operations, management of change, expectations)]

→ Mikä trendi suuntana?

(palveluiden osto seuralta vai vapaaehtoistyön kehittäminen)

[→ What trend as the direction?

(buying services from the club or developing voluntary work)]

→ hallituksen jäsenten sisäinen ja ulkoinen viestintä sekä yleinen viihtyvyys?

(tiedonkulku, ilmapiiri, kommunikointityylit, asenteet)

[→ internal and external communication of the Board members and general job satisfaction?

(flow of information, atmosphere, communication styles, attitudes)]

→ seuran yleinen kiittämis- ja kannustamiskulttuuri sekä työntekijöiden jaksamisen tukeminen? (sekä palkatut että vapaaehtoiset)

[→ the general thanking and supporting culture of the club and the supporting of the coping of the employees (both voluntary and paid) of the club?]

Odotukset ja toiveet hallitustyöskentelyn kehittämiseksi?

[Expectations on developing the Board work?]

Muuta lisättävää haastatteluun liittyen?

[Something else to be added with regard to the interview?]

*Appendix 4. Semi-structured interview framework 4. for Mervi Hukkanen*

Eeva Sunnari	Haastattelurunko
Jyväskylän yliopisto	[Interview framework]
[University of Jyväskylä]	Mervi Hukkanen
Master's Degree Programme	
in Sport Science and Management	Kesäkuu 2008
	[June 2008]

**KOLMANNEN SEKTORIN URHEILUSEURAN JOHTAMISEN LAADUN KEHITTÄMINEN – TAITOLUISTELU OSANA SEURAN TOIMINTAA**  
**[DEVELOPMENT OF THE QUALITY OF MANAGEMENT OF A THIRD SECTOR SPORTS CLUB – FIGURE SKATING AS A PART OF THE CLUB'S OPERATIONS]**

Nimi:	Ikä:
[Name:]	[Age:]
Koulutus:	
[Education:]	
Seura:	Seuran toiminnassa mukana vuodesta :
[Club:]	[Active in the operations of the club since:]
Missä seuratoiminnoissa olet ollut ja olet tällä hetkellä mukana?	
[In which club operations have you been and are at the moment active?]	
Mikä sai lähtemään mukaan seuratoimintaan (oma urheilutausta, lapsi/lapset tms.)?	
[What were your motives behind activating into the operations of the club (own sports background, child/children etc.)?]	
Mikä sai hakeutumaan seurasihteeriksi?	
[What were your motives behind becoming a Club Secretary?]	

**HALLINNON AMMATTIMAISSUUS**  
**[PROFESSIONALISM OF ADMINISTRATION]**

Millainen seuranne organisaatorakenne on (the HSK)?  
 [What is the organizational structure of your club like (the HSK)?]  
 Millä tasolla seuranne hallinnon ammattimaisuus on tällä hetkellä?  
 (kokopäiväiset työntekijät, johtaminen ja sen laatu, toimintatavat, strateginen suunnitelmallisuus, kehittämistoimenpiteiden seuranta)  
 [At which level is the professionalism of administration of your club at the moment?  
 (full-time employees, leadership and management and their quality, operational models, strategic planning, monitoring of development operations)]

→ Minkälainen kehityskulku ammattimaistumisessa on ollut (aikajänne, harrastaja-/jäsenmäärän suuruus vs. työntekijöiden määrä)?  
 [→ How has the professionalization process been like (timespan, number of members vs. number of employees)?]  
 → Onko johtamisessa puutteita? Millaisia?  
 (hallitus, toiminnanjohtaja; ihmisten johtaminen, asioiden johtaminen)  
 [→ Are there any gaps in the management/leadership? What kind of?  
 (the Board, the Director of Operations; management, leadership)]

Toimiiko seurassanne työryhmiä (toimikuntia, valiokuntia tms.)?



- [Are there any work groups in your club (committees, commissions etc.)?]  
 → Jos, minkälaisia, kauanko niitä on ollut ja miten ne toimivat?  
 [→ If, what kind of, how long have they existed and how do they operate?]  
 → Tukeeko niiden toiminta toiminnanjohtajan työtä?  
 [→ Does their operations support the work of the Director of Operations?]

**KOKOPÄIVÄISEN HALLINNON TYÖNTEKIJÄN TOIMENKUVA, TYÖTEHTÄVÄT JA TOIMINTA (HTK & HSK)**  
**[THE JOB DESCRIPTION, WORK TASKS AND ACTIVITIES OF A FULL-TIME ADMINISTRATIVE EMPLOYEE (HTK & HSK)]**

Suurimmat haasteet seurasihteerin toimessa? (HTK & HSK)  
 [The biggest challenges in the position of the Club Secretary? (the HFSC & the HSK)]

Millainen kokopäiväisen seurasihteerin/toiminnanjohtajan toimenkuva mielestäsi voisi olla? (työtehtävät)  
 [What could a job description of a full-time Club Secretary/Director of Operations be like? (work tasks)]

Miten mielestäsi toimessa voisi kehittää  
 [How do you think in the position could be developed]  
 → työtehtävien ajanhallintaa ja priorisointia?  
 (organisointia, toteuttamista, suunnittelua ja suunnitelmien jalkauttamista käytäntöön)  
 [→ time management and prioritization of work tasks?  
 (organizing, implementing, planning and actualization of plans)]  
 → vastualueiden rajaamista seuran sisällä ja eri toimijoiden ohjeistamista tehtäviin?  
 [→ defining responsibility areas within the club and guiding various stakeholders into the activities?]  
 → seuran kustannusten hallintaa ja taloutta?  
 [→ the financial management and economy of the club?]  
 → mikä on kulujen jaottelurakenne in your club?  
 (esim. muodostelmaluistelu vs. yksinluistelu tms.)  
 [→ what is the division of costs in your club like?  
 (e.g. synchronized skating vs. single skating)]  
 (esim. muodostelmaluistelu vs. yksinluistelu tms.)  
 → miten seuranne taloushallintotoimet on järjestetty?  
 [→ how have the financial management activities in your club been organized?]  
 → henkilöstön moninaisuuden hallintaa?  
 (sekä vapaaehtoisen että palkatun)  
 [→ the management of the versatility of the human resources?  
 (both voluntary and paid)]  
 → onnistuuko töiden jakaminen ja toteutus vapaaehtoisvoimin vai jääkö tekemättä?  
 [→ is the division of work and implementation successful or are they left undone?]  
 → seuran sisäistä ja ulkoista viestintää sekä työssä viihtyvyyttä?  
 (esim. tiedonkulku, ilmapiiri, kommunikointityylit, asenteet)  
 [→ the internal and external communication of the club and job satisfaction?  
 (e.g. flow of information, atmosphere, communication styles, attitudes)]

Odotukset ja toiveet seuran toiminnan kehittämiseksi?  
 [Expectations and hopes for developing the club operations?]

## HALLITUKSEN TOIMINTA SUHTEESSA KOKOPÄIVÄISEN HALLINNON TYÖNTEKIJÄN TYÖHÖN

### [THE OPERATIONS OF THE BOARD IN RELATION TO THE WORK OF THE FULL-TIME ADMINISTRATIVE EMPLOYEE]

Tukeeko seuranne hallitustyöskentely seurasihteerin työtä?

[Does the Board work of your club support the work of the Club Secretary?]

→ Miten?

[→ How?]

Miten hallitustyöskentelyssä toteutuu esimerkiksi

[How does the Board work actualize, for example,]

→ työskentelyn ja seuratoiminnan ammattimaisuus?

(johtaminen, strateginen suunnittelu ja suunnitelmien jalkauttaminen käytäntöön, toteutuksen seuranta)

[→ the professionalism of work and club operations?

(management, leadership, strategic planning and actualization of plans, monitoring of implementation)]

→ ajanhallinta?

(esim. kokousten kulku, päätöksenteko, työnjako, roolit, vastuut, velvollisuudet, toimeenpano)

[→ time management?

(e.g. meetings, decision-making, division of work, roles, responsibilities, duties, implementation)]

→ seuran kustannusten hallinnan ja talouden seuranta?

(toimenpiteet, seuranta, markkinointi, varainhankinta)

[→ the monitoring of cost management and economy?

(measures, monitoring, marketing, fund-raising)]

→ seuran vapaaehtoistyön aktivointi?

(esim. vapaaehtoisten rekrytointi ja osallistumiskynnyksen madaltaminen, perehdyttäminen, sitouttaminen toimintaan, muutosten hallinta, odotukset)

[→ activating the voluntary work of the club?

(e.g. recruiting volunteers and lowering the participation threshold, introduction, commitment into operations, management of change, expectations)]

→ Mikä trendi suuntana?

(palveluiden osto seuralta vai vapaaehtoistyön kehittäminen)

[→ What trend as the direction?

(buying services from the club or developing voluntary work)]

→ hallituksen jäsenten sisäinen ja ulkoinen viestintä sekä yleinen viihtyvyys?

(tiedonkulku, ilmapiiri, kommunikointityylit, asenteet)

[→ internal and external communication of the Board members and general job satisfaction?

(flow of information, atmosphere, communication styles, attitudes)]

→ seuran yleinen kiittämis- ja kannustamiskulttuuri sekä työntekijöiden jaksamisen tukeminen? (sekä palkatut että vapaaehtoiset)

[→ the general thanking and supporting culture of the club and the supporting of the coping of the employees (both voluntary and paid) of the club?]

Odotukset ja toiveet hallitustyöskentelyn kehittämiseksi?

[Expectations on developing the Board work?]

Muuta lisättävää haastatteluun liittyen?

[Something else to be added with regard to the interview?]

*Appendix 5. Detailed background of interviewees of the 1<sup>st</sup> round of interviews*

The HFSC Board members 2007-2008

Interview 1. 18.3.2008

Interview 2. 19.3.2008

Interview 3. 19.3.2008

Interview 4. 20.3.2008

Interview 5. 20.3.2008

Interview 6. 4.4.2008

Interview 7. 13.4.2008

Interviewees in alphabetical order

<b>Name</b>	<b>Education/title</b>	<b>Active in the HFSC since</b>	<b>Board member of the HFSC since</b>
Jean Borgström	vocational qualification in business and administration/entrepreneur/A-level coach	2002	2003
Jukka Kero	master of political science, managing director	1999	2007
Reijo Niinivaara	engineer/entrepreneur/managing director	1999	2003/2004
Kirsi Nurmi-Haikonen	director of operations, the HFSC	1992	1998
Katja Pasanen	nurse/entrepreneur/sports school instructor/coach/personal trainer/studies in nutrition and sports medicine	2002	2003/2004
Milja Rautiainen	university student in art/media-assistent/substitute teacher	2004	2006
Juha Timonen	director	2002	2004

*Appendix 6. Detailed background of interviewees of the 2<sup>nd</sup> round of interviews*

*Interview 8. Virpi Kunnas-Helminen, the HFSC 6.6.2008*

*Interview 9. Marja Kytönen, the VG-62 9.6.2008*

*Interview 10. Kari Aaltonen, the Tappara ry 11.6.2008*

*Interview 11. Mervi Hukkanen, the HSK 17.6.2008*

<b>Name</b>	<b>Age</b>	<b>Education</b>	<b>Club</b>	<b>Active in the club since</b>
Marja Kytönen	33	secondary school graduate, hairdresser, vocational qualification in business and administration. At the moment completes vocational diploma in sports – knowhow area of club operations.	The VG-62 ry general club established in 1962 (figure skating, ice hockey, football, volleyball, ringette), Naantali	1981, the current Director of Operations of the VG-62 (since 2006), the former Chairman of the figure skating department of the VG-62.
Kari Aaltonen	42	vocational qualification in business and administration, personal trainer.	The Tappara ry general club established in 1955 (figure skating, ice hockey) A large club with a very active figure skating department, providing also services for elite level skaters.	Since November 2007 as the director of operations.
Virpi Kunnas-Helminen	43	vocational qualification in business and administration, 10 credit units lacking from master of economic sciences degree.	The HFSC established in 1966/1972 (also been in the HSK)	In the 60s as an instructor in the HFSC, in between in the HSK and the Finnish Figure Skating Association. The former (and first) Director of Operations of the HFSC, current Board member of the HFSC.
Mervi Hukkanen	47	vocational qualification in business and administration (accounting), Vocational Qualification in Business Information Technology. In addition, university studies.	Previously in the HFSC, currently in the HSK figure skating club established in 1875	In the HFSC 1996-2001, since 2001 in the HSK. The former Club Secretary of the HFSC, the former Club Secretary of the HSK, the current Vice-Chairman of the Board in the HSK.