ISBN 0-315-56323-0

THE PERCEPTIONS OF VOLUNTEERS AND PROFESSIONAL STAFF TOWARDS THE MANAGEMENT OF NATIONAL SPORT ORGANIZATIONS

by

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A Thesis presented to the School of Graduate Studies of the University of Ottawa in partial fulfillment of the requirements for the degree of Master of Physical Education

Ottawa, Ontario
January 1988

UNIVERSITÉ D'OTTAWA
UNIVERSITY OF OTTAWA

ABSTRACT

The purpose of this study was to compare the perceptions of volunteers and professional staff regarding the written responsibilities for volunteers. The study included only the executive committee members and the two senior professional staff involved in a single sport organization and resident in the National Sport Recreation Center.

A questionnaire was constructed from the written responsibilities of the executive committee volunteers which were submitted by each national sport organization. The questionnaire was developed, pilot tested, revised, and then mailed to two hundred executive committee volunteers and eighty professional staff. One hundred and sixteen volunteers and seventy-four professional staff responded for a percent return rate of 69.

A standard t-test was utilized to determine whether there was any overall significant difference between the perception of staff and volunteer, and whether there was any significant difference in perception on nine selected questions. The .01 level of significance was employed.

On the basis of the results obtained, it was concluded that there was an overall significant difference between staff and volunteers regarding who actually handles the written responsibilities of the executive committee volunteers. It was further concluded that there exists significant disagreement in each of nine responsibility areas which were examined. Therefore, the disagreement is not restricted to any one or several areas. More specifically, staff believe they primarily handle the responsibilities as listed in the questionnaire, while volunteers believe they

share these responsibilities. There is disagreement by each group. It would also seem that these same responsibilities should be included in the job descriptions of professional staff, if they do share or are primarily handling these responsibilities. Therefore, it was recommended that the written responsibilities for executive committee volunteers and professional staff should be compared and clarified for similarities leading to job overlap and to provide specific responsibilities for each member. These responsibilities should be an accurate representation of the actual functions of each member and should reflect the extent of each member's involvement in a given area.

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CHAPTER I
Introduction

The source of conflict and frustration between volunteer board members and paid staff in national sport organizations has been a subject of considerable discussion by these same practitioners. Speculative discussions of this nature fueled the Canadian Olympic Association to commission a thorough study into board-staff relationships. Goldfarb (1986) found that the primary reason for friction between volunteers and professional (paid) staff was,

> no set guidelines, roles or responsibilities of volunteers and staff. Job responsibilities for both staff and volunteers are not well delineated/there is also a lack of understanding of their roles in the organization (p. 56).

Both volunteer and staff respondents to the Goldfarb's Study selected this set of reasons from a list of twelve possibilities for friction between staff and volunteers, which included "volunteers are not receptive to change; financial constraints; and a lack of knowledge by staff".

Just as significant is the conclusion by Goldfarb (1986) that,

> there currently exists, among both professionals and volunteers, a substantial dissatisfaction with the coverage of the guidelines which describe volunteer activities and responsibilities. The general feeling among the two groups is that these guidelines do not cover many of the activities of volunteers and, therefore, need to be expanded. The expansion and more precise definition of volunteer responsibilities and tasks within the various sport governing bodies, by helping to clarify the relationship between professionals and volunteers, may serve to reduce friction within the volunteer-professional relationship (p. 4).

The significance of this conclusion lies in its contrast to previously held beliefs. It was often stated that the reason for friction between volunteers and staff was due to the growing complexity of organizational operations which the volunteers were no longer capable of handling. It was thought that the volunteers were becoming too far removed from the day to day operations of the organization and lacked the necessary time to accomodate these increasing demands. These long-held and reported beliefs have encouraged the federal government to provide some financial means which have led to the involvement of paid staff in national sport organizations.

The formal involvement of the federal government with amateur sport began twenty-five years ago with the introduction of the Fitness and Amateur Sport Act. Not only did this Act reflect an active interest in amateur sport by the federal government, but through the contribution of funding support, the era of the professional (paid) staff in sport administration was opened. Initially, Fitness and Amateur Sport (FAS) provided funding to volunteers for the operational expenses of the national sport organizations (NSOs). "By 1965, fifty such associations received $970,000.00 from the federal treasury" (Wolfenden, 1983, p. 4).

Despite this funding, however, the Government of Canada's1969 Report of the Task Force on Sport for Canadians stated that

> voluntary associations, lacking the support of a sufficient number of full-time sport administrators, planners and researchers, are simply no longer capable of coming to grips

effectively with problems arising from the size and scope of athletics in Canada (p. 40).

As a direct result of this report, the National Sport Recreation Center, Inc. was created. It opened in 1970 and by 1971 thirty national associations were being provided administrative services. FAS also provided contributions of $12,000.00 to each association in order that they could employ an executive director (FAS, 1971). Sport Canada granted a total of $430,976.00 that year compared to the $44 million in 1985-86 which now supports 60 national sport organizations and 192 professional staff (NSRC, 1985).

Although the growth and development of amateur sport is reflected in these changing figures, this success has brought with it organizational 'growing pains'. The role of volunteer board members has inevitably changed to accomodate the influx of professional staff. This adjustment has caused an overlap in responsibilities along with confused authority and control for both staff and volunteers. The Report from the Neilson Task Force completed in February 1986 states

> as the programs become more technical and sophisticated the problems inherent in organizations having volunteer boards with professional staff have become more pronounced (p. 264).

The volunteer board member appears to be burdened with the bulk of criticism. The capabilities of the volunteer were questioned as early as 1969 when the Task Force on Sport For Canadians

reported, "amateur sports officials themselves are highly conscious of the deficiencies of voluntary leadership" (p. 31). Similar comments have recurred throughout the years until this present day.

Volunteer board members have been a part of amateur sport since its beginning. Government has never felt it appropriate to eliminate volunteers from the boards of national sport organizations. As Johnston (1982) states

> the Canadian approach to sport does not endorse the idea of only full-time professional staff, neither can Canadian sport consider such a proposal to be financially possible. The nature of Canadian sport is characteristically voluntary (p. 1)

This philosophy is also supported by Fitness and Amateur Sport (1985), when they acknowledge that, "Sport Canada recognizes the important role that both volunteers and professional staff play in the ongoihg development of Canadian sport "(p. 2).

The co-existence of volunteers and staff has been a part of the structure and function of the Canadian sport system over the past two decades. Throughout this period, however, there have been damaging allegations against the volunteer which have resulted in a commonly held belief that the primary reason for conflict between the staff and volunteer lies in the shortcomings associated with the volunteer. It is only recently, with the release of the Goldfarb study(1986), that this belief is being called into question. Even so, there has yet to be a disciplined examination of the responsibilities of the volunteers and staff. Goldfarb cites a lack of clarity in responsibilities as the primary reason chosen as the source of

friction between volunteers and staff. However, Goldfarb does not state the reason for this lack of clarity. He does not comment on whether this is due to overlap of job descriptions, thereby making functions unclear, or whether volunteer job descriptions exist at all, or whether there simply is not enough of an explanation within these descriptions to make them useful guidelines. Further investigation into volunteer-staff responsibilities is necessary to determine the exact nature of the discontent in this area and provide the basis for a solution.

Statement of the Problem

There is evidence of friction between volunteers and professional staff within national sport organizations. There is also conflicting evidence regarding the source of this friction. Originally there was support for the opinion that volunteers were not capable of handling their job responsibilities and it was because of this that friction exists between volunteers and staff. More recently, however, Goldfarb (1986) concluded that the lack of clarity in job responsibilities was a primary source of friction between volunteers and professional staff. Although Goldfarb (1986) introduced a different reason for the friction between staff and volunteers, further substantiation is required. It was, therefore, necessary to determine whether there was a lack of clarity in job responsibilities as perceived by volunteers and professional staff. Since no definitive list of organizational and administrative responsibilities exists, one which indicates whether it is the volunteer or the paid professional who carries out that specific

duty, an inventory was developed from the material supplied by the NSO's.

This study is designed to determine the perceptions of volunteers and staff towards the management of national sport organizations. More specifically, the study undertakes to:

a) Identify the written responsibilities of executive committee volunteers;

b) Determine the overall perceptions of staff as a group and volunteers as a group regarding who actually handles the responsibilities in their NSO; and,

c) Determine the perceptions of staff and volunteers regarding who actually handles specific responsibilities as represented by nine selected key questions.

d) Identify the level or degree of overlap or lack of clarity in the division of labour with regard to the perceptions of the two groups regarding the various organizational responsibilities identified.

Hypothesis

Based upon preliminary expectations the following hypothesis has been formulated:

The executive committee volunteers will perceive themselves as actually handling the responsibilities and the staff will perceive themselves as actually handling these same responsibilities.

Additional sub-hypothesis are:

That there will be evidence of lack of clarity in the responsibilities written for volunteers;

That there will be evidence supporting the lack of clarity in volunteer responsibilities as a source of volunteer-staff friction.

Significance of the Study

It is expected that this study will make a significant contribution to the existing research on the source of friction between volunteers and staff. It hopes to provide a unique contribution to the practitioners in sport administration by providing an examination of the written responsibilities of volunteers. Although there is an increasing focus on research in the sport administration area, there are still relatively few recorded investigations in the human resource category. Specifically, this study will assist by

a) collecting and providing information about the documents containing the written responsibitlities of executive committee volunteers;

b) providing information about the perception of volunteers and staff regarding who actually handles these responsibilities to reflect actual functions;

c) complementing a recent study by Goldfarb Consultants (May 1986) which concludes that the greatest single factor contributing to friction between volunteers and staff is the lack of role clarification; and,

d) providing information which will assist national sport organizations in refining job descriptions of both volunteers and staff and, as a result, enhance their recruiting and selection process.

Delimitations of the Study

This study will be delineated by:

a) involving only national single sport organizations;

b) involving national sport organizations which are resident in the National Sport Recreation Center, 333 River Road, Vanier, Ontario;

c) involving only executive committee volunteers, as opposed to volunteers holding positions on the Board of Directors or in any other volunteer position;

d) involving only the senior administrative and the senior technical professional staff and not any other staff employed by the national sport organizations, and;

e) involving only those volunteers and staff currently holding a position and not any retired or previously involved individuals.

Limitations of the Study

It is acknowledged that:

a) the scope of the study does not allow cross-referencing of the volunteers responses from each organization; rather, the study can only group the responses of staff and the responses of volunteers for its analysis.

Definition of Terms

The following definitions will be used:

Professional Staff: commonly refers to the senior level paid employees of the national sport organization, as opposed to the paid clerical or secretarial support staff. Positions generally include executive director, technical director, program coordinators of various kinds, high performance directors and national team coordinators. The term "staff" will be interchangeable with "professional staff" and will refer to the two positions of executive director and technical director, as only they are involved in this study.

Executive Board Volunteer: refers to the policy making volunteer who holds a position on the executive board of the national sport organization. These individuals are elected by the membership and accept on a voluntary basis to serve in that capacity. They are only reimbursed their expenses. The portfolios often include: president,

vice-presidents, directors-at-large, secretary, treasurer and sometimes past-president. The executive board volunteer is responsible for the daily operations of the organization and its staff as opposed to the board of directors which also includes representatives from the provinces, regions and/or clubs, and meets only to ratify the policies of the executive board. Some individuals use these terms interchangeably and shall be accepted, in this context, as the same. "Management volunteers" or simply "volunteers" will be used interchangeably with the term executive committee volunteers.

Chief Executive Officer: denotes the most senior administrative protfolio within the professional staff ranks. This paid person is reponsible for the national office operations including the other professional staff. He/she genérally reports to the president and has a titl of either executive director, general manager or director general.

Executive Director: is a term which is used to refer to all CEO positions. These positions have since been sub-divided further into: executive director, general manager and director general. Executive director will be used throughout as the generic term for the CEO position including the general manager or director general positions, unless these are referred to specifically.

National Sport Organization (NSO): the incorporated, national body governing the sport(s) within its constitution and by-laws. The NSO usually possesses a hierarchical structure where clubs are affiliated to regions or provinces and provinces are affiliated to the national body. Policies and procedures for these affiliates are

generated by the executive board and ultimately approved or disapproved by the board of directors. The NSO, traditionally, is specifically concerned with high performance (i.e. international and national calibre athletes, and any components which will enhance this mandate. The term national sport organization (NSO) will be used interchangeably with national sport governing body (NSGB), association, and, organization.

Qualifications: the skills that an individual possesses which match the criteria for a given position. The skills will include: academic education, job-related experience, technical expertise and athletic achievement in the sport with which they hold their position .

Characteristics: the personal attributes and demographics pertaining to the individual or group. These characteristics will include: age, sex, marital status, nationality, residence, occupation, income, length of service in a position.

Responsibilities: the description of tasks and duties within a given job position or portfolio. Written responsibilities are those responsibilities for a executive committee volunteer position which are written and used by the organization when a description of the job/position requirements are requested. Actual responsibilities are those responsibilities which are performed by the individual holding that position.

CHAPTER II
Review of the Literature

The review of the literature has been presented under two broad categories:

A. National Voluntary Organizations; and,

B. An Historical Context related to National Sport Organizations

A. National Voluntary Organizations

The nature of voluntary organizations suggests that friction between volunteers and staff would exist irrespective of the particular focus of the organization i.e. sport, health, or social service. Although is is logical to assume that this link would exist, studies which examine friction between staff and volunteers are absent. As Goldfarb (1986) recently found, this area was worthy of investigation in national sport organizations, as it also seems it would be for national voluntary organizations.

The literature was reviewed for its reference to conflict of a general nature related to volunteer service organizations other than sport. A library search suggested that eight possibilities existed (Appendix D). However, after reviewing these references, each of them were rejected. None of these were able to contribute to the study or had any applicability to the study even in a general sense.

The following agencies were also contacted for their access to or information about studies related to conflict within voluntary service

organizations. The agencies contacted were: (1) United Way/Centraide Canada: as the umbrella agency servicing a number of member social service organizations; (2) National Health and Welfare Canada: as the federal government department which provides grants to voluntary agencies and provides grants for research related to these associations. Within the federal Ministry of Health and Welfare, the Sustaining Grants Program for both National Voluntary Health Organizations and National Voluntary Social Service Organizations reported that no studies, to the best of their knowledge, existed in this area, but that a study of this nature would be applicable; (3) Canadian Health Association, Ontario Health Association and the Canadian Medical Association: as the management and administrative bodies which supply resources, programs and services to health professionals. They do not have any information or studies of this nature on record or in their clearinghouse for resources.

Goldfarb's (1986) study confirms that the lack of clarity in job responsibilities is a primary source of friction between volunteers and professional staff in national sport organizations. Friction of this kind, between the key policy and decision makers is bound to have an adverse effect on the organization. It would, therefore, be an area which merits attention in the pursuit of increased organizational effectiveness.

B. An Historical Context

The historical context will be presented under four categories. Each category will be presented as it relates to the volunteer board member and professional staff of national sport organizations. These categories are:

1. cultivation of professional staff;
2. role of the volunteer;
3. responsibilities for management of national sport organizations;
4. characteristics and qualifications of national sport organization managers.

Cultivation of Professional Staff

Sporting activities have been a part of Canadian history going back to the nineteeth century. The 1969 Report of the Task Force on Sport for Canadians describes the early activity engaged in as quite basic and unorganized. This activity was organized out of a desire for inter-community competition, which turned into regional, then national competition. According to the Report

> the two most persistent threads in the story of Canadian sport are the drive towards some kind of national championship (and therefore, national organization), and the operation of community spirit to sustain such wide ranging competition (p. 9).

Broom (1979), and Howell and Howell (1969) have recorded evidence of the existence of sport governing bodies in the later years of the nineteenth century and throughout the present century. At first the sport

governing bodies primary function was to govern by establishing rules and to arbitrate disputes (Broom, 1979). As inter-regional, inter-provincial, national and international competitions became more frequent and popular, the desire to organize formal sport governing bodies at the national level gained impetus (Wolfenden, 1983).

The federal government originally became involved with recreation and sport in 1943 with the passing of the National Physical Fitness Act. This Act however was repealed in 1954 because it was ineffective. Davidson (1977) reported that the concern over the relative lack of fitness of Canadians and the poor showing by Canadians in international competition resulted in tremendous renewed pressure for federal government action. Thus, Bill C-131 The Fitness and Amateur Sport Act was adopted on September 15, 1961. The Act was the first major form of federal government assistance specifically directed to amateur sport.

Not only did this Act generate an active interest in amateur sport by the federal government, but it also cultivated the era of professional staff in national sport organizations through the contribution of funding support. At first the financial contributions were provided to volunteer managers to offset operational and program expenses.

> In 1961, nine national sport organizations received $88,000.00 under the Fitness and Amateur Sport Act. By 1963, thirty three national sport governing bodies shared almost $500,000.00 in financial assistance. Two years later, fifty such associations received $970,000.00 from the federal treasury (Government of Canada, 1981 p. 7).

Despite this influx of financial assistance, however, the 1969 Task Force Report described administrative difficulties as a major obstacle to growth and development in many sports. It went on to say that

> typically, the president of an association is also its administrative staff, accountant, legal counsel, public relations officer, and stenographer, though members of his executive may relieve him of some of these chores on an irregular basis. The national head office of the associatioon may well be the president's rumpus room, or the kitchen table (p. 58).

Wise and Fisher (1974) numbered full-time amateur sport governing body executives and administrators in all of Canada before 1968, at fewer than twenty. The Task Force on Sport for Canadians (1969) report provided evidence that this total reliance on volunteer managers was no longer appropriate to the administration of sport.

> Voluntary associations, lacking the support of a sufficient number of full-time sport administrators, planners and researchers, are simply no longer capable of coming to grips effectively with problems arising from the size and scope of athletics in Canada (p. 40).

It was as a result of this report's (1969) recommendations regarding these observations that the National Sport Recreation Center (NSRC), originally called The Administrative Center for Sport and Recreation, was opened in 1970. In its first year of operation, thirty national sport organizations entered the Center. Each was eligible for annual grants, one of which provided up to $12,000.00 to help employ an executive director. Thus, the development of amateur sport had fostered the creation of the professional sport administrator. This has been touted as a landmark

achievement. Campagnola (1977), called the creation of professional staff

> a turning point in Canada's sport development. Since that time, amateur sport has been more methodical, more organized and cohesive, and less random than in the past (Canada, 1979 p. 16).

Regan (1981) agreed when he stated, also retrospectively

> the increased role of full-time professionals operating out of national headquarters offices has been the greatest single infuluence on administrative and organizational development in amateur sport (Canada, 1981 p. 9).

The number of resident national organization's has grown since the NSRC's first year. Ten years later, in 1980, fifty-nine associations were housed in the Center. As of January 1986, sixty-eight associations were resident (NSRC, 1986). Out of these sixty-eight, 54 are individual national sport organizations, while the other 14 are multi-sport organizations, such as the Canadian Olympic Association or the Coaching Association of Canada or recreation associations such as the YMCA. Since the introduction of federal contributions for professional sport administrators in 1970, there has been a significant increase in the number of professional staff resident in the NSRC. According to the NSRC Directories, there was an increase in Sport Canada supported professional staff positions from 11 in 1970 , to 58 in 1976, and 192 in 1985.

These professional staff positions include various titles within the generically used terms of the executive director, technical director and program coordinator positions. Executive director can often be used to refer to the director general and general manager, as well as the

executive director. Technical director is often used to refer to other technical positions as well, such as high performance director or the national team coordinator. Program coordinators may include the domestic development coordinator or coaching coordinators. As indicated by the NSRC Directory (1986), there were 92 executive or technical director positions and 89 program coordinator positions.

The position of the executive director, having been in existence since 1970, has come to be regarded in many different ways. For instance, NSOs like the Canadian Soccer Association and Basketball Canada with 7 or 8 staff respectively and with budgets exceeding $500,000.00, have their senior administrative officer called: Executive Director (Fitness and Amateur Sport, 1985). Likewise, NSOs like the Federation of Canadian Archers and Canadian Team Handball Association, with only 3 staff each and budgets under $250,000.00, also title their senior adminstrative position: Executive Director (Fitness and Amateur Sport, 1985).

Until 1986, any suitable classification of this position relative to the responsibilities held within the NSO was lacking. As Taylor (1976) comments

> there is an inconsistency in leadership. In some federations the executive director is an integral part of the decision making process. In others, the president phones on Monday with that week's instructions ... . Finally, we have the executive director who functions as a clerk (p. 27).

In order to alleviate this difficulty, Fitness and Amateur Sport (1985) has drafted a framework within which supported staff persons will operate. The framework divides the CEO position into Director General, General

Manager and Executive Director, with the latter being the lowest classification in that position. The framework also outlines the other supported professional staff positions as : Technical Director, High Performance Director, Technical, Program or Administrative Coordinator (Fitness and Amateur Sport, 1985).

The rationale for the categorization as follows

> the objective of the Sport Canada salary support grid is to establish the 'relative value' that Sport Canada places on each position (and each incumbent employee in every position); and, by slotting every position and every incumbent, to objectively determine the precise level of Sport Canada support. This 'relative value' becomes the Sport Canada financial contribution to the funded position/incumbent (Fitness and Amateur Sport, 1985).

The draft goes on to describe the criteria for categorizing these positions. These criteria include membership size of the NSO, high performance results, participation base, and the incumbent's years of experience in the position (or equivalent). Finally, the draft provides an overview of each position, its scope, authority and accountablity (Fitness and Amateur Sport, 1985). Since Sport Canada contributes the financial support for these positions, and because an NSO must comply with these and other guidelines to receive its funding, the NSOs will adopt these recommendations. Sport Canada has in this way further cultivated the importance of the professional staff with this framework.

Role of the Volunteer

Prior to 1970, the Canadian national sport organizations functioned primarily on a volunteer basis, with volunteer governing board members,

volunteer administrators, and volunteer program organizers. Pugliese and Taylor (1977), found that

> in the past volunteers were 'The Association' in fact, the number of full-time paid employees could be counted on the fingers of one hand (p.2).

The National Sport Recreation Center opened in 1970 and then the federal government through the Sport Canada Directorate of Fitness and Amateur Sport began to support professional staff positions. This introduction of professsional staff into a once exclusively volunteer domain has changed the role of the volunteer in NSOs. The 1986 Report from the Neilson Task Force commented that

> the traditional role of the volunteer board member is being challenged. As the development of elite athletes becomes more and more complex, boards are facing the potential of radical change in the division of management authority, technical expertise and policy-making (p. 268).

This statement echoes an observation made seventeen years previously when1969 Report of the Task Force on Sport for Canadians stated that

> voluntary associations, lacking the support of a sufficient number of full-time sport administrators, planners and researchers, are simply no longer capable of coming to grips effectively with problems arising from the size and scope of athletics in Canada (p. 40).

One might argue that as the full-time administrators were employed, their role would be one of assisting the volunteers to carry out the daily administrative tasks. Moynihan (1982), writes that, "full-time

staff existed to help the volunteer do the work of the association" (p. 25). Campagnola (1977) concurred but suggested that the volunteers were unable to handle the demands of the NSOs

> almost every sport governing body has developed and executed technical programs (coaches, instruction, performance). The programs in turn have led to strains which have been most intense on the administrative and constitutional side. The administrative strains arise because the demands of such programs often tend to go beyond the capacity of dedicated volunteers to satisfy them. When this happens, the tendency is to turn over the day-to-day functions to full-time professional staff (p. 5).

Thus, along with the inclusion of full-time professional staff there came a greying of roles. The questions, What do I do? What do you do? What do we do together? needs answering (Pugliese, 1977). While there may be personal uncertainty on the part of either professional staff or volunteers as regards role, there is clarity in NSO by-laws; Frisby (1983), Neill (1983) and Wolfenden (1983) concur that the volunteer Board of Directors possess the ultimate authority for the organization. This authority exists today as it existed before professional staff were involved.

Throughout the literature, reference is made to the traditional role of the volunteer and the subsequent changing role of the volunteer board member. The Touring Office of the Canada Council produced a series of illustrations describing the development of voluntary associations. These depictions provide the best reflection of the traditional role and the role changes experienced by NSO volunteers.

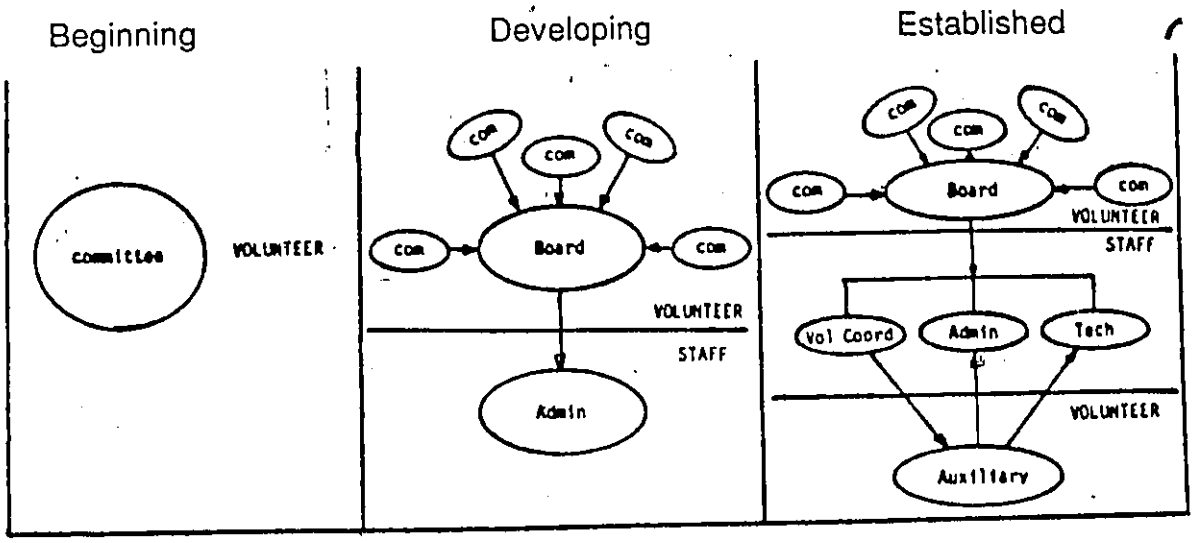

FIGURE 1: Organizational Development Stages of Voluntary Organizations

In the 'Beginning' illustration, it was the volunteer or a group of volunteers who organized the activites for themselves or other sport participants. The volunteer who starts an association does so, quite naturally, on the basis of his interest in the activity it offers. This period has often been referred to as the 'kitchen table era', where administration was handled by a volunteer secretary. The work was often done either at their home or place of employment. As the affairs of the group begin to increase, the organization also becomes more formalized. Bratton (1971) explains that

> one of the first steps in the formation of a voluntary association is the election of an executive body. As the association becomes established, the executive body is gradually given greater responsibility in conducting the business of the association (p. 12).

Although the number of tasks and activities expand, the organization continues to function exclusively with volunteers. There comes a point, as described by the 1969 Task Force Report on Sport for Canadians, where the duties begin to overwhelm the volunteer administrators

> ... (they) were so swamped in the day-to-day details of low level administrative correspondence, with periods of frantic activity for fighting sudden fires or unravelling snarls, that they had no time to think about the direction in which their sport was heading, much less to formulate plans for shaping its future (p. 58).

The organisation then shifts into the 'Developing' period where a decision is made to hire a paid person to handle some of the problems. In 1970, Fitness and Amateur Sport assisted by introducing their grant for staff support (FAS, 1970). Some NSOs were able to move from the kitchen table to the National Sport Recreation Center where the professional staff had a secretary and an office. The intent of hiring this staff person was to allow the volunteer members on the Board more time for policy and decision-making. This often brings with it changing roles and shifting relationships, and the various positions of power which inevitably have to be sorted out.

The NSOs employed executive and technical directors during this period to assume the administrative and technical tasks. Some NSOs have remained at this stage, while others have expanded to the 'established' stage (NSRC Directory, 1986). Neill (1983), differentiates the various stages which NSOs go through as demonstrated by means of the degree of authority and responsibility given to the professional staff

> in some associations, the employees assume the traditional staff role of carrying out the plans and policies of the Board of Directors. In others, the employee has become the President, Vice-President or Director General, thereby assuming more authority than the traditional staff role (p. 2).

Frisby (1983), Wolfenden (1983), and Neill (1983) agree that the typical sport governing body is composed of a national board, an executive board, and a number of committees. They are responsible for policies and procedures for their sport at the national level. This group is also responsible for paid staff who carry out the day-to-day administration of the association. As with the 'Established' model, there exists auxillary volunteers, generally charged with the specific tasks associated with programs or events.

The literature provides arguments supporting both the continuing relevance of the volunteer while at the same time encouraging the inclusion of still more staff positions. On the one hand the volunteer component is encouraged. Campagnola (1977) stated that

> in our complex sports structure with its immense variety of autonomous national, regional and local associations, great care must be taken not to blunt or discourage the drive and enthusiasm of the private citizen whose voluntary work remains a foundation to our system (p. 7).

Later in the same document she once again noted that, "volunteer involvement is essential to the healthy development of sport" (p. 17). Pugliese (1977) in his historical perspective states that

> in the 1970's, the volunteers are still the life blood of the sports associations, and will continue to be so in the future. It will be

> impossible and undesirable to replace all the volunteers with paid people (p. 1).

Johnston and Slack (1982) conclude from their survey of approximately 50 volunteers involved in the administration of amateur sport organizations that

> to remove the influence of the volunteer who has been largely responsible for the development and delivery of amateur sport in Canada, would drastically change the complexion of amateur sport. It was felt that amateur sport would cease to exist without volunteers and that the personal committment held by volunteers to their sport could not be matched by professionals (p. 4).

Others, however, have called into question the capabilities of the volunteer. Regan (1981) wrote that the federal government would work to "develop leadership programs aimed at the hard-working but often untrained volunteer administrator" (p. 10). Gilbert's comments were a bit harsher when he wrote

> sport governing bodies have always been nickel and dime operations in Canada with volunteer officials working in their spare time in their basements. Now they have money but those same men will probably never lose that old nickel and dime philosophy (p. 18).

Taylor (1976) also criticizes the capability of the volunteer administrator

> the volunteers change every two to four years, they're never around when needed, and how can they supervise from a distance of 1,000 miles? Sport managment is now too important to be left in the hands of the volunteers (p. 26).

Johnston and Slack (1982) explain that some respondents to their survey concluded that, "the hiring of professionals would best remedy the current problem of the untrained volunteer" (p. 4). These people felt it would be a "fruitless endeavor" to train volunteers because of the time committment required and the rapid turnover rate of volunteers. Pugliese (1977) comes to a similar conclusion that

> the volunteer must begin to seriously consider the possibilities of turning more volunteer positions into full-time jobs and employing people with the skills that are needed to implement the tasks (p. 4).

Moreover, he continues with his unique conclusion that

> in the future, the entire managment of associations will have to be handled exclusively by the paid professional because the volunteer will not have the time that will be demanded to manage the association (p. 4).

The controversy surrounding the role of the volunteer board members and their capacity to handle the managment of an NSO is still an area of active debate. Criticism has focussed on the volunteers without a full understanding of the invaluable qualities that they may bring to their position. There appears to be a readiness to blame or scapegoat the volunteer as inadequetly prepared or unable to manage a national sport organization. Very little attention has been paid to any other contributing factors which may also lead to difficulties associated with the functions of these organizations. In order to judge the merit (or lack) of the conclusions made about the role of the volunteer, studies identifying the

qualifications and characteristics of both the volunteers and the professional staff must be reviewed.

Management of National Sport Organizations

The management of NSOs is shared between the volunteer Board members and professional staff. Each of these two groups can be divided further into specific positions. The delineation of tasks within these portfolios is accomplished by means of job descriptions for staff, and by the association by-laws for volunteers. The literature pertaining to NSO's will be explored regarding management volunteers as a group. The professional staff position of the executive director for the association will also be explored.

Staff Responsibilities

The first professional staff hired in NSOs were executive directors (NSRC, 1971). Their positions were created as a direct result of the recommendations from the 1969 Task Force Report on Sport for Canadians which indicated that the volunteer members were badly in need of administrative assistance. Since that time there have been several attempts to provide a framework for the roles and responsibilities of the executive director. The Council of Executive Directors , NSRC (1975) outlined ten roles and six responsibilities which were further delineated into categories of tasks. The roles generally stated that the executive director reported to the executive committee and implemented the policies of the Board. He/ she should

> act as general manager of the Association and thereby manage the human and financial resources and should be involved in all areas of the Association's operations but without a vote (p. 2).

Other roles included supervision of other staff, leadership, communication, basic administration and good business practices. Responsibilities were categorized into administration, budgeting, fund-raising and public relations.

The Council of Executive Directors contracted The Canadian Sport Institute (1977), to develop a profile of the national sport administrator in Canada. The purpose of this was to design a professional development program for executive directors. In general terms, the study suggested that the skills and knowlege be classified into four major categories:

1. knowledge and skills in the Canadian sports structure;
2. knowledge and skills in the functions of sport development;
3. knowledge and skills in the administrative techniques or functions of sport association management , and;
4. knowledge and skills in the practises of management and leadership functions (p. iv).

The sport administrative functions were sub-divided into: management and information systems, office administration, effective communication techniques, marketing, public relations, legal aspects and financial management. The sport management responsibilities included were: research and information gathering, sport program planning, leadership of and within groups,, association decision-making, personnel administration and self management.

The profile contains the specific tasks related to these functions and responsibilities. As a collection of the national sport administrators

duties it reflects rather wide parameters involving many varied tasks (Canadian Sport Institute, 1977).

In 1979, the Fitness and Amateur Sport Branch compiled, "A Composite Job Description of the Position of Executive Director". In this document, four roles are outlined under which the responsibilities pertaining to each role are defined:

Role 1: Chief Administrative Officer - responsible for the efficient utilization of the human and financial resources at the disposal of the Association (p. 1). The responsibilites for this are financial management, office management, communications, planning and decision making.

Role 2: Managment Training Director- to monitor and/or bring into being programs intended to create an awareness of the tools of management needed and available which can assist the Association in the conduct of its affairs (p. 6). The responsibilities assigned to this role include training programs for volunteers and paid staff, records and files.

Role 3: Coordinator of External Communications (p. 7) - which includes external liaison, public relations, files and records, meetings.

Role 4: Research Director of Administration (p. 8) - responsibilities attached to this role were: state of the art, goal setting, analysis, reporting.

Wolfenden (1983) developed a slate of forty responsibilities and asked national executive directors to rank them by degree of relative importance. Wolfenden also asked presidents of NSOs to rank these same responsibilities according to their perception of how they pertained to their executive director. Wolfenden (1983), identified a number of implications of this study. The data suggested that the executive directors wanted to focus on certain responsibilities to the exclusion of others

> executive directors appear to want to perform some of the responsibilities which may more properly be the lot of presidents. For example, they considered responsibilities of the managerial kind to be of lesser importance than did their presidents and they judged responsibilities pertaining to planning and policy making to be of greater importance than did their presidents (p. 113).

In 1985, Sport Canada developed a framework which significantly altered the professional staff position, previously encapsulated by the title of executive director. Sport Canada, in a draft document, which categorizes the executive director position into: Director General, General Manager and Executive Director. The draft provides the overview, scope, authority and accountability of each position. The director general introduces policy whereas the executive director leaves policy determination to the elected authorities, the board volunteers (pp. 1-3). This new framework appears to elevate the director general to a level on a par with the management volunteers, whereas the executive director title is reserved for the CEO operating in the more traditional role of adviser

and implementer of board policies. The director general position introduces the new concept of control and authority as part of the professional staff position.

Volunteer Responsibilities

The responsibilities of volunteer board members have not been so frequently examined. They exist in the constitution and by-laws of each NSO as required by the regulations governing incorporation. However, as a collection, they are not often revealed in the literature. Wolfenden (1983) outlines the general functions of members of national sport organization boards. He found that

> while national sport governing bodies vary in size, degree of organization and methods of operation, they share a number of common structural elements. An executive committee consisting of vice-presidents responsible for the public relations, technical, financial and administrative aspects of the organization, a secretary-treasurer, and the professional staff all report to the association's president. The sport body's past president typically serves in an advisory capacity (p. 28).

Fitness and Amateur Sport (1983) conducted a national survey to determine the profile of volunteer leadership in Canada. The survey sample included national, provincial and local sport organizations. The data has also been delineated into these same categories. Only information pertaining to the national level board volunteer has been provided here. The response from national level board volunteers was also sub-divided. The data collected was based on the following returns:

President or Chairperson	26%

Vice-President or Vice-Chairperson	26%
Secretary	5%
Treasurer or Secretary-Treasurer	2%
Directors at Large	41%

The Fitness and Amateur Sport (1983) "Volunteer Leader Survey" reported, amongst other findings, on the responsibilities of volunteer board members. The main responsibilities identified for national board volunteers were categorized by presidents and other board members. They ranked their responsibilities as:

Presidents	Board Members
Leadership & Supervision	Internal Communications
Conducting Meetings	Attending Meetings
Internal Communications	Committee Work
Promotions & Public Relations	Leadership & Supervision
Financial Management	Liaising

(p. F-16)

With the exception of Wolfenden's (1983) comment and the Volunteer Leader Survey, Fitness and Amateur Sport (1983), little else can be found regarding the responsibilities of volunteers. Pugliese (1977) provides a suitable summary on the possible reason for this lack of information and explains what is generally thought of the responsibilities of executive committee volunteers

> the ratio of professional to volunteer is now changing with the full-time employee taking on more and more of the day-to-day operations

> and leaving the volunteer involved in the more intangible areas of policy formation (p. 1).

Recent information has become available through a study completed by Goldfarb (1986). In his report, he finds that the primary reasons for friction between volunteers and professional staff is that

> job responsibilities for both staff and volunteers are not well delineated/lack of understanding of their roles in the organization (p. 57).

Goldfarb's (1986) data indicates a problem with the division of responsibilties in policy formulation. They continue on to conclude that

> it is a problem (conflict) inherent in the very nature of an organization directed by volunteers and staffed by professionals. The tensions evident in this study can be expected to increase over time as sport governing bodies grow in size and face increasingly complex demands upon their organizations (p. 4).

Characteristics and Qualifications of NSO Managers

Once again, the literature provides little information about the profile of professional staff and volunteer board members in NSOs. Some characteristics and qualifications of each group have been suggested, but there is little evidence to corroborate these suggestions.

Professional Staff

Goldfarb Consultants (1986) completed a demographic profile of professional staff. His data indicated that 70 percent of staff are males, 46 percent are 18-34 years old and 43 percent are 35-49 years old, 59

percent have children, 64 percent are married, and 82 percent have some/completed university.

Wolfenden (1983), also completed a relatively comprehensive study of executive directors. He gathered data on age, experience in present position, previous experience, formal education and academic preparation. The mean age of 44 executive directors was 39.2 years with a range from 24 to 62 years old (p. 50). Investigation of the executive director qualifications showed that experience in the present position ranged from one month to twelve years with the mean at 3.7 years. Exploration of the previous experience of executive directors yielded a variety of experiences

> the directors had a mean of 4.3 years in previous sports administration positions and 6.9 years in other administrative positions. Over 72 percent of the executive directors had a minimum of 1 year experience in sport administration, while 54.6 percent had a minimum of 1 year experience in other administration. In all instances, the executive directors had previous experience in administration prior to entering their present position (p. 52).

According to Goldfarb (1986), the highest level of formal education completed by executive directors was a master's degree (20.5%). Fifty-two percent finished their bachelor's degree, 11.4 percent received a college diploma, and 15.9 percent finished only high school (p. 53). The academic preparation of the 37 executive directors who held collegiate diplomas or higher, disclosed that 46 percent of their professional preparation was in physical education. In addition to this, Goldfarb (1986) states

> almost 22 percent of the executive directors held degrees in commerce or business administration. The remaining 32.4 percent of directors holding diplomas or degrees did so in areas ranging from electrical engineering to political science to education. All but 2 of the 9 master's degrees were in physical education (p. 54).

A recent study was completed by the Canadian Association of Sport Administrators (1986) to determine their professional development needs. The survey sample, however, includes data from both executive and technical directors. It is useful to note the variety of educational backgrounds held by these professional staff:

B. Arts	18%	B. Rec	1%
B. Phys. Ed	18%	B. Eng	1%
B. Sc	7%	B. Admin	2%
B. Comm	6%	B. Ed	4%
M. Phys. Ed	22%	M. Sc	3%
M.S.W.	1%	Ph. D	1%
College	4%	No Post Sec.	10%
Other	7%	Not Returned	5%

(p. 3)

This study indicates that 11 percent of the professional staff have a college diploma, 57 percent have a bachelor's degree, 26 percent have a master's degree, and 1 percent have a doctoral degree. Ten percent of the staff do not have any post-secondary education at all.

Wolfenden (1983) had also asked respondents to indicate the highest level of competition in which they participated as an athlete, specifically in the sport for which they currently were the executive director. He found that

> twenty percent of the directors had never competed as an athlete in the sport or sports governed by the association they administer. Just over 22 percent had competed a the recreational level, 5

> percent inter-scholastically, 7.5 percent inter-collegiately, 27.5 percent nationally, another 10 percent internationally , and 7.5 percent professionally (p. 55).

Forty-five percent of executive directors, according to this study, competed at a level higher than university or college. In total, 72 percent of executive directors had some athletic experience in their sport, either on a recreational or competitive basis.

Volunteer Board Member

A number of studies have reported on the qualifications and characterisitics of volunteer board members documenting information about occupation, education, sex, geographic distribution and athletic experience. Each study served to substantiate the findings of the previous ones.

Bratton (1971) studied the volunteer board members of the Canadian Volleyball Association (CVA) and the Canadian Amateur Swimming Association (CASA). He concluded that these volunteers were dominated by upper socioeconomic status (SES) individuals. He based the SES indicator on education and income, as did the researchers who followed him. Sixty percent of the CVA and 40 percent of CASA volunteers had completed college and almost half of them had graduate degrees. Bratton (1971) also noted that more than half of the volunteers in his study reported family incomes above $10,000.00, compared to 25 percent of Canadian families, indicating that national sport volunteers tended to be from the higher economic bracket. Bratton (1971) also discovered a mean age of 40.6 years for CASA volunteers and 29.5 years for the CVA volunteers.

Hollands and Gruneau (1979) studied the characteristics of sport executives in a longitudinal study of samples taken from 1955, 1965, 1975. They found in all 3 years, more than 65 percent of the executives came from the managerial or professional/technical occupations. Regarding education, they found that 34 percent of the 1955, 37 percent of the 1965, and, 62 percent of the 1975 board members had completed college. These figures were considerably higher than the national averages which were 3, 4, and 5 percent respectively. Hollands and Gruneau (1979) also found that only 17 percent of the 1975 board members were women, that generally ages ranged from 30 - 50 years, and that anglophones were predominent.

Beamish (1978) studied the SES and demographic characteristics of a sample of volunteer administrators from 22 national associations. He found that 81.4 percent board members came from the managerial or professional/technical occupations, compared to a national average of 46.6 percent. The average income for these categories is $11,128.00 and $12,104.00 respectively. The highest income category for the 1971 income year began at $10,000.00 . Thus, Beamish concluded, as had Bratton (1971), and Hollands and Gruneau (1979), that sport volunteers primarily come from the upper SES classes.

Beamish (1978) also found that 69.2 percent of the national sport volunteer administrators completed university, compared to 10.4 percent of the Canadian population. This 69.2 percent was broken down further to indicate that 48 percent had post graduate education.

Beamish (1978) discovered that just under 80 percent of the volunteers had been recruited from urban locations, while almost half of the Canadian population resides outside of the top 25 population centers.

In addition, "almost half of the volunteers (42.8 %) came from Canada's five largest urban centers" (p. 13). Wolfenden (1983) later confirmed similar findings. He reported 71.8 percent of the presidents resided in urban centers and almost 68 percent lived in Toronto, Montreal, Vancouver and Winnipeg.

Unlike the other researchers, Beamish (1978) recorded the past competitive athletic participation by volunteers. He found that:

> "at least 53.6 percent of the 146 respondents had reached the provincial level as an athlete, 37.7 percent had reached the national level, 26 percent the international level, and 2.8 percent the professional level" (p. 13).

Slack (1979) investigated the characteristics of volunteer sport administrators on provincial sport organization boards in Alberta. Even though his study was provincially based, his results were consistent with the findings from national level volunteer studies. Slack (1979) found that 44 percent of the volunteers held a college degree and that nearly half of these individuals also held graduate degrees. He also discovered that over 73 percent of the sport volunteers had an income in excess of $22,000.00 Both of these figures compared to the Alberta population average were considerably higher, therefore, leading Slack (1979) to conclude that these volunteers came from upper SES classes. Slack (1979) also found that the majority of volunteers were married and that more males than females were involved.

The Fitness and Amateur Sport "Volunteer Leader Survey" (1983) substantiate the findings of the previous studies. The data reveals 81 percent of volunteers with a college or university degree. The survey used

different categories than Beamish (1978) and, Hollands and Gruneau (1979), to gather responses to occupation. The survey recorded 36 percent of volunteers had office-related jobs, 18 percent were in education, 17 percent secretarial/clerical, and 12 percent were homemakers (p. F-6). These results differ from those previously recorded. The survey data included increased numbers in the clerical/homemaker related positions. The reason for this may be that the survey did not break down the occupation results into local, provincial and national data.

Goldfarb (1986) found that volunteers tend to be slightly older in age than professional staff (average age of volunteers 43 years and staff 37 years), volunteers are more likely to be married (83% compared with 64% for staff), and have children (75% volunteers and 59% for staff). Volunteers also tend to have slightly higher household incomes ($50,000 compared with $44,000 for staff). Both staff and volunteers are primarily composed of males (77% volunteer and 70% staff) and both are highly educated (90% volunteers and 93% staff have some college/university education).

Summary

The literature has been reviewed to provide a clearer understanding of the problems relevant to this study. It also places the problem in context from an historical and future significance perspective. The literature is reported under four categories which provides a methodical means of exposing the following problems.

The literature clearly shows that management volunteers in NSO's have been accused of being unable and incapable of handling the requirements demanded of their organizations. Research findings have

indicated that the NSO's have undergone a number of changes since the early formative years, through the involvement of the federal government, until present day. These changes have been evidenced in evolving organizational structures, which in contrast, have not been demonstrated in changing roles and responsibilities of organization volunteers. Although there is consensus in the literature that the volunteers are responsible for policy development, there was no available elaboration of exactly what this meant. There was also a great deal of support which shows that the professional staff are now encroaching on this area of policy development, thereby causing the delineation of functions to become even vaguer, especially from the volunteer standpoint. Essentially, the literature projects a picture of a system of increasing demands and of damaging accusations against volunteers pertaining to their ability and capability to handle these demands. There is uncertainty regarding exactly who is responsible for the many functions as the organization continues to evolve, and an infringement by professional staff in an already nebulously defined area of policy development- an area which had previously been the domain of the volunteer.

The literature provides evidence of frustration by both staff and volunteers. This is exacerbated by the research supporting the qualifications and characteristics of the volunteer. The literature does not attempt a definition of what consititues qualified or who determines this meaning. This lack of an accepted meaning of qualified is part of the problem. What the literature does provide is an examination of the charateristics such as age, sex, and socio-economic status (SES) of volunteers and staff; and an examination of items commonly grouped as qualifications such as occupation and education. The findings of these

studies agree that the age and gender distributions of volunteers and staff are similar, but volunteers generally have a higher SES than professional staff.

The literature does not support the belief that volunteers are incapable of handling their volunteer position in NSO's. Failing the proper definition of "qualified", the literature clearly shows that the volunteers hold occupations which are primarily office-related, educators or other professional occupations. It also shows that the volunteers are highly educated, most often having completed some post-secondary education. In comparison to the population norms, the volunteers were above the average norms in SES and education.

If the volunteers possess characteristics which should allow them to manage their volunteer positions successfully, then it would be reasonable to explore other reasons for the damaging accusations against the volunteer. The literature suggests that a lack of clarity in the defining of responsibilities is a source of this tension. The literature, however does not help in defining the nature of this lack of clarity. There is an obvious gap in the research conducted to explore the mutual responsiblities of volunteers and staff. It would seem to be a fundamental problem borne out of the literature, that there is an uncertainty about responsibilities of the volunteer in this current day structure, which is serving as a source of friction between the staff and volunteers. The literature, therefore supports this research direction and has provided the context for investigation into the previously untapped area which will determine the existing written responsibilities and the perception of both staff and volunteers on who actually handles these responsibilities in their national sport organization.

CHAPTER III
Methods

SUBJECTS

The survey sample included all national single sport organizations resident in the National Sport Recreation Center. These included both summer and winter Olympic sports and all non-Olympic sports. The national sport organization was required to have at least two professional staff, one of which was the Executive Director, General Manager, Director General or the equivalent. There were forty-five eligible national sport organizations (Appendix B). The survey sample included the two senior professional staff and the executive committee volunteers from these organizations.

The study began with the collection of the written responsibilities of the executive committee volunteers from each of the national single sport organizations resident in the National Sport Recreation Center. Out of the forty-five letters sent out to the Executive Directors of NSO's, forty responded by sending the mailing addresses of their executive committee members and the written responsibilities for these same volunteers. As a result of this response, eighty professional staff and two hundred volunteers were sent the research questionnaire. One hundred and sixteen volunteers and seventy-four professional staff responded for a 69 percent return rate.

MEASURING INSTRUMENT

The study compares the perceptions of staff and volunteers vis a vis their responsibilities for written tasks. In order to test for these

perceptions the measuring instrument was developed through a 2-tiered approach: collection and compilation of the written responsibilities, and the development of the mail-out questionnaire.

Collection of Written Responsibilities In order to determine the perceptions of staff and volunteers on the actual handling of the written responsibilities of volunteers, it was first necessary to collect these written responsiblities. Forty-five letters were sent, one to each of the national sport organizations, requesting this information. The letter asked for the document(s) which best represented the written responsibilities of the NSO's executive committee volunteers. The NSO's were also asked to specify if the documents which they were returning required revisions or were currently undergoing revisions.

Compilation of Written Responsiblities In all cases, the Constitution and By-Laws of the NSO were returned as the document best representing the written responsibilities of the executive committee volunteers. These documents were reviewed to ascertain the most appropriate method of compiling a generic, representative list of responsibilities. It became evident after the first review that the categories used in the By-Laws related to the executive committee members position, and that these positions were very similar in each of the NSO's. Nine categories emerged as representative of these positions: national office functions; policy development; planning; decision-making; membership services; fundraising & marketing; technical programming; financial administration; and, promotions/public relations. Forty-two common responsibilities were categorized under one of these nine categories and were utilized in the research questionnaire.

Development of the Measuring Instrument As the best possible means by which to reach a large number of study participants, it was decided that a mail-out questionnaire would be the most suitable procedure. The questionnaire also provided an objective instrument since it would produce answers which were independent of the researcher who was mailing out the questionnaire.

The questionnaire contained the forty-two written responsibilities which were identified from the common responsibilities as written in the submitted By-Laws (Appendix A). The questions were re-written to best express, in a generic form, the volunteer responsibilities.

Validity The content validity of the measuring instrument, for measuring what it claims to measure, was determined through the pilot testing of the questionnaire. It was further established by the test conductor who analyzed the content of the responsibility areas that the instrument were designed to appraise and structured a representative questionnaire to measure the various aspects of that content.

Reliability Eleven questionnaires (6% of the study sample) were completed by a randomly selected group of individuals from the survey sample. These questionnaires were collected and two days later another blank copy of the questionnaire was given to these same individuals. Once again they completed the questionnaire and returned it. These eleven pairs of completed questionnaires were used to calculate the reliability of the measuring instrument. The Pearson's R coefficient was .982,which confirms the high degree of reliability of the questionnaire.

Response Scale A five point response scale was selected to allow a suitable range of choices for the study participants and to obtain a

quantative data for analysis (Appendix A). The scale provided the appropriate choices which ranged from responsibilities handled completely by volunteers to responsibilities handled completely by staff. The participants could also choose a response which provided a combination of volunteer-staff handling of the responsibility.

PROCEDURES

The questionnaire was sent to the staff and volunteers identified in the survey sample. The mailing addresses were requested from each NSO for their executive committee members. A covering letter, explaining the nature and purpose of the study and introducing the researcher, was included along with a return self-addressed, stamped envelope, and the questionnaire in the participants package. A covering letter specifically addressing staff and another covering letter specifically addressing volunteers were written. The appropriate package was then sent through the mail to each of the study participants.

Selection of Nine Questions Nine key questions were selected from the questionnaire for further analysis. These questions were selected as follows:

a. One question from each responsibility area was chosen to ensure representation from each area, thereby resulting in nine questions;

b. The question which in the judgement of the researcher, best represented the responsibility area was chosen as the key question in that area;

c. "Best" was determined by its obvious direct relationship to the responsibility area. For example, in the area called National Office, the selected key question was, "Oversees all national office staff". In the

area called Planning, the selected key question was to, "Ensure the development of a master plan of activities for the NSO";

d. The pilot testing process asked the reviewers to approve the nine key questions for their representation of the responsibility area and verify that each selected question was the best choice from that area;

e. The pilot testing reviewers agreed that these questions were directly related to the responsibility area and that this clear and obvious relationship suggested that they were the best selection.

CONDUCT OF THE PILOT STUDY

The survey questionnaire was pilot tested with the following six national multi-sport organizations: Sports Federation of Canada, Sport Medicine Council of Canada, Coaching Association of Canada, Canadian Interuniversity Athletic Union, Canadina Colleges Athletic Association, and Canadian Federation of Sports Organizations for the Disabled. An explanation was given to these staff and volunteers emphasizing that they were being asked to participate in a pilot test of the research instrument; they were asked to focus on detecting whether

a) the responsibilities were stated in an understanable form;

b) the measuring instrument was in a satisfactory format, thereby ruling out any undesirable features (length, particular words, set-up, etc.);

c) there was a need for any additions or deletions which should be considered, i.e. in their expert opinion was the questionnaire measuring what it was intended to measure;

d) the response scale was suitable and contained the appropriate

choices.

As a result of the responses received, adjustments were required to clarify and standardize the wording of the questions. The format was also changed to provide a response scale beside each question instead of at the top of each page. One redundent question was removed from the questionnaire.

ANALYSIS OF THE DATA

The analysis of data was addressed under the following sub-headings:

a) classification of data;
b) tabulation of raw data;
c) treatment of the data; and,
d) summary of data.

Classification of Data: The purpose of the study was to determine the perceptions of staff and volunteers according to who actually handles the responsibilities as written. The responses to the questionnaire were classified into two groups for analysis: overall response, and response by question. This would allow the determination of whether there was general disagreement and then whether this disagreement was specific to a given area.

Tabulation of Raw Data: The questionnaires were separated into those returned by volunteers and those returned by staff. The overall response for each of these two groups , staff and volunteers, was calculated independently by the following procedure:

1. The response score, from 1 to 5, were added for each of the forty-two questions.

2. This cumulative score from the questionnaire was divided by the number of questions, 42, to arrive at a single score between 1 and 5.

3. These single scores, representing the average response from each of the questionnaires, were inputted into an Apple IIe computer. First, the scores for staff were inputted and then the scores for volunteers were inputted. The resulting treatment of this raw data provided the "overall" response results.

4. This same procedure was then followed for each of nine questions which were selected (Numbers 1, 3, 8, 10, 17, 20, 26, 30, 40) to represent responsibility areas from the questionnaire. Once again, raw data representing the scores of staff and the scores of volunteers were inputted for each of the nine questions.

Treatment of the Data: The analysis of the data required two comparisons. One comparison between staff and volunteers in their overall response and a second comparison on the responses of staff and volunteers on nine selected questions. A t-test comparison was determined to be the most appropriate treatment of this data. This inferential statistical treatment was suitable since the response scale did not provide discreet categories but rather reflected the amount of involvement of the volunteer.

The raw data for the overall response results and the raw data for the response on the nine selected questions were inputted into the Apple IIe computer, with a software program specifically designed to calculate the t-test value. The t-values were determined in this manner, as were the group means, standard deviation and the standard error of the mean.

Summary of the Data: The raw data and the tabulations associated with the compilation of this data were stored in the computer for future recall. The t-values, means, standard deviation, standard error of the mean, and the degrees of freedom were included in the results and the study discussion.

CHAPTER IV
Results

The results of this study are presented in three major areas. In the first section the findings from the collection of the written responsibilities of the executive committee volunteers are presented. In the second section the overall response from the volunteers as a group is compared to the response from the staff as a group. In the third section the responses of staff are compared with those of the volunteers on nine key questions.

Written Responsibilities of Volunteers

Executive Directors of NSO's were asked to provide the document which best represented the responsibilities, as written, for their executive committee volunteers. In all cases, the Executive Director responded by sending a copy of the Constitution and By-Laws of the Association. After having been asked to indicate if the document required updating or revisions, three out of the forty responses included a comment that the document was in the process of revision. The written responsibilities of the executive committee volunteers were categorized according to the titles held by these volunteers. In all cases, a lead-paragraph described the general duties of the executive committee and then continued by differentiating the tasks of these volunteers by position. Although the titles of the volunteers were not used to categorize the responsibilities for the sake of the measuring instrument, it was evident that a great deal of agreement existed between the NSO's in the titles assigned the executive committee members.

Two different styles were observed in describing the responsibilities of management volunteers. Six national sport organizations utilized a style which could be categorized as "general", while the other thirty-four organizations utilized a style which could be categorized as "specific". In order to construct the measuring instrument, this distinction had to be made and each style had to be incorporated into the questionnaire in a manner which would accurately reflect the written responsibilities of the volunteers. The "general" style presented a single role for each of the volunteers on the executive committee, without focusing more specifically on the tasks and responsibilities which may have been defined for this position. The "specific" style described in relative detail the tasks and responsibilities of each executive committee volunteer. After tallying each of the responsibilities from both the general style and specific style By-Laws, the questionnaire was developed by creating generic, representative questions (Appendix A).

Overall Comparative Analysis

The responses were tabulated to arrive at a single score for each questionnaire. The scores from each of staff who completed the questionnaire were then combined, resulting in a single overall score for staff as a group, with a representative mean, standard deviation (SD) and standard error of mean (SEM). The same procedure was followed for the volunteer responses. A t-test was used to compare the response of staff to the response of volunteers on the research questionnaire, which contained forty-two questions and utilized a response scale ranging from one to five (Appendix A). There was a significant difference between the two groups as the t-value was 7.84 at the alpha level of .01 with the

degrees of freedom (df) of 181. Table 1 shows the mean for the responses from professional staff was 4.02, with a standard deviation of .38 ; and, the mean for the responses from the volunteers was 3.49, with a standard deviation of .47 .

Table 1: Comparative Results - Overall

	STAFF	VOLUNTEERS
MEAN	4.022	3.495
STANDARD DEVIATION	.3849	.4738
STANDARD ERROR OF MEAN	.0460	.0445

T-VALUE	7.835
DEGREE OF FREEDOM	181

Comparative Analysis of Nine Key Questions

In the process of constructing the measuring questionnaire, nine separate generic categories emerged as areas reflecting the responsibilities of management volunteers. For further analysis of the responses between staff and volunteers, the question which best represented each of the nine areas was selected. A t-test was used to compare the responses of staff and volunteers (Table 4). The degrees of freedom changed in some cases, as not all participants answered all of the questions.

The question number quoted below corresponds to the number used on the questionnaire titled, "Role & Responsibilities Of Executive Volunteers".

Question #1: Oversees all national office staff, i.e. employee and association contracts, work plans and evaluations.

There was a significant difference between staff and volunteers as the t-value was 2.75 at the alpha level of .01 with the df of 179. The mean for staff was 3.91, with a standard deviation of .98 . The mean for volunteerswas 3.45, with a standard deviation of 1.17 .

Question No. 1: T-Value 2.74

	Mean	SD	SEM
Staff	3.91	.98	.118
Volunteer	3.45	1.17	.111

Question #3: Makes operating decisions which may be required by the NSO in the hiatus between meetings of the Board of Directors.

There was a significant difference between staff and volunteers as the t-value was 2.07 at the alpha level of .05 with the df of 180. The mean for staff was 3.82, with a standard deviation of .81. The mean for volunteers was 3.56, with a standard deviation of .86.

Question No. 3: T-Value 2.07

	Mean	SD	SEM
Staff	3.82	.81	.097
Volunteer	3.56	.85	.080

Question #8: Ensure the development of a master plan of activities for the NSO.

There was a significant difference between the staff and volunteers as the t-value was 3.91 at the alpha level of .01 with the df of 178. The mean for staff was 3.63, with a standard deviation of .89. The mean for volunteers was 3.11, with a standard deviation of .83.

Question No. 8: T-Value 3.91

	Mean	SD	SEM
Staff	3.63	.89	.108
Volunteer	3.11	.83	.078

Question #10: Sets goals and objectives in keeping with the wishes of the membership.

There was a significant difference between the staff and volunteers as the t-value was 5.01 at the alpha level of .01 with the df of 181. The mean for staff was 3.02, with a standard deviation of .85. The mean for volunteers was 2.35, with a standard deviation of .90.

Question No. 10: T-Value 5.01

	Mean	SD	SEM
Staff	3.02	.85	.101
Volunteer	2.35	.90	.085

Question #17: Ensures the design and development of fundraising campaigns.

There was a significant difference between the staff and volunteers as the t-value was 3.19 at the alpha level of .01 with the df of 177. The mean for staff was 3.68, with a standard deviation of 1.00. The mean for volunteers was 3.19, with a standard deviation of .98.

Question No. 17: T-Value 3.19

	Mean	SD	SEM
Staff	3.68	1.00	.122
Volunteer	3.19	.98	.093

Question #20: Ensures that funds are spent in accordance with goals and objectives of the NSO.

There was a significant difference between staff and volunteers as the t-value was 4.13 at the alpha level of .01 with the df of 180. The mean for staff was 3.87, with a standard deviation of .83. The mean for volunteers was 3.31, with a standard deviation of .92.

Question No. 20: T-Value 4.13

	Mean	SD	SEM
Staff	3.87	.83	.099
Volunteer	3.31	.92	.086

Question #26: Ensures the preparation of an annual calendar/schedule of domestic and international competitions for use by members.

There was a significant difference between staff and volunteers as the t-value was 4.10 at the alpha level of .01 with df of 181. The mean for staff was 4.31, with a standard deviation of .80. The mean for volunteers was 3.68, with a standard deviation of 1.12.

Question No. 26: T-Value 4.10

	Mean	SD	SEM
Staff	4.31	.80	.096
Volunteer	3.68	1.12	.105

Question #30: Advises of policy development for domestic and international relations.

There was a significant difference between staff and volunteers as the t-value was 4.19 at the alpha level of .01 with the df of 180. The mean for staff was 3.3, with a standard deviation of .91. The mean for volunteers was 2.73, with a standard deviation of .88.

Question No. 30: T-Value 4.18

	Mean	SD	SEM
Staff	3.30	.90	.108
Volunteer	2.73	.88	.083

Question #40: Coordinates the development of public relations strategies designed to maintain or upgrade the image and acceptance of the sport nationally and internationally.

There was a significant difference between staff and volunteers as the t-value was 6.37 at the alpha level of .01 with the df of 180. The mean for staff was 3.85, with a standard deviation of .71. The mean for volunteers was 3.05, with a standard deviation of .88.

Question No. 40: T-Value 6.36

	Mean	SD	SEM
Staff	3.85	.71	.085
Volunteer	3.05	.88	.083

CHAPTER V
Discussion

The findings of this study are unique and significant. Not only has the study examined the written responsibilities of volunteers, which has not previously been done, but the results prove definite disagreement between staff and volunteers according to who actually handles the responsibilities as written. Previous research, as contained in the literature, describes a greying of roles between volunteers and staff with respect to policy development. In contrast, the findings of this study show that there is disagreement in each of the nine areas regarding who handles the responsibilities and that the greatest amount of disagreement is in areas not established as policy development. It would seem that the extent of disagreement and therefore, friction is now more widespread than previously reported.

Further discussion of the results will be presented in the following areas:

a) written responsibilities of volunteers;
b) overall comparative analysis; and
c) comparative analysis by category.

Written Responsibilities of Volunteers

The collection and collation of the written responsibilities of the executive committee volunteers was an important step in the study process. Utilizing the responsibilities, as written, provided a uniqueness to the research project. The remaining steps of the study were based on

these written responsibilties and perception of them by both staff and volunteers. It was, therefore, critical to determine whether the written responsibilities were up-to-date according to the NSO Executive Directors. Since only three Executive Directors indicated that their documents required revisions it was assumed that the other thirty-seven submitted By-Laws were not under revision at this time.

Although forty different national single sport organizations submitted a copy of their Constitution and By-Laws containing the written responsibilities of their organizations' volunteers, the categorization and listed tasks were very similar. The likeness between the responsibilities was clearly evident when all of the duplications from the master list were removed. The master list, which contained a list of all of the responsibilities from each of the submitted documents, was easily condensed into one inventory list after slight variations in wording were taken into account. The only significant distinction, as mentioned in the previous section, was in the "general" and "specific" styles which were used. Six organization chose to make only one broad statement outlining the role of that particular executive committee volunteer. The other thirty-four organizations supplemented a broad description of the role for a particular volunteer with a more specific list of the responsibilities belonging to that position.

Overall Comparative Analysis

The purpose of this study was to provide a comparative analysis of the written and actual responsibilities of volunteers as perceived by volunteers and staff. Both staff and volunteers were asked to respond according to who actually handled the responsibilities within their

organization. Neither the staff nor the volunteer participants were told that the responsibilities which they were asked to rate on the questionnaire had been derived from the written responsibilities of volunteers. The staff, therefore, did not know that these were the written responsibilities of the volunteers and the volunteers were not told that the questionnaire was a reflection of responsibilities written for them.

As confirmed by the high t-value of 7.83, there was an overall significant difference at the alpha level of .01 between the staff as a group and the volunteers as a group. This suggests considerable disagreement between staff and volunteers on who actually handles the responsibilities, as written, as included in the questionnaire. According to the overall means, the staff believe that they primarily handle the responsibilities (Mean = 4.02) while the volunteers believe that these responsibilities are shared (Mean = 3.49).

There are two points of discussion which arise from these results. First, the volunteers believe that overall the responsibilities are shared. This, however, is in dispute with the belief of the staff who perceive themselves to be the ones who primarily handle these responsibilities. Either the staff are primarily handling the responsibilities and the extent of their involvement is not known by the volunteers (who believe they are actually sharing the responsibilities) or, conversly, the staff believe they are primarily handling the responsibilities because they are unaware of the extent to which the volunteer is involved. Second, since the staff have indicated that overall they primarily handle the listed responsibilities, it would follow that these responsibilities should also be included in their own job descriptions and that these job descriptions should bear a likeness to those of the volunteers.

Comparative Analysis By Category

As indicated by the t-values for each of the questions analyzed from nine categories, there was a significant difference between the perceptions of staff and volunteers regarding who actually handled these responsibilities. Eight of the nine questions analyzed were significant to the alpha level .01 and the other one question was significant at the alpha level of .05. (Figure 2). This would suggest that there is general disagreement between the perceptions of staff and volunteers, and that this disagreement is not concentrated in only one area. In each case, the volunteers were biased toward themselves and the staff were biased toward themselves. Figure 3 shows clearly that the calculated means for each group, do not, on any occasion, cross over in favor of the other party.

Although there is general disagreement between staff and volunteers regarding who handles the responsibilities in each of the nine areas, it can also be said that the degree of disagreement varies amongst the questions analyzed. Table 2 ranks the questions by their t-value. The higher the t-value, the stronger the disagreement between staff and volunteers on who actually handles the responsibility. While there seems to be relative agreement related to who handles the decision-making and the national office, there also appears to be relative disagreement related to the promotions/public relations and member services responsibilities.

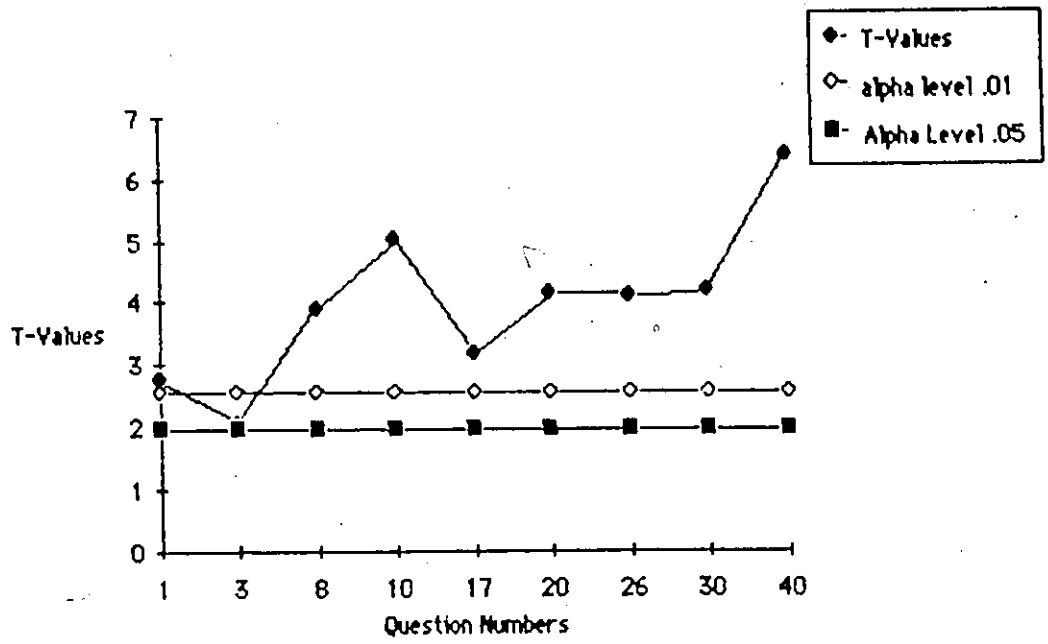

Figure 2: The t-values relative to the alpha levels

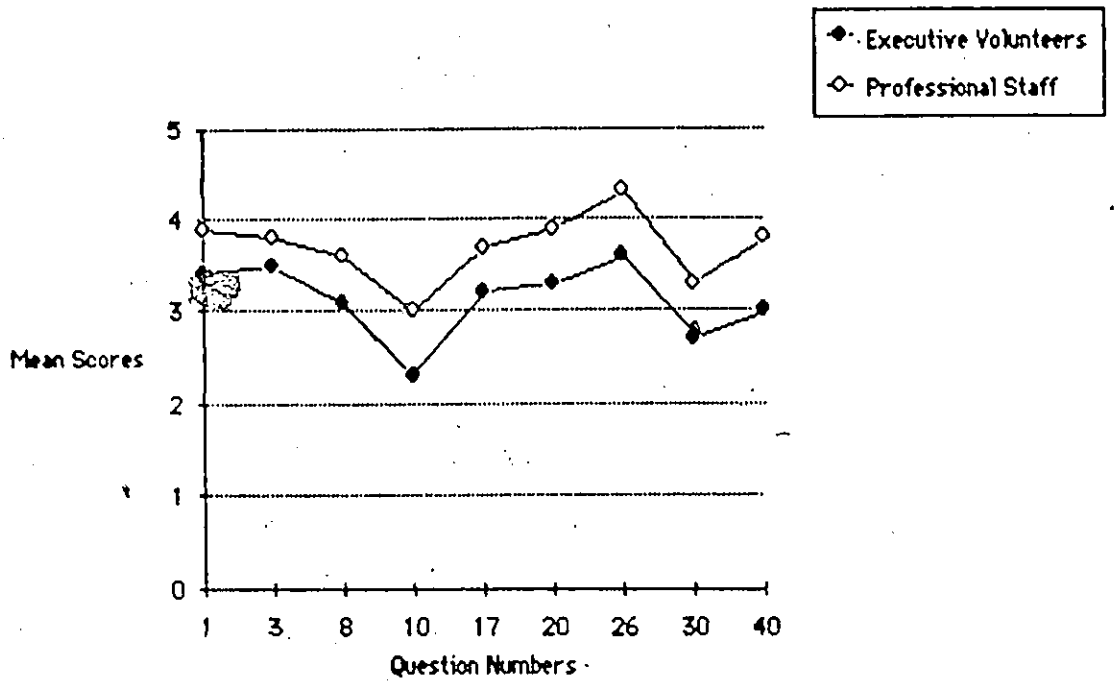

Figure 3: The Mean Scores of Volunteers and Staff
On Nine Key Questions

TABLE 2

Rank Order of T-Values for Selected Questions

Question #	Category	T-Value
40	Promotions/Public Relations	6.37
10	Member Services	5.01
30	Policy Development	4.19
20	Financial Administration	4.13
26	Technical Programming	4.11
8	Planning	3.91
17	Fundraising & Marketing	3.19
1	National Office Functions	2.75
3	Decision-Making	2.07

*Note: T-Values are ranked from strongest disagreement to least disagreement.

CHAPTER VI

Summary, Conclusions and Recommendations

Summary

Increasing pressures from the Canadian public and embarassment was largely responsible for the original focus of attention on recreation and amateur sport by the Federal government. Since then, the Federal government presence in sport has been instrumental in increasing the number of organized national sport organizations, from a handful, to more than fifty. The majority of the organizations are now housed in a common residence in the nation's capital where they share administrative services and carrying out the business at hand. The previously all volunteer positions within the national sport organization structures have adjusted in accordance with this growth. The number of professional staff employed by associations has increased steadily over the past eighteen years, and additions are still anticipated.

The co-existence of volunteers and professional staff in national sport organizations has existed for several years now and seems likely to continue. It was the purpose of this research project to examine one aspect of this co-existence. This study undertook to compare the perceptions of volunteers and professional staff regarding who actually handles the management responsibilities. There were three sections to the study: a) the determination of the written responsibilities of executive committee volunteers, b) the overall comparison of responses from staff and volunteers, and c) the comparison of responses from staff and volunteers on nine representative questions.

The study included the executive committee volunteers and the two senior professional staff from forty national single sport organizations which are resident in the National Sport Recreation Center. A questionnarie was constructed from the submission by NSO's of the written responsibilities of executive committee volunteers. A pilot study was conducted by using six national multi-sport organizations. The questionnaire was revised and then mailed out to executive committee volunteers and two professional staff from each of the participating national single sport organizations. Seventy-six replies were received from the professional staff and one hundred and sixteen replies were received from the volunteers, for a return rate of 69 percent.

When the questionnaires were returned the responses on each questionnaire were tallied to arrive at a single score corresponding to the five point scale. A group score for volunteers and a group score for staff were determined for the overall comparison and for a comparison on nine designated questions. A standard t-test was utilized to determine whether the executive committee volunteers and professional staff significantly differed on their perception of who actually handled the responsibilities listed in the questionnaire. The .01 level of significance was employed.

Study Section a): Written responsibilities were collected from NSO's and collated to provide the basis for the research questionnarie. The Executive Director of each NSO was asked to send the document which best represented the responsibilities of their executive committee members and would, therefore, be the document issued to a volunteer to describe their reponsibilities. They were also asked to indicate whether the document was up-to-date or whether it was under revision.

The Constitution and By-Laws of the NSO's were sent as the document most accurately reflecting the responsibilities of the executive committee volunteers. By-Laws from six NSO's contained only a single statement outlining the role of each of the executive committee members, while the By-Laws from thirty-four NSO's provided more specifically the responsibilities of each executive committee member. Three out of the forty submitted documents contained a comment that the By-Laws were out of date or undergoing revision.

It was also observed that there was a considerable likeness in written responsibilities between the By-Laws of each national sport organization. They were all organized by title/position of the executive committee member, and these titles/positions were essentially the same. As well, nine categories emerged as representative of the responsibilities written for volunteers. The following nine categories were employed as headings under which each of the responsibilities were listed: Promotions/Public Relations, Member Services, Policy Development, Financial Administration, Technical Programming, Planning, Fundraising & Marketing, National Office Functions, and Decision-Making. One question from the questionnaire titled, "Role & Responsibilities of Executive Volunteers" was identified in each of these nine categories and was later used for further analysis.

Study Section b): A single score, which corresponded to the scale used in the questionnaire, was calculated for the volunteers as a single group and the staff as a single group. A t-test was used to compare the scores from each group. The purpose of this section was to take into account a number of responsibilities (there were 42 responsibilities included on the questionnaire) to arrive at an overall perception for staff

and volunteers. This section was designed to measure the extent of agreement or disagreement on who actually handled the responsibilities as listed on the questionnaire, without isolating any one responsibility.

The t-value indicated that there was significant disagreement between staff and volunteers related to their perception of who actually handled the responsibilities listed in the questionnaire. The mean scores further suggested that the volunteers believed the responsibilities were shared, while the staff believed that they primarily handled the responsibilities. This indicates disagreement by each group about the extent of involvement by the other group. It would also seem that these same responsibilities should be included in the job descriptions of professional staff, if they share or are primarily handling these responsibilities.

Study Section c): The purpose of this section was to obtain a comparison between staff and volunteers in each of the nine different categories. One question was identified which represented each of the responsibility categories. One score was obtained for staff and one score for volunteers on each of the nine questions. The intent was to obtain nine isolated comparisons to complement the overall comparison.

The t-values for each question indicated a significant difference between the perceptions of volunteers and staff regarding who actually handled the responsibilities. These results show that there was general disagreement in each category of responsibilities, not only in one or a few areas. There did exist, however, a relative difference in the degree of disagreement when the t-values were ranked. The ranking from strongest disagreement to least disagreement on the responsibilities representing the nine categories is as follows: promotions/public relations, member

services, policy development, financial administration, technical programming, planning, fundraising & marketing, national office functions, and decision-making.

Conclusions

This study has examined the written responsibilities of executive committee volunteers, arrived at an overall comparison of the perceptions of volunteers and staff regarding who actually handles these responsiblities, and compared the perceptions of volunteers and staff on nine selected responsibilities. The major conclusions of this study are:

1. The construction of a generic job description or menu of responsibilties for each executive committee volunteer is possible. This inventory can serve as the basis for a questionnaire which elicits responses from executive committee volunteers and paid professional staff regarding their perceptions of who is responsible for each item listed.

2. There is significant disagreement between volunteers and staff regarding who actually handles the written responsibilities of the executive committee volunteers.

3. Staff believe they primarily handle the responsibilities while volunteers believe they share the responsibilities. There is disagreement by each group about the extent of involvement of the other group.

4. Most likely, if reviewed, the job descriptions of staff resemble the written responsibilities of executive committee volunteers.

5. General disagreement in the perceptions of staff and volunteers exists in each of the nine categories which represent the executive committee members' written responsibilities. Disagreement is not restricted to any one or several areas.

6. Relatively stronger disagreement exists in the perceived responsibility for promotions/public relations, member services and policy development. Relatively, the least disagreement exists in the responsibility for decision-making, national office functions, and fundraising and marketing.

Recommendations for NSO's

Although there are only three recommendations for national sport organizations, and the volunteers and staff working within these associations, the impact of implementing these three recommendations would be significant.

1. The written responsibilities for executive committee volunteers and professional staff should be compared for similarities leading to job overlap and clarified to provide specific responsibilities for each member.

2. The written responsibilities should be an accurate representation of the actual functions of each member and should reflect the extent of each members involvement in a given area.

3. The NSO's should encourage Sport Canada, as the public change agent, to investigate and determine the responsibilities of management volunteers, for the purpose of presenting an operating model which corresponds to the structure and functions of current and future day organizations.

The NSO's who are willing to seriously consider these recommendations and complete the processes necessary to satsify these recommendations will increase the clarity of job responsibilities and decrease the friction which had previously resulted between staff and volunteers in this area.

Recommendations For Future Study

1. Further investigation could be made regarding the feasibility of a central human resource bank/personnel agency which catalogues resumes, recruits, assists in the selection and trains management volunteers based on a generic set of job descriptions for executive committee volunteers in national sport organizations.

2. A study is required to focus on conflict between staff and volunteers and to further determine its sources, symptoms and solutions, by completing an in-depth examination into one or several national sport organizations.

3. A study should be done to identify the changes in the national sport organization with the changes in volunteer and staff functions to determine whether these have kept pace with each other.

4. A study should be done to determine what would constitute "qualified" for a management volunteer position, and who should determine what "qualified" does constitute.

APPENDICIES

Appendix A: Research Questionnaire

ROLE & RESPONSIBILITIES OF EXECUTIVE VOLUNTEERS

DIRECTIONS: Circle the number between one and five which best reflects who actually handles the responsibility in your NSO. DO NOT ANSWER ACCORDING TO WHAT SHOULD HAPPEN, OR WHAT IS WRITTEN, BUT WHAT ACTUALLY OCCURS. It is assumed that the portion of the task not handled by the volunteers is handled by the professional staff.

SCALE OF RESPONSIBILITY

1	2	3	4	5
All Volunteer	Primarily Volunteer	Equally Shared	Primarily Staff	All Staff

1. Oversees all national office staff. i.e. employee and association contracts, work plans and evaluations.	1	2	3	4	5
2. Administers the activities and programs of the NSO on a day-to-day basis.	1	2	3	4	5
3. Makes operating decisions which may be required by the NSO in the hiatus between meetings of the Board of Directors.	1	2	3	4	5
4. Preside at Executive or Committee meetings.	1	2	3	4	5
5. Ensure the implementation of the decisions and resolutions resulting from the Annual General Meeting.	1	2	3	4	5

SCALE OF RESPONSIBILITY

1	2	3	4	5
All Volunteer	Primarily Volunteer	Equally Shared	Primarily Staff	All Staff

6. Ensure that adequate and accurate minutes of all meetings of the NSO are recorded and then distributed within a given timeframe.	1	2	3	4	5
7. Responsible for ensuring that all notices and agendas of meetings are circulated to appropriate members within the perscribed time prior to those meetings.	1	2	3	4	5
8. Ensure the development of a master plan of activities for the NSO.	1	2	3	4	5
9. Directly supervises the implementation of the master plan of activities for the NSO.	1	2	3	4	5
10. Sets goals, and objectives in keeping with the wishes of the membership.	1	2	3	4	5
11. Responsible for the revision and up-date of the Constitution and By-Laws.	1	2	3	4	5
12. Responsible for the revision and up-date of the Policy and Procedures Manual.	1	2	3	4	5
13. Directly responsible for maintaining a high level of communication between the NSO and it membership.	1	2	3	4	5
14. Ensures an accurate list of active members is kept at all times.	1	2	3	4	5

SCALE OF RESPONSIBILITY

1	2	3	4	5
All Volunteer	Primarily Volunteer	Equally Shared	Primarily Staff	All Staff

15.	Directs inquiries to the proper committee for attention.	1	2	3	4	5
16.	Identifies areas of sponsorship potential and provides advise on how best to pursue negotiations.	1	2	3	4	5
17.	Ensures the design and development of fund-raising campaigns.	1	2	3	4	5
18.	Responsible for negotiating contracts concerning the provision of equipment and clothing by sponsoring agencies.	1	2	3	4	5
19.	Ensures that all avenues of potential funding are explored.	1	2	3	4	5
20.	Ensures that funds are spent in accordance with goals and objectives of the NSO.	1	2	3	4	5
21.	Supervises the organization and administration of the national championships.	1	2	3	4	5
22.	Oversees the NSO's coaching development programs.	1	2	3	4	5
23.	Ensures appropriate liaison with outside agencies that require technical information.	1	2	3	4	5

SCALE OF RESPONSIBILITY

1	2	3	4	5
All Volunteer	Primarily Volunteer	Equally Shared	Primarily Staff	All Staff

24.	Supervises the selection of:				
	a. Coaches, Team Leaders, Managers	1	2	3	4	5
	b. National Team/Carded Athletes	1	2	3	4	5
	c. Officials and other Support Staff	1	2	3	4	5
25.	Supervises the choice of national and international competitions for national team participation.	1	2	3	4	5
26.	Ensures the preparation of an annual calendar/schedule of domestic and international competitions for use by members.	1	2	3	4	5
27.	Ensures the investigation of sport science research.	1	2	3	4	5
28.	Ensures that research findings are disseminated.	1	2	3	4	5
29.	Ensures representation at international and domestic events.	1	2	3	4	5
30.	Advises on policy development for domestic and international relations.	1	2	3	4	5
31.	Recommends policies and programs to the Board of Directors for its consideration.	1	2	3	4	5
32.	Handles the liaison with other Canadian agencies ie: Sport Canada, C.O.A. Sport Medicine Council of Canada etc.	1	2	3	4	5
33.	Handles the liaison with International agencies ie: International Federations, Commonwealth Games Association, etc.	1	2	3	4	5

SCALE OF RESPONSIBILITY

1	2	3	4	5
All Volunteer	Primarily Volunteer	Equally Shared	Primarily Staff	All Staff

34.	Directly supervises preparation of the annual budget.	1	2	3	4	5
35.	Directly ensures that an accurate record is kept of all monies received and disbursed.	1	2	3	4	5
36.	Ensures the provision of a general analysis of the NSO's financial standing.	1	2	3	4	5
37.	Directly ensures that the annaul budget is adhered to where possible.	1	2	3	4	5
38.	Directly responsible for ensuring that quarterly financial reports are prepared and distributed at appropriate meetings.	1	2	3	4	5
39.	Oversees the selection of nominees for awards eg: Hall of Fame, Seagram's Awards, Air Canada.	1	2	3	4	5
40.	Coordinates the development of public relations strategies designed to maintain or upgrade the image and acceptance of the sport nationally and internationally.	1	2	3	4	5
41.	Ensures the dissemination of NSO newsletter/magazine and other communications to members.	1	2	3	4	5
42.	Develops and maintain close relations with the media, including monitoring the media's coverage of the sport.	1	2	3	4	5

Appendix B: Survey Sample

Study Sample of National Sport Organizations

Basketball Canada
Canadian Amateur Bobsleigh and Luge Association
Canadian Amateur Boxing Association
Canadian Amateur Diving Association
Canadian Amateur Football Association
Canadian Amateur Hockey Association
Canadian Amateur Rowing Association
Canadian Amateur Softball Association
Canadian Amateur Speed Skating Association
Canadian Amateur Swimming Association
Synchro Canada
Canadian Amateur Wrestling Association
Canadian Badminton Association
Canadian Canoe Association
Canadian Cycling Association
Canadian Equestrian Federation
Canadian Federation of Amateur Baseball
Canadian Fencing Association
Canadian Field Hockey Council
Canadian Figure Skating Association
Canadian Gymnastics Federation
Canadian Lacrosse Association
Canadian Ladies Golf Association
Canadian Oldtimers Hockey Association
Canadian Racquetball Association
Canadian Rhythmic Sportive Gymnastics Federation
Canadian Rugby Union
Canadian Ski Association
Canadian Sport Parachuting Association
Canadian Squash Racquets Association
Canadian Table Tennis Association
Canadian Team Handball Federation
Canadian Track & Field Association
Canadian Volleyball Association
Canadian Water Polo Association
Canadian Water Ski Association
Canadian Weightlifting Federation
Canadian Wheelchair Sports Association

Canadian Yachting Association
Curl Canada
Federation of Canadian Archers
Judo Canada
Lawn Bowls Canada
Ringette Canada
Shooting Federation of Canada

Appendix C: Computer Data for Results

****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 4.02257143 S.D.= .384988936 S.E.M.= .046014979

MEAN 2 = 3.49566372 S.D.= .4738763 S.E.M.= .0445785284

THE VALUE OF THE T-STATISTIC IS

7.835611

DF = 181

****
RAW DATA USED IN THIS T-TEST

DATA FROM GROUP X
==========
4.02
4
3.31
3.76
4.19
4.36
4.31
4.57
3.31
3.83
3.6
4.24
3.88
4.4
3.76
3.93
3.71
4.62
4.12
4.45
4.36
4.24
3.67
3.55
4.07
3.88
3.45
3.38
4.0

4.33
3.19
4.45
3.81
4.14
4.4
3.74
3.29
4.45
3.93
3.9
3.93
4.19
4.14
4.19
4.07
4.29
4.31
4.36
4.62
4.29
4.52
4.55
4.1
4.26
3.05
3.6
3.57
4.28
4.02
4.41
3.59
3.98
3.58
4.05
3.68
4.24
4.32
3.92
3.9
4.17

DATA FROM GROUP Y
==========

3.3
4.16
3.21
4.21
3.28
4
3.83
3.16
3.19
2.92
4
3.8
2.95
2.66
3.71
2.71
4.09
3.66
3.16
2.59
3.23
3.57
4
3.57
3.54
3.38
3.76
3.66
4.35
3.66
4.35
2.97
3.71
3.19
3.88
3.3
3.3
3.35
4.21
4.21
2.8
3.45
2.54
3.21
4.11
2.42
3.78
3.71
2.92
3.54
3.45
3.9
3.61
3.97
3.52
3.28
3.52
3.38
3.35
3.64
4.61
4
3.57
3.3
3.45
2.9
3.35
3.73
4.57
3.14
2.97
2.35
3.45
3.88
4.19
3.73
2.95
4
3.26
3.88
3.52
3.41
4.04
3.21
3.64
3.8
3.8
3.26
2.68
3.48
3.67
3.39
4.26
3.87
3.07
3.8
3.17
4.12
2.63
2.95
3.87
3.22
3.14
3.41
3.41
3.8
2.42
3.47
3.11

****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.91428572 S.D.= .988766041 S.E.M.= .11820405

MEAN 2 = 3.45045045 S.D.= 1.1734854 S.E.M.= .111382305

THE VALUE OF THE T-STATISTIC IS

2.74774195

DF = 179

signif at .01

****
****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.82857143 S.D.= .815989283 S.E.M.= .0975293736

MEAN 2 = 3.5625 S.D.= .857203183 S.E.M.= .0809980874

.05

THE VALUE OF THE T-STATISTIC IS

2.07487824

DF = 180

****

****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.63235294 S.D.= .896167825 S.E.M.= .108676312

MEAN 2 = 3.11607143 S.D.= .835534416 S.E.M.= .0789505818

THE VALUE OF THE T-STATISTIC IS

3.91013364

DF = 178

****

****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.02857143 S.D.= .85076996 S.E.M.= .101686459

MEAN 2 = 2.3539823 S.D.= .905542004 S.E.M.= .0851862258

THE VALUE OF THE T-STATISTIC IS

5.01104584

DF = 181

****
****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.68656716 S.D.= 1.00316099 S.E.M.= .122555621

MEAN 2 = 3.19642857 S.D.= .984924982 S.E.M.= .0930666631

THE VALUE OF THE T-STATISTIC IS

3.19985598

DF = 177

****

****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.87142857 S.D.= .832691265 S.E.M.= .0995256421

MEAN 2 = 3.3125 S.D.= .920548701 S.E.M.= .0869836761

THE VALUE OF THE T-STATISTIC IS

4.13157371

DF = 180

****
****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEER

MEAN 1 = 2.85294118 S.D.= .950486221 S.E.M.= .115263385

MEAN 2 = 2.5045045 S.D.= 1.07765633 S.E.M.= .102286612

THE VALUE OF THE T-STATISTIC IS

2.19382056

DF = 177

****
****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.1969697 S.D.= 1.0701502 S.E.M.= .131726343

THE VALUE OF THE T-STATISTIC IS

1.11890768

DF = 174

****
****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 2.78571429 S.D.= .866324188 S.E.M.= .103545545

MEAN 2 = 2.48672566 S.D.= 1.13479895 S.E.M.= .106752905

THE VALUE OF THE T-STATISTIC IS

1.88890929

DF = 181

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****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 4.31428572 S.D.= .808341605 S.E.M.= .0966153013

MEAN 2 = 3.68141593 S.D.= 1.12015215 S.E.M.= .10537505

THE VALUE OF THE T-STATISTIC IS

4.10873221

DF = 181

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SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.3 S.D.= .90649828 S.E.M.= .108347268

MEAN 2 = 2.732142[illegible] S.D.= .880030127 S.E.M.= .083155031

THE VALUE OF THE T-STATISTIC IS

4.18639352

DF = 180

****
****

SUMMARY FOR INDEPENDENT-T

X = STAFF
Y = VOLUNTEERS

MEAN 1 = 3.85507247 S.D.= .712810559 S.E.M.= .0858123072

MEAN 2 = 3.05309734 S.D.= .884799291 S.E.M.= .0832349158

THE VALUE OF THE T-STATISTIC IS

6.36989848

DF = 180

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Appendix D: Library Search

DESCRIPTORS: legislators--attitudes; armed forces--education; soldiers

4023314

The New Frontier: Volunteer Management Training

Wilson, Marlene

Training & Development Jrnl. v[illegible] [illegible] CODEN: TDEJA7

ISSN: 0[illegible]-[illegible] JRNL CODE: [illegible]

DOC TYPE: Journal Paper; LANGUAGE: English; [illegible]

AVAILABILITY: [illegible]

[illegible] Management [illegible]

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