

Volunteerism in Sport

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1. EXECUTIVE SUMMARY

1.1 Service Recipients

1.1.1 Casual helpers were the most in need voluntary workers in sport when holding competitions, league games, major gala events etc. Voluntary workers which required professionals with very specialised skills and knowledge were particularly in short supply.

1.1.2 The busy months for most sports organisations spread through the second half of the year. The peak season was between October and November especially for those outdoor sports.

1.1.3 It is estimated that the number of sports volunteers exceeds 4,500. The major source of volunteers derived from personal connections of the executive board, members and staff of the sports organisations.

1.1.4 Rewards in both material and immaterial forms were provided to retain sports volunteers. Regular gathering was commonly used method of retaining volunteers. Immaterial form of incentives were in terms of maintaining good relationship, showing recognition and appreciation of their volunteers' service etc. In most cases, lack of resources and money had restricted the provision of incentives to the volunteers.

1.1.5 The most common course for withdrawals was lack of free time. Young volunteers dropped out when they lost interest after the initial enthusiasm had worn off. Bad feelings with organisations served also caused a stampede for volunteers.

1.1.6 Most of the service recipients perceived that sports volunteers were motivated by their love and enthusiasm of sport. Some of the others might possess a benevolent motive to serve the society. Overall, they felt satisfied with the volunteers' performance and working attitude.

1.1.7 Though the service recipients admitted that training was essential to maintain a high quality work force of sports volunteers, insufficient funding and supporting staff made it impossible for them to organise training on their own.

1.1.8 Just a few sports organisations had some forms of incentive scheme to encourage and entice voluntary service. Most of the others gave out certificates to show appreciation.

1.1.9 Opinions on central coordination of voluntary service was divided among the service recipients. However, most of them supported the idea if such coordination was confined to the distribution of casual workers.

1.1.10 Almost all the service recipients supported the idea of a central incentive scheme for sports volunteers and suggested that the proposed scheme should be able to accommodate all types of sports.

1.2 Service Providers

1.2.1 Most sports volunteers had 3-5 hours of free time during weekdays and the amount of time doubled on holidays. Doing sport was the most favourite pastime for sports volunteers. Quite a number of them also spent their leisure time with their families especially those who were married with children.

1.2.2 Sports volunteers usually joined the service through participation in the sports activities/programmes organised by national sports associations and district sports organisations. One-third of the volunteers had 1-3 years experience. Many sports volunteers were accompanied by friends or families while participating in voluntary work.

1.2.3 Most volunteers worked for national sports associations and district sports organisations. Schools and the two provisional municipal councils were two other major agencies they provided their service. They most often helped out in sports events and programmes organised by these organisations.

1.2.4 Most sports volunteers maintained a fair relationship with the organisations they served, though incidents of bad experience and communication were encountered.

1.2.5 The most common allowances received by sports volunteers were meals and travel expenses. Certificates and souvenirs were also common giveaways received by the volunteers. Almost all respondents supported a central incentive scheme for them.

1.2.6 More than one half of the sports volunteers had to attend briefing sessions held by the organisers to prepare them for their assigned tasks prior to events taking place. Large majority of sports volunteers wished to have more training opportunities especially in the field of administration and organisational skill.

1.2.7 Time was a major determinant of participation in sport voluntary work. Without much free time, engagement in sports service was not possible even the volunteers have a strong affection of their sports. To learn new aptitudes and make contribution to the society also acted as important driving force for sport voluntary service.

1.2.8 Possessing the necessary knowledge of sport and technical skill were considered as the most salient attributes for sports volunteers. Attributes like patience, dedication and confidence were considered as important as skills and knowledge in sport.

1.3 Within a sports organisation, person-in-charge should try to build up a harmonious working relationship with their volunteers. Better communication can be achieved through regular gatherings and publications.

1.4 It is recommended that a central agency to be set up to coordinate the campaign of promoting volunteerism in sport. The campaign includes a community incentive scheme and training programmes for sports volunteers, publicity and promotion of values of sports voluntary service and special assistance to sports organisations.

2. INTRODUCTION

For the last seven years, the Hong Kong Sports Development Board (SDB) has been the vanguard in the promotion and development of sport and physical recreation in the Special Administration Region.

The SDB has long recognised the importance of volunteer services in sport, resulting in 1994, a former research project was commissioned to examine the characteristics and motivation of volunteers in different disciplines of sports activities.

The SDB now commits to further investigate into the existing pattern and profile of voluntary service in the current sports environment and to identify problems in recruiting volunteers in different aspects of sport such as coaching, officiating and office bearing, etc.

2.1 Objectives

Without voluntary services many sports activities both at professional and recreational levels will be paralysed. The findings of this study and subsequent action of the SDB are crucial in maintaining and achieving an increase growth in the number of volunteers available to sport at different levels.

This project aims to:

- examine the characteristics and motivation of volunteers in sport sector from different profile of voluntary services.

- identify the problems of recruiting volunteers in different facets of sport.
- establish relevant and actionable strategies or incentive schemes to promote voluntary service in sport.

2.2 Methodology

2.2.1 Mail Questionnaire Survey and Interviews with Sports Volunteers

“Volunteers” are the people who offers their services to sport without remuneration. They included volunteers of all levels in their services ranging from helpers, coaches, referees to office bearers, etc.

The design of the questionnaire aimed at gathering information that helped to understand the following:

- Socio-economic profile of sports volunteers
- History and nature of services
- Ways of joining services
- Motivation of providing services
- Reasons of withdrawal from servicing

A total of 1800 questionnaires were sent to the sports volunteers through national governing bodies, district sports associations/clubs and Hong Kong Sports Development Board. 219 of the questionnaires were returned, the response rate is 12%.

Subsequent to the mail survey, semi-structured interviews were held with 31 sports volunteers of various background and different roles in their contribution to sport.

2.2.2 Interviews with Sports-related Organisations

Structured face-to-face interviews with staff and officials of 46 sports organisations were conducted. They are distinguished from other respondents by their extensive knowledge in the existing pattern of voluntary services in sport.

The design of this questionnaire was aimed at collecting data that would enable us to unveil the needs of the sport voluntary service recipients and to examine the current scope of voluntary service at each level. To achieve these tasks the following information was collected:

- how and when are the volunteers recruited and selected
- how are the volunteers fitted into the structure of sport development
- estimation of the size of volunteers base under their auspices
- difficulties encountered by the service recipients when recruiting and dealing with volunteers
- methods employed to retain volunteers
- what the service recipients perceived as important for a volunteer's determination to stay, leave or extend their contribution to sport

3. INTERVIEW WITH SERVICE RECIPIENTS

3.1 Needs for Sports Volunteers

3.1.1 Programmes Requiring Sport Volunteers

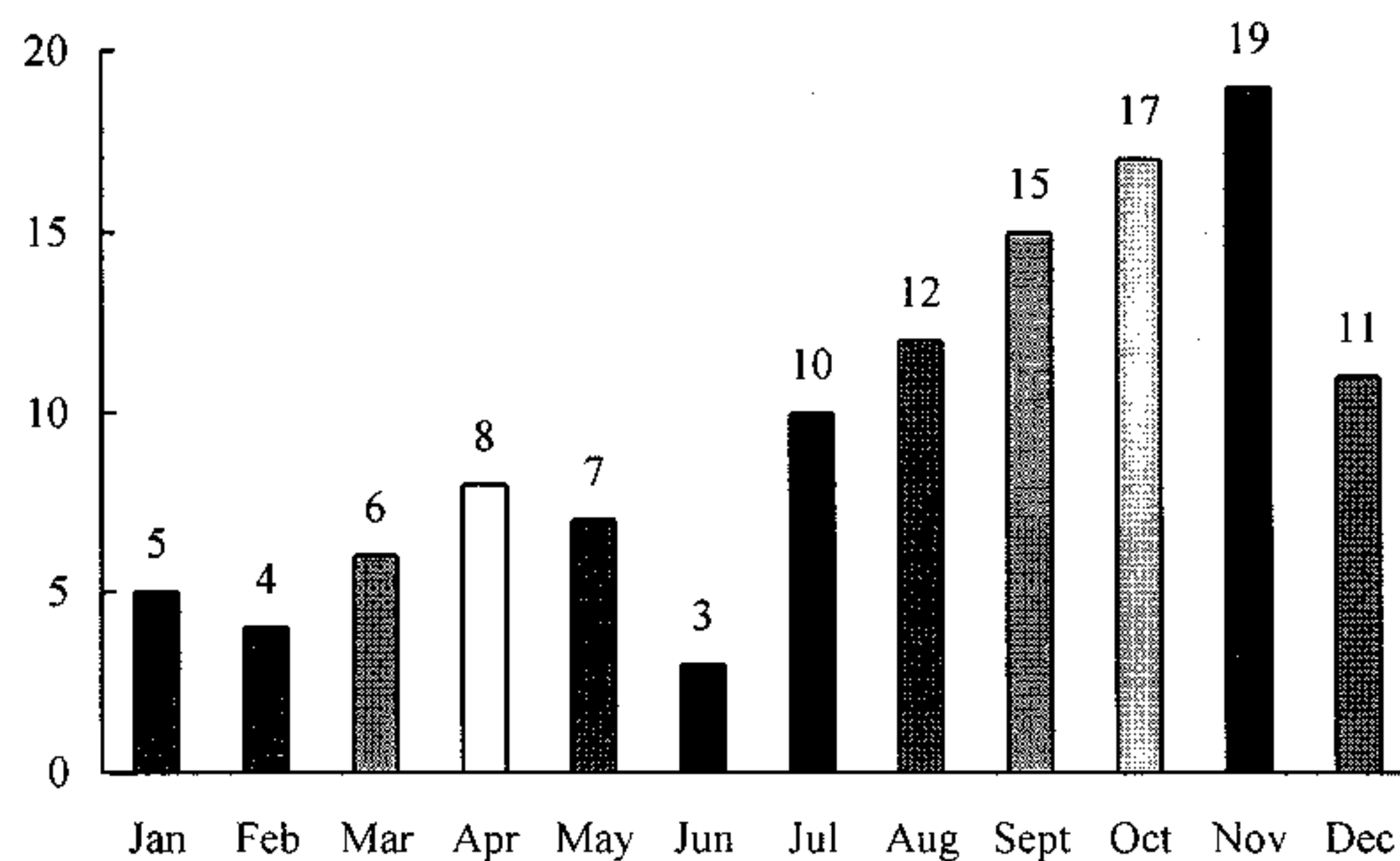
Nearly all the sports organisations required voluntary services when holding competitions, league games, major events etc. Other occasions included training courses organised for member clubs, members, coaches etc.

Non-competitive events such as demonstration, shows, sports functions co-run with other establishments like Provisional Urban Council/Provisional Regional Council, Sports Development Board (SDB), commercial sponsors etc. also required voluntary workers. Some of the sports organisations recruited voluntary coaches to support their squad training programmes. However, most of them encountered great difficulties in their recruitment.

	No.	Percent
Competitions	44	45.0
Courses (coaches, beginners etc.)	17	17.3
Executive Committee, Clubs, Council etc.	17	17.3
Demonstration/Events/Shows	10	10.2
Squad Training	7	7.1
Others (Administration, Fundraising etc.)	3	3.1
Total	98	100.0

3.1.2 Peak Season for Voluntary Services

Traditionally, the intensity of sports activities are subjected to seasonal fluctuations. This phenomenon closely related to local weather pattern and progress of academic terms. The busy months spread through the second half of the year for most sports organisations. The peak season was between October and November especially for those outdoor sports. But nonetheless, a quarter of the responding organisations expressed that they needed volunteers all year round.



3.1.3 Types of Volunteers Required

The back bone of all sports organisations is the office bearers. Although most of the management and administration of the national governing bodies and district sports organisations was carried out on a voluntary basis, voluntary office bearers for executive boards and its sub-committees were in short supply.

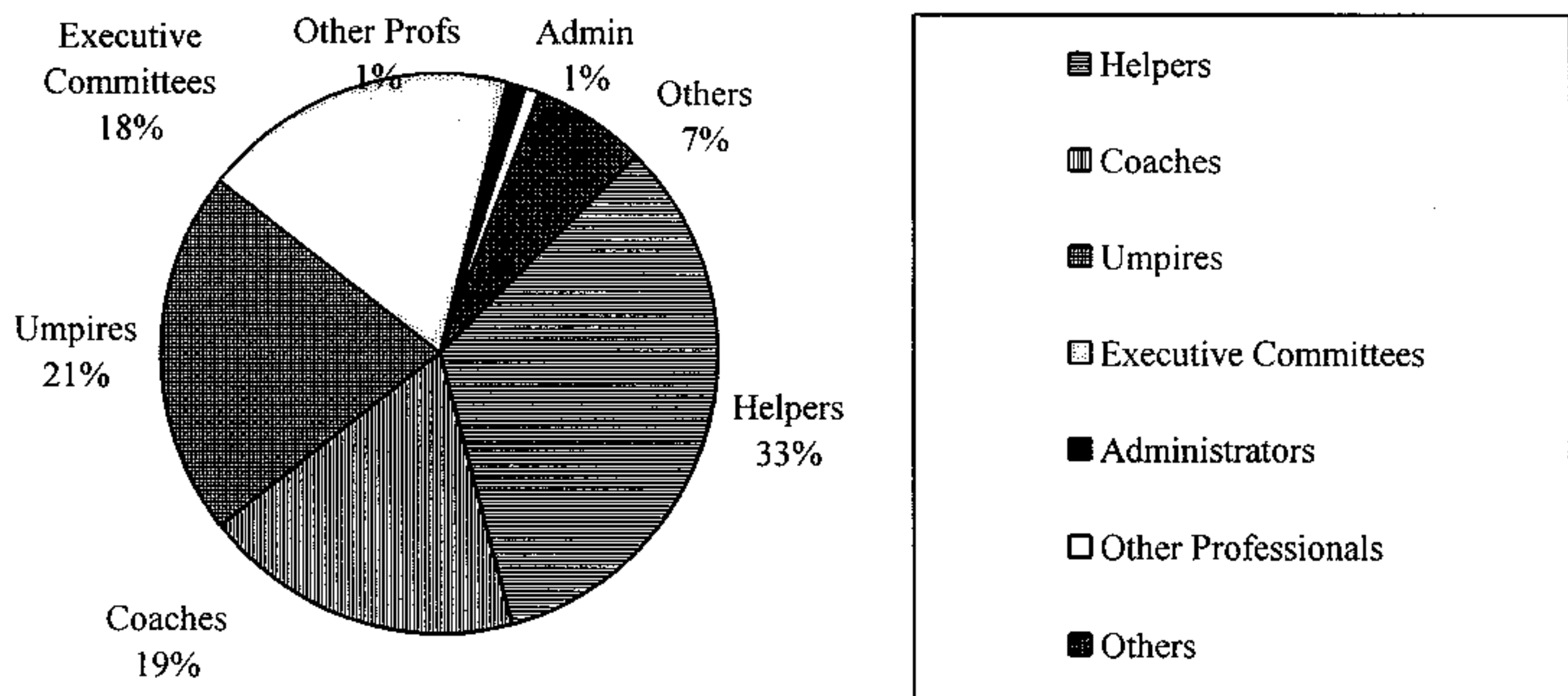
Other than that, voluntary officers with technical skills in sports coaching, officiating were also the critical elements of sports organisations' activities and programmes. Casual helpers were inevitably another groups of volunteers needed for most sports organisations.

Amongst all, the recruitment of professionals like doctors, therapists, technicians and instigators posed the greatest difficulty.

	No.	Percent
Executive Committees/Sub Committees	38	30.2
Helpers	37	29.4
Umpires/Referees/Officials	25	19.8
Coaches	16	12.7
Administration/Organisers	3	2.4
Others Professionals (Doctors, Therapists, Technicians, etc.)	2	1.6
Others (Stewards, Team Mangers, Course leaders etc.)	5	4.0
Total	126	100.0

3.1.4 Number of Volunteers in Sport Sector

It is estimated that the number of existing sports voluntary workers from the responding organisations are over 4,500 and their distribution is as follow:



3.2 Recruitment and Retainment of Sports Volunteers

3.2.1 Recruitment in General

The major source of volunteers for the sports organisations derived from personal connections. Among them were club/association members and their families, executive committee members. Moreover, players especially those who had retired of the national sports associations also contributed their time and effort as well as introduced their friends and families to serve. Their skill and fame commanded significant pulling power.

On the other hand, institutional source such as schools, colleges, universities, Boy Scouts and other likewise organisations provided an alternative source.

	No.	Percent
Affiliated clubs/Members & their family	21	32.3
Players & their family/friends	11	16.9
Schools/Tertiary Institutions	9	13.8
Personal contacts	7	10.8
Executive Committee	7	10.8
Programmes/Activities	5	7.7
Other organisations (Boy scouts, PUC/PRC)	5	7.7
Total	65	100.0

3.2.2 Shortage of Volunteers

Most organisations were in need of large numbers of casual helpers when holding major events and such shortage was indeed due to a great demand of it. As for technical voluntary workers such as coaches, umpires, administrators etc., it was felt that shortage was due to their heavy personal engagement or reluctance to come forth because of the lack of a reasonable remuneration for their services. Some organisations expressed that most of their players and members would prefer to play the sport rather than serving the sport.

	No.	Percent
Helpers	14	34.1
Coaches	10	24.4
Administrators & Organisers	6	14.6
Umpires	4	9.8
Others	4	9.8
All areas	3	7.3
Total	41	100.0

3.2.3 Methods of Retaining Volunteers

Only half of the responding organisations had tried out some ways to retain their voluntary workers, in most cases, these involved rewards both material and immaterial.

Material

Some organisations provided giveaways, souvenirs and small allowance for transport and meals for the volunteers. Return of service was made a prerequisite for attaining qualification like coaching guaranteeing a certain amount of service time from the technical voluntary workers. Regular gathering coupled with free meal was the most frequently used method of retaining volunteers. Most organisations used this method to create a sense of belonging among the volunteers to the organisations. Other forms of attractions were through activities, meetings, newsletters etc.

	No.	Percent
Gatherings	12	22.6
Training	7	13.2
Meals & Refreshment	6	11.3
Allowance	6	11.3
Qualifications	5	9.4
Souvenirs	5	9.4
Yearly awards	3	5.7
Others (regular meetings, newsletters etc.)	9	17.0
Total	53	100.0

Immaterial

Immaterial forms of incentives were in terms of maintaining good connection with volunteers by showing recognition of their service through appreciation and encouragement.

Some organisations tried to keep their volunteers happy by giving them very specific tasks and jobs. As long as the volunteers were sure of what they had to do and felt confident about it, they would stay, which is to say that they were gratified with a sense of satisfaction and achievement.

Good and frequent communication with volunteers and always kept them updated with events were also regarded as effective methods of retainment.

	No.	Percent
Appreciation	6	28.6
Responsibility	5	23.8
Connection	4	19.0
Communication	4	19.0
Interest	2	9.5
Total	21	100.0

3.2.4 Difficulties in Retainment

Some organisations reflected that many of their volunteers particularly those with extensive experience and had served for them for many years were leaving Hong Kong with regard to the political factor and personal decision. All attempts to retain them would be futile.

In addition, it was always difficult to maintain good communication with sports volunteers for reasons that they were either too busy or they were not in direct contact with the associations. Communication heavily relied on the word of mouth.

In most cases, lack of resources and money created restrictions on providing incentives to their voluntary workers. The existing full time staff were fully occupied and frustrated with administrative matters of the associations and it would be impossible to spare additional time and effort on this issue.

3.2.5 Reasons of Withdrawal

The most common cause for dropping out was the lack of dispensable time. Most often, respondents expressed that volunteers could not continue their service was due to other commitments such as working hours, further education, family obligation etc. Moreover, the cluster of sports events created poor matching of the time, causing a stampede for volunteers.

Regrettably, at times, the age and health problems of some long-serving volunteers caused limitations in their effort to provide services to sports. For some young volunteers, after the initial enthusiasm or the novelty of the game had worn off, they lost interest and they would fade out.

Some volunteers might join the service with great enthusiasm at the beginning. However, when they were not entrusted with significant jobs or tasks for some time, they would feel that their efforts were not being recognised or not noticed. They would even feel let down by the organisations, so they dropped out.

3.3 Perception of Sports Volunteers

3.3.1 Motivation of Volunteers

Almost all the respondents perceived that volunteers were motivated by their love and enthusiasm of the sports they play. As such the volunteers wanted to keep in touch with the sport, see it continue and improve.

Some of the volunteers were seen as “good Samaritans”, they might be not involved with any sports and the motivation to serve would not be unlike any voluntary workers in areas such as community services. They possessed a benevolent motive to serve the society. Other suggested motivational factors include to attain sense of achievement and personal interests, work for allowances, driven by family members etc.

“Others” included to maintain good relationship with the organisations, to learn new aptitudes, to gain qualifications, to kill time etc.

	No.	Percent
Love of the sport	41	49.4
Want to service the society	9	10.8
Allowance	7	8.4
Achievement/Self satisfaction	6	7.2
Sense of belonging to the organisation	4	4.8
Family involvement	4	4.8
Personal interest	4	4.8
Others	8	9.6
Total	83	100.0

3.3.2 Attitudes and Quality of Volunteers

Overall, most service recipients felt satisfied with the volunteers' performance and attitude. Some volunteers had been serving for the same organisation for many years, a good working relationship was established thereon. Though eight respondents gave negative feedback on their past experience, they charged it to the small allowance they could offer to their volunteers.

However, when we talked about the quality of voluntary services, negative feedback outnumbered the positive one especially for those high profile tasks. Some of the organisations complained about the quality and commitment of the executive committee members or council representatives. Absence rate was high due to heavy personal engagement other than sports caused them to neglect their associations' affairs often.

On the other hand, young people and students usually would not feel obligated to the tasks they were supposed to carry out. Without much training and discipline, they always joined and quitted at a spur of the moment which in fact caused much problems to the organisations.

3.3.3 Training for Volunteers

More than half of the organisations reckoned that there were not enough training opportunities provided for the sports volunteers whereas one third of them considered that it was adequate.

Specifically, most of the organisations thought that there were enough training opportunities for the technical voluntary workers such as coaches and judges. However, it was very rare that training on administrative and management were given.

They usually put the blame on insufficient funding from government and related bodies. There was a lack of coordinators to organise such training as well. Some sports organisations ran workshops, seminars and courses for their volunteers by the experienced workers and this, to a certain extent, helped to maintain a continuous supply of professional voluntary workers for their sports.

	No.	Percent
Yes	14	33.3
No	24	57.1
Difficult to say	4	9.5

3.3.4 Contribution of Volunteers

Volunteers are like the bolts of a machine, small but important parts to keep the gears running properly. All sports organisations agreed that sports volunteers were a critical element to the development of sport in Hong Kong. The underlying deficiency was the insufficient funding coming from the government.

Some of the volunteers had served in the sports field for quite a long period of time and they possessed valuable experience and professed/proficient in their own sports. For amateur associations they were particularly essential because of the inability of the associations to pay fees and salaries on professional staffing and therefore had to depend on the free services of volunteers. Many events and competition would be too costly to run without these volunteers' services.

3.4 Coordination and Recognition of Sports Voluntary Service

3.4.1 Incentive Scheme for Volunteers

One quarter of the responding organisations had some forms of incentive scheme to encourage and entice voluntary service.

	No.	Percent
Yes	12	26.7
No	33	73.3

3.4.2 Forms of Incentive Scheme Provided

Four organisations gave out annual awards in recognition of the outstanding services provided by their volunteers. Promotion to higher levels was another way to encourage or, more precisely, extract free services from qualifying coaches, umpires and players. One of the organisations even sent their volunteers overseas to International Federation for professional qualification in officiating international tournaments. Most of the others gave out certificates to show appreciation.

Most organisations expressed that there was not enough time and resources to focus on the improvement of the welfare of volunteers. High turnover of volunteers also made it impractical. Some thought that incentive derived from and depended on the level of satisfaction individual volunteer attained from working with the organisations.

3.4.3 Central Coordination of Sports Voluntary Services

One half of the responding organisations supported the idea of a central coordination of sports voluntary services. But nonetheless, many others had reservations.

	No.	Percent
Yes	23	50.0
No	14	30.4
Not sure/No comment	9	19.6

Most of the responded organisations thought that the proposal might be theoretically feasible but rather impractical. However, most of them supported the idea if such coordination was confined to the distribution of casual workers who perform simple tasks in helping out during activities and events.

Many organisations expressed concern about skilled tasks like coaching, officiating etc. as there were different needs for each sport. It would be more appropriate to recruit these volunteers through the associations themselves as they possessed the best connection with their own technical helpers.

For those who supported the setting up of a central coordination unit for sports voluntary service, their rationale was based on the ground that it might save the time and effort of individual sports organisation in the recruitment of volunteers. They could then concentrate on their effort in encouraging more people to take up sport.

Moreover, some suggested that it would be more justifiable to have this unit equipped with full time staff, to provide and coordinate the training of volunteers with a view to upgrade the quality and knowledge of the volunteers.

3.4.4 Support of Central Incentive Scheme

Almost all the responded sports organisations supported the idea of a central incentive scheme for sports volunteers.

	No.	Percent
Yes	42	91.3
No	1	2.2
Not sure/Difficult to say	3	6.5
Total	46	100.0

Majority of respondents suggested a standard award scheme which should be flexible enough to accommodate all types of sports. Suggested scheme such as awards to outstanding volunteers nominated by sports organisations. A grading system based on the length/number/quality of service, rewarded volunteers with level badges, certificates to those achieving certain service hours.

3.4.5 Comments

Overall, many service recipients admitted that satisfaction alone was not enough to entice volunteers, some forms of recognition and incentives were necessary.

Promotion of sport and through schools to attract and educate students and publicity to develop awareness and importance of sport in Hong Kong were equally essential.

Though, some of them mentioned about increasing/providing stipend for sports volunteers, however, many others thought that incentive should not be in monetary term as it would change the focus of volunteerism and bred contempt and controversy.

4. INTERVIEW WITH SERVICE PROVIDERS

4.1 Joining the Service

Casual helpers mostly constituted of students and parents. Most students joined the service through the Go!Sport Sports Captain programme organised by the Sports Development Board (SDB). They attended a one-day course on sports administration and then helped out in school events. Other voluntary workers such as parents usually first participated in voluntary service just because of their children's involvement in the respective events and activities.

Most of the coaching and officiating voluntary workers were being recruited through attending the coaching and umpire courses organised by the national governing bodies of their sports. Some were players of their sports. However, some of them reflected that at the beginning, they in fact performed their service "involuntarily" as it was part of the requirement to be fulfilled for attaining the respective qualification.

Most officials especially those working at district level were indeed sports players at the very beginning. Two officials interviewed were the founders of national sports associations who had now retired but still worked for their respective organisations occasionally. Others were being elected through the nomination of their respective clubs affiliated to the national governing bodies at the annual general meeting. One of them was being invited to join the executive board by his friend whom was one of the executive members of the associations.

4.2 Services Performed

Casual helpers usually worked at events or games days such as tennis tournaments as “ball boys and girls”, equestrian shows, sports days etc. Students who had attended the Go!Sport Programme usually would help their school teachers organising intra-school competitions, sports day and swimming gala. Sometimes they also helped in some of the Go!Sport Programme co-run by SDB and other national governing bodies.

On the other hand, some of the helpers did not participate in any sports themselves. As mentioned before, some of them were in fact parents who participated in the activities together with their children. Amongst them, some had been assisting in many disabled sports associations for many years. A mother volunteer said,

“My son is a mental retarded child. I participated in the sports activities organised by the two disabled sports associations as I have to look after my son while he is attending their activities.”

One of the volunteers worked for disabled sports as he could master sign-language that helped the staff to communicate more effectively with their athletes.

The roles of honorary officials within an sports organisations were manifold. They did not only perform the strategic planning and administrative work for their organisations or clubs but also had to act as team manager/leaders whenever their athletes compete overseas. Many of them in fact were also coaches or umpires for their respective sports as well. An official reflected,

“When I first established the association 20 years ago, there was no government support to sport. Our finance depended heavily on sponsorship. I had to raised money from my friends or business connections. I was also the coach and manager of our teams. Everything has to be done on my own.”

Voluntary service performed by coaches and umpires required very specialised skill and knowledge as such most of them could serve in one sports only. Sometimes the national governing bodies would require service from their members or member clubs to be the instructors of the courses organised by them.

4.3 Forms of Incentives

Most of the sports organisations served by the voluntary worker had no systematic incentive scheme provided for them.

Some of the schools did have annual service awards presented to their students at the end of the school term. Awardees were selected by teachers. Some organisations would invite their volunteers to attend feasts, spring dinner etc. A volunteer from district sports association said,

“The Chairman of our district sport committee will treat all the officials of sub-committees to meals 2-3 times a year. He in fact does not involve in any physical work for the association personally.”

Some of the member clubs were very active in working for their national governing bodies as they wanted to seek a seat at the executive board as well as getting their club members nominated by their respective national sports associations for further training and promotion.

For coaches and umpires, the most attractive incentive was promotion to senior level i.e. they did the service as part of a deal where they got in return the qualifications. Coach allowance was definitely another kind of incentive which determine their service.

Officials of national governing bodies were the ultimate decision makers and it would be inappropriate to have any forms of incentive for themselves. They were the ones who contribute both the time, effort and money. Most of their driving forces were from job-satisfaction, recognition and social status achieved.

4.4 Working Relationship with Organisations Served

Many of the casual workers had only one-off working relationship with the organisations they had served. Most of them maintained a fair relationship with them. However, some of them did raise some of their bad experience in the past. One interviewee gave an account of her experience as helpers in an event which she considered it was organised with poor planning and management. She said,

“I’d once attended an sports event as helpers. No briefing on job distribution and clarification was given beforehand and the occasion ended up in a mess. Good leadership and correct instructions are very important. I would not accept any excuse for wrong instructions.”

Officials who were involved in the decision making hierarchy of their respective organisations, their working relationship mainly deal with their working staff (if any) and other voluntary officers serving in the same board. Some of them faced with the problem of poor communication with other members due to different level of commitment between them.

It was also noted by some officials that aspects which were of particular interest to an individual board member were likely to assume a high priority in their personal view, which might not be shared by other board members or even staff. Priority of objectives like result-oriented versus participation-oriented and diverse opinions sometimes created tense relationship with their supporting staff/voluntary officers. One of the officials even quitted his membership as he thought the executive board was not democratic.

As mentioned before, some of the coaches and umpires did the service as it was a prerequisite for attaining the qualifications. It was not uncommon that after gaining the qualifications, many of them would drop out from voluntary service. The reason for those who still remained in the service was they could let themselves make known to more organisations by word of mouth. Thus it created a mutual-beneficial working relationship between the technical volunteers and their organisations.

4.5 Determinants and Hindrance of Sports Volunteers

Interest and affection of sport were the most prominent driving forces for participation in sports voluntary service. However, study and work occupied most of the time of Hong Kong people which keep them from the service.

Some of the officials though in their old age were still eager to serve their sports. These retirees, most probably with good physique, had more spare time than the young volunteers. One of them said,

“I’ve retired, my children are all grown up. I can live my life in whatever way I want. I’ve serving my sport for over 30 years. Though I step down from the committee, people still respect my past contribution and experience. They’ll seek my advice when they have problems.”

Woman volunteers had more constraints than the male ones especially those who had to work as well as look after their families. Some of them complained about the ever increasing workload of the clubs they served made them have less personal time. On the other hand, a woman volunteer admitted that she joined the sports as it was very rare to have women in that sport as well as getting into the decision hierarchy. Sense of achievement kept her serving as official and she even found a less engaging job in order to have more time to carry out the voluntary work.

Many other key officials were professionals and successful businessmen, they usually had heavy personal engagement which deterred them from involving too much in the associations’ affairs. However, most of them did their job for a reason just like the professional officers though it varied from individual to individual, e.g. status, influence, information, love of the sports, safe-guarding personal interest etc.

As mentioned before, to establish connections with more organisations was an important determinant for technical helpers. Most of the voluntary coaches were of part-time basis. Those volunteers holding full time coaching professionals were less willing to serve without reasonable remuneration. One of them reflected,

“When outside organisations invite us to hold demonstration for them through our national sports association, it will automatically ask the organisers to provide meals and travel allowance for our service.”

Student helpers were very enthusiastic in sports activities, but nevertheless pressure from study deterred them to do so. They also concerned about their ability and experience which might affect their service. In addition, when senior students left school, they always found it difficult to join again as there were no publicised channels outside schools. A student said,

“I don’t know how to sign up for service again as I study sixth form in another school and it does not have any involvement in the Go!Sport Programme.”

4.6 Perceived Value and Changes of Sports Voluntary Service

Young and inexperienced voluntary workers did not pay much attention to the changing environment with their organisations or their work. However, from their expectations towards voluntary work, we could observe a very typical value of Hong Kong people. Materialistic value could be reflected when the young helpers suggested small allowance should be provided for their services. Some of the other volunteers also shared the opinion. As consequence, the real value of voluntary service had been distorted.

On the other hand, officials had a more deep feeling towards the changes of their roles as volunteers within their organisations. Most of them, particularly those working at district level, perceived a significant change of their roles had taken place since they started serving in the sport sector. A volunteers (housewife) complained,

“After I’d attained my swimming coach qualification, I started training kids for my district sports association three years ago. Since then I’m asked to take up all sort of administrative chore ranging from accounts keeping, organising and officiating local events, training schedule planning etc. Now the voluntary work takes up most of my time.”

Other officials pointed out that with more support from government, individual sport and its association grew rapidly in recent years. At the same time, more new sports flourished in this sector had led to keen competition of resources among themselves. Their work was no longer pure administrative but they had to be tactful and diplomatic. As such mere affection and love of the sport alone could no longer fulfill the job of being a voluntary officer.

4.7 Training Opportunities for Sports Volunteers

Students attended the Go!Sport Sports Administration course reflected that the one-day programme was not sufficient to prepare them for providing quality service. They also complained that there were seldom any training on general issues on sport available for young people.

Coaches and umpires had no worry in their training opportunities as most sports had established a qualifying system for both sports professionals. But nonetheless, most of the umpires realised that they could only officiate games at local level. To gain internationally recognised qualification, overseas training was the only way and such costly training was not possible for most fund-ridden sports organisations.

Officials did not have much formal training in managing sports associations. Most of them learned from experience. Though SDB had an annual funding supporting overseas study trips, they were of limited spaces and on competitive basis among the officials and staff of all national sports associations. Officials of national sports associations were also eligible to attend some of the staff development programme organised by SDB. However, the courses did not have much coverage of general management and organisational skills which were considered as most essential for running their associations. Officials of district sports organisations had even minimal training opportunities. Some of them raised the point that though the Amateur Sports Federation and Olympic Committee of Hong Kong had organised diploma courses on sports administration for sports people, they could not sign up because of the language problem as they were conducted in English. The organisers should understand that many amateur administrators of sports organisations did not have very high educational background.

5. QUESTIONNAIRE SURVEY ON SPORTS VOLUNTEERS

5.1 Profile of Respondents

5.1.1 Sex

	No.	Percent
Male	141	64.7
Female	77	35.3
Total	218	100.0

5.1.2 Age

	No.	Percent
18 & Below	28	13.1
19-24	31	14.5
25-34	50	23.4
35-44	54	25.2
45-54	36	16.8
55 & Above	15	7.0
Total	214	100.0

5.1.3 Marital Status

	No.	Percent
Single	97	44.3
Married	113	51.6
Separated	8	3.7
Widowed	1	0.5
Total	219	100.0

5.1.4 Occupation

	No.	Percent
Professional	85	39.2
White Collar	39	18.0
Blue Collar	15	6.9
Student	46	21.2
Housewives	23	10.6
Retired/Unemployed	9	4.1
Total	217	100.0

5.1.5 Income Level

	No.	Percent
Below \$10,000	34	15.7
\$10,000-\$19,999	47	21.8
\$20,000-\$29,999	25	11.6
\$30,000 & Above	57	26.4
No Income	53	24.5
Total	216	100.0

5.2 Leisure Pattern of Sports Volunteers

5.2.1 Leisure Time

Most volunteers had 3-5 hours of free time during weekdays after deducting the time for travel, work, study and sleep.

Weekdays

	No.	Percent
0-2 Hours	60	29.1
3-5 Hours	101	49.1
6-8 Hours	39	18.9
9 Hours & Above	6	2.9
Total	206	100.0

Holidays

The amount of leisure time for holidays almost doubled that on weekdays.

	No.	Percent
0-5 Hours	50	25.0
6-10 Hours	110	55.0
11-15 Hours	32	16.0
16 Hours & Above	8	4.0
Total	200	100.0

5.2.2 Pastime for Leisure

The fragmentation and diversification of leisure opportunities has led to a differentiated and competitive situation between sports and other recreational activities. Understanding the lifestyle of sports volunteers helps to devise suitable programmes and appropriate matching of sports services and their free time.

Weekdays

Doing sport was the most favourite pastime for sports volunteers. Two-third of the respondents did sport during weekdays. Other popular pastime included watching TV and reading.

Community and sports service also occupied some of the spare time of some volunteers.

Holidays

Sports remained as the hottest pastime for the respondents during holidays while shopping took the second place as the major activities to be done.

Family gathering took a significant position as a more important event for the volunteers during holidays.

Weekdays

	No.	Percent
Doing Sport	129	66.5
Watching TV	86	44.3
Reading	64	33.0
Shopping	36	18.6
Music	23	11.9
Community Service	18	9.3
Sports Service	18	9.3
Computer	16	8.2
Family Gathering	13	6.7
Movie	12	6.2
Rest/Sleep	10	5.2
TV Games	10	5.2
Eating Out	9	4.6
Meeting Friends	4	2.1
Playing Mahjong	4	2.1
Games	4	2.1
Vacation	2	1.0
Total	458	236.1

Holidays

	No.	Percent
Doing Sport	137	69.2
Shopping	88	44.4
Watching TV	52	26.3
Reading	37	18.7
Movie	34	17.2
Family Gathering	21	10.6
Sports Service	21	10.6
Rest/Sleep	20	10.1
Eating Out	18	9.1
Music	16	8.1
Meeting Friends	13	6.6
Vacation	12	6.1
Computer	12	6.1
Community Service	11	5.6
TV Games	8	4.0
Playing Mahjong	7	3.5
Games	4	2.0
Total	511	258.1

5.2.3 Companions for Pastime

Overall, friends were the most popular companion for pastime both during weekdays and holidays especially for those age 35 and below.

Moreover, quite a number of the sports volunteers spent their leisure time with their family. Among them, those who had been married were more likely to spend time with their spouse and children.

Weekdays

	No.	Percent
Friends	88	41.1
Self	42	19.6
Children	36	16.8
Parents	13	6.1
Relatives	8	3.7
Colleagues	7	3.1
Spouse	4	1.9
Neighbour	2	0.9
Others	14	6.5
Total	214	100.0

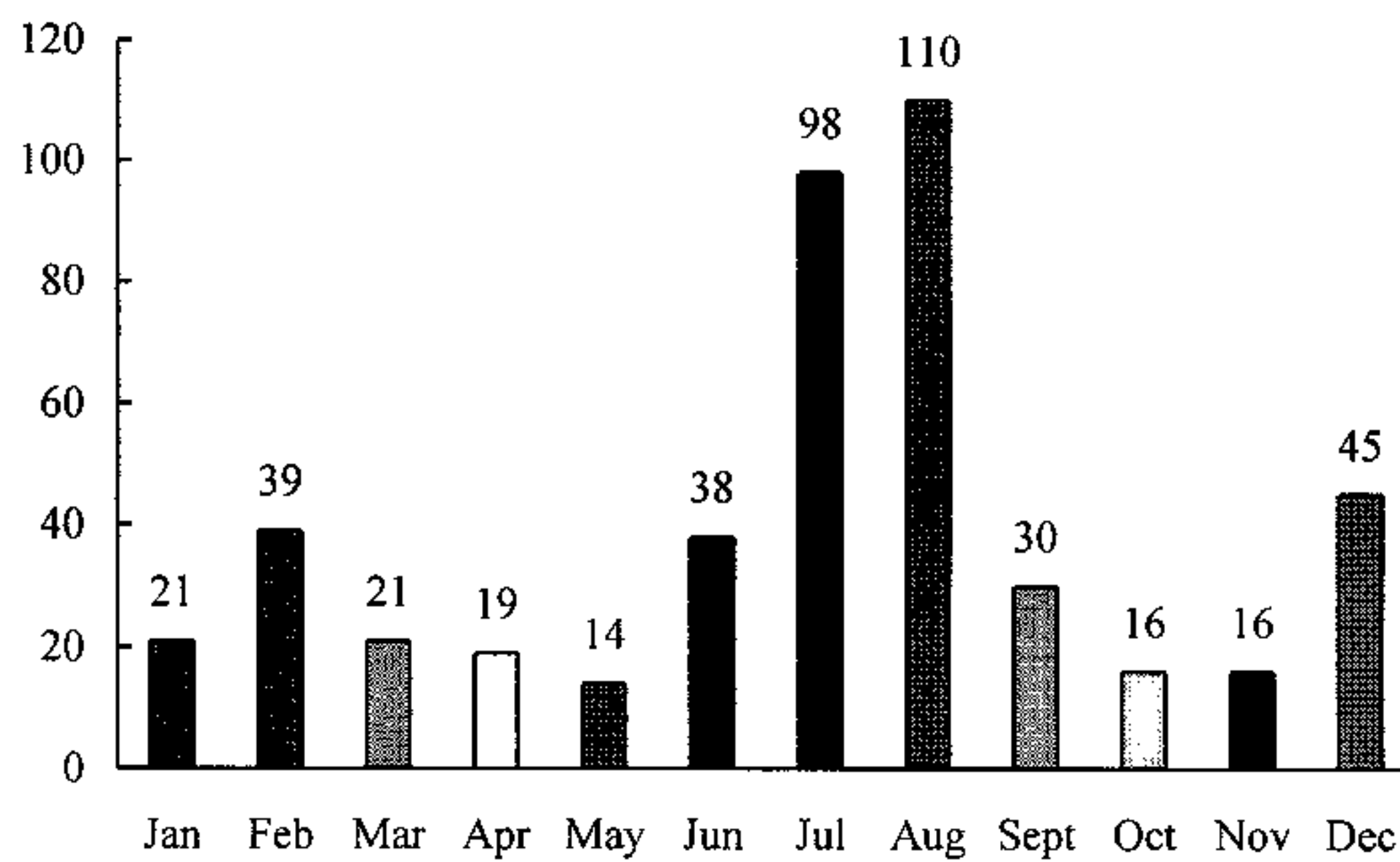
Holidays

	No.	Percent
Friends	100	46.3
Children	56	25.9
Relatives	20	9.3
Parents	10	4.6
Self	8	3.7
Spouse	4	1.9
Neighbour	1	0.5
Colleagues	1	0.5
Others	16	7.4
Total	216	100.0

5.2.5 Less Occupied Months

The majority of the volunteers were less busy in July and August. It was not difficult to understand the reason as young people were having summer vacation and parents would also have more spare time when their kids were on holiday.

However, when we compare the chart with the one depicting the peak season of the sports organisations in Section 3.1.2, there is a significant gap/lag during September to November.



5.3 Experience of Sports Voluntary Service

5.3.1 How being recruited

Most sports volunteers' first involvement with the sport sector was through the activities organised by the national sports associations and other community sports clubs and district sports associations. And most of them were recruited by their friends who might already have joined the service.

Incidentally, some volunteers were coaches, athletes or players of the sports they served. Schools were another source of sports volunteers from where students could be recruited.

Some volunteers first joined the service as their family members were involved in the sports or activities. Others included those self-starters who joined on their own initiatives.

	No.	Percent
National Sports Associations	36	17.1
Friends' Referrals	35	16.6
Playing/Coaching/Training	33	15.6
Community/District Sports Clubs	28	13.3
Schools	25	11.8
Family Involvement	9	4.3
Sport-related Programmes	8	3.8
Voluntary Organisations	2	0.9
Magazine/Newspaper	2	0.9
Others	33	15.6
Total	211	100.0

5.3.2 Length of Service

About 30% of the sports volunteers had served in the sport sector for 1-3 years, and more than half of the volunteers had four years or more experience in sports voluntary service. Some of them even had over twenty years of service. The rest of them had worked in 1-12 occasions since they had joined the service. Most of them were students.

	No.	Percent
Less than 1 Year	12	5.9
1-3 Years	60	29.7
4-6 Years	48	23.8
7-9 Years	19	9.4
10 Years & Above	38	18.8
Others	25	12.4
Total	202	100.0

5.3.3 History of Service

Sports Served

“Others” mainly included those multi-sports fun days, sports days etc. The sports served by volunteers varied and they are listed as follow:

	No.	Percent
Soccer	36	16.8
Basketball	29	13.6
Disabled Sport	27	12.6
Tennis	26	12.1
Athletics	25	11.7
Badminton	22	10.3
Swimming/Scuba Diving	21	9.8
Table Tennis	15	7.0
Weight Lifting/Bodybuilding	14	6.4
Hockey	13	6.1
Golf/Lawn Bowls	13	6.1
Hiking/Orienteering/Mountaineering	12	5.6
Cricket	11	5.1
Sailing	11	5.1
Boxing/Fencing	11	5.1
Baseball	10	4.7
Squash	9	4.2
Canoeing/Rowing/Windsurfing	9	4.2
Rugby	8	3.7
Martial Arts (Judo, Karate, Taekwando)	8	3.7
Netball	5	2.3
Archery	5	2.3
Gymnastic	5	2.3
Chinese Martial Arts	5	2.3
Triathlon	5	2.3
Life Saving	4	1.9
Gateball	3	1.4
Tenpin Bowling	2	0.9
Volleyball	2	0.9
Equestrian	2	0.9
Cycling	1	0.5
Handball	1	0.5
Others	22	10.3
Total	392	182.2

Organisations served

Most of the volunteers worked for national sports associations and district sports organisations. Schools and two provisional municipal councils were two other major agencies they provided their service.

	No.	Percent
National Sports Associations	142	65.7
District Sports Organisations	61	28.2
Schools	57	26.4
Provisional Municipal Councils	51	23.6
Charity/Voluntary Organisations	49	22.7
Private Organisations	24	11.1
Others	15	6.9
Total	399	184.7

Major Responsibility

Helping in sports events and programmes were the major responsibility of the volunteers. More than one-third of them were engaged in managing the business in sports organisations such as National Sports Associations, private clubs, community sports clubs etc.

Another quarter of them performed services which required technical skill and knowledge for specific sports. "Others" mainly comprised those volunteers who had various roles within an organisation involved.

	No.	Percent
Event Helpers	119	55.1
Club Affairs	82	38.0
Coaching/Training	81	37.5
Officiating	55	25.5
Team Manager	24	11.1
Others	37	17.1
Total	398	184.3

Allowance and Handouts

The most common allowances that sports volunteers received from their services were meals and travel expenses. They either received food and beverages and sometimes in cash. The allowances for meals and travel ranged between \$30-\$150 and \$5-\$100 respectively.

Certificates and souvenirs such as plaques, pennants, T-shirts, uniforms, etc. were also common giveaways received by volunteers. Other forms of rewards included cash allowance, free tickets, spring dinner, overseas trip/training etc.

	No.	Percent
Meals		
Yes	153	38.6
No	243	61.4
Travel		
Yes	117	29.5
No	279	70.5
Certificate		
Yes	93	23.5
No	302	76.5
Souvenirs		
Yes	100	25.3
No	296	74.7
Others		
Yes	26	6.6
No	365	93.4

5.3.4 Briefing for Service

More than one half of the sports volunteers had to attend briefing sessions held by the organisers to prepare them for their assigned tasks prior to events taking place.

	No.	Percent
Yes	133	61.6
No	83	38.4
Total	216	100.0

5.3.5 Company of Service

The majority of sports volunteers were accompanied by friends or families while participating in voluntary work.

	No.	Percent
Yes	157	74.4
No	54	25.6
Total	211	100.0

5.4 Motives and Deterrents of Sports Volunteers

5.4.1 Current Status

Out of the total responded sports volunteers, 71% of them were still serving in the sports sector.

	No.	Percent
Yes	152	71.0
No	62	29.0
Total	214	100.0

It is interesting to know that the work force of elder volunteers was more stable than the young volunteers.

	18 & below	19-24	25-34	35-44	45-54	55 & above
Yes	42.9	41.4	79.6	73.6	88.6	100.0
No	57.1	58.6	20.4	26.4	11.4	-

5.4.2 Reasons of Withdrawal

Among those respondents who had stopped serving, most of them expressed that they did not have the spare time. For those young people who had left school, they lost touch as their schools served as the conduit of communication with the sports organisations.

	No.	Percent
No time	12	26.1
Left School	9	19.6
Don't know how to join	6	13.0
Work	4	8.7
Study	4	8.7
Others	11	23.9
Total	46	100.0

5.4.3 Conditions to Continue/Resume Service

Availability of free time was the major concern for continuous services of the volunteers. Moreover, unfading interests in sport and especially the devotion to specific sports they had served was also another important determinant of voluntary service. Other conditions included harmony with personal affairs, entrusted with meaningful tasks rather than being treated as cheap labour, respect from serving organisations etc.

Nonetheless, 9% of the volunteers were willing to continue their service without any conditions.

	No.	Percent
Have Time	62	44.9
Interest in sport/the sport	32	23.2
Recognition	13	9.4
Training	8	5.8
Good working relationship/atmosphere	4	2.9
Allowance	3	2.2
Others	22	15.9
Unconditional	12	8.7
Total	156	113.0

5.4.4 Motivation of Volunteers

Totally eight pre-defined motives were listed to the respondents and asked them to weigh their degree of importance for determining their service in the sports sector.

Interests in Sport

	No.	Percent
Very Important	137	64.9
Somewhat Important	47	22.3
Neutral	23	10.9
Somewhat Unimportant	2	0.9
Unimportant	2	0.9
Total	211	100.0

Interests in a particular sport

	No.	Percent
Very Important	129	61.4
Somewhat Important	50	23.8
Neutral	22	10.5
Somewhat Unimportant	4	1.9
Unimportant	5	2.4
Total	210	100.0

Learn new aptitudes

	No.	Percent
Very Important	49	24.1
Somewhat Important	84	41.4
Neutral	50	24.6
Somewhat Unimportant	15	7.4
Unimportant	5	2.5
Total	203	100.0

Gain recognition from society

	No.	Percent
Very Important	42	20.3
Somewhat Important	44	21.3
Neutral	56	27.1
Somewhat Unimportant	31	15.0
Unimportant	34	16.4
Total	207	100.0

Meet new friends

	No.	Percent
Very Important	36	17.6
Somewhat Important	63	30.9
Neutral	72	35.3
Somewhat Unimportant	23	11.3
Unimportant	10	4.9
Total	204	100.0

Opportunity to travel

	No.	Percent
Very Important	27	13.3
Somewhat Important	45	22.2
Neutral	53	26.1
Somewhat Unimportant	33	16.3
Unimportant	45	22.2
Total	203	100.0

Kill time

	No.	Percent
Very Important	11	5.4
Somewhat Important	34	16.8
Neutral	50	24.8
Somewhat Unimportant	46	22.8
Unimportant	61	30.2
Total	202	100.0

Contribute to society

	No.	Percent
Very Important	63	30.1
Somewhat Important	74	35.4
Neutral	53	25.4
Somewhat Unimportant	12	5.7
Unimportant	7	3.3
Total	209	100.0

Motives in Order of Importance

Interests in sport in general and sports specific were the most prominent motives of sports volunteers. Male volunteers considered both motives more important than the female volunteers.

Learning new aptitudes and contributing to society gained equal weighting on its importance.

The least important motives of participating in sports voluntary work were “opportunity to travel” and “kill time”.

	Important	Neutral	Not Important
Interest in Sport	87.2	10.9	1.8
Interest in a Particular Sport	85.2	10.5	4.3
Learn New Aptitudes	65.5	24.6	9.9
Contribute to Society	65.5	25.4	9.0
Meet New Friends	48.5	35.3	16.2
Gain Recognition from Society	41.6	27.1	31.4
Opportunity to Travel	35.5	26.1	38.5
Kill Time	22.2	24.8	53.0

5.4.5 Training for Volunteers

A little more than one-half of the volunteers had served in sports organisations which provided some forms of training.

	No.	Percent
Yes	117	54.7
No	97	45.3
Total	214	100.0

On the other hand, a large majority of the respondents expressed that appropriate training should be provided for them so as to raise their standard of service.

	No.	Percent
Yes	185	89.8
No	21	10.2
Total	206	100.0

5.4.6 Attributes of Volunteers

Possessing the necessary knowledge of sport and technical skill were considered as the most salient attributes for sports volunteers. Enthusiasm and interests in sport were also mentioned. Attributes like patience, dedication and confidence were considered as important as skills and knowledge in sport.

“Others” included attributes such as maturity, committed, friendliness, flexibility, meticulous, understanding, outgoing etc.

	No.	Percent
Knowledge of Sport	56	30.9
Possess Technical Skill	39	21.5
Enthusiasm	39	21.5
Interests in the Sport	33	18.2
Patience	27	14.9
Willing to sacrifice/Dedicated	17	9.4
Responsible	11	6.1
Good admin./organisational skill	10	5.5
Time	8	4.4
Cooperation	8	4.4
Confidence	4	2.2
Experience	4	2.2
Leadership	3	1.7
Others	30	16.6
Total	289	159.7

5.5 Incentives for Sports Volunteers

5.5.1 Provision of Incentives

Quite a number of the sports organisations had set up some forms of incentive scheme to encourage and attract voluntary services.

	No.	Percent
Yes	92	44.2
No	116	55.8
Total	208	100.0

5.5.2 Support of Central Incentive Scheme

Almost all sports volunteers supported a central incentive scheme for them. For those who voted against the idea mainly based on the thinking of that voluntary work should not hold any expectation of being paid or rewarded. They trotted the moral high ground that dictated volunteers were free.

	No.	Percent
Yes	189	91.7
No	17	8.3
Total	206	100.0

6. RECOMMENDATIONS

Volunteers devoting their time and energy to sports deserve proper recognition from sports organisations or, in other words, the recipients of their generous services. Just by asking the volunteers how they are coping with their voluntary work by way of sending them a questionnaire or even a personal interview may be a way of showing the organisers' concern over their welfare.

From the findings of the current research, the following improvements and action steps are recommended:

6.1 Within the Sports Organisations

6.1.1 Build Up a Harmonious Working Relationship

In the case of voluntary officers, all contracts are co-operative (something you do because you want to). This means that they have a choice not to do something if they so choose, and this fact needs to be recognised and appreciated when seeking assistance from sports volunteers.

Never treat adults helpers as non-value-added labour. This fact is equally important for both the professional and amateur voluntary workers. Service recipients should try to entrust regular volunteers with more significant tasks otherwise frustration may arise as they feel their voluntary effort is not appreciated and this may well cause an end to their service.

6.1.2 Better Communication

Regular gatherings with volunteers plus officials and working staff will enhance effective communication and cohesive cooperation. Volunteers should have access to all the newsletters, correspondence or other publications to keep them updated with the happenings of the organisations they served and thus a sense of belonging is established.

It is always a good practice to have briefing session for the volunteers before an event taking place. A clear job distribution and description will definitely enhance the efficiency of the voluntary workers. In addition, during the briefing session, hidden problems may be identified through discussion.

6.2 Central Agency

It is recommended that a central agency to be set up to coordinate the campaign of promoting volunteerism in sport. This agency should be able to perform the following functions:

6.2.1 Central Incentive Scheme

In order to entice and encourage sports voluntary service, a comprehensive community incentive scheme should be established. The incentive scheme can be carried out in two parts:

- (a) Issue a record card to individual registered volunteer. After each service, the volunteer can record it on the card and countersigned by the organisation he serves.

When they have attained the pre-defined levels of service, e.g. gold, silver and bronze level, a badge or certificate will be awarded to them. The basic concept and operations of the scheme can be adopted from the Duke of Edingburg Award.

All sports volunteers from district sports clubs to national sports associations should be eligible to register for the award scheme.

(b) The agency can also consider to present annual awards to outstanding volunteers through the nomination of their sports organisations. Selection criteria based on objective measurements should be set out clearly to the organisations before the scheme launches.

6.2.2 Provision of Training

Training is essential for individual morale that is based on volunteers' confidence in their competency. Volunteers offer services because they love the sport and want to give their best. If they are not treated as such they will drop out.

Moreover, training will not only upgrade the quality of voluntary workers but also serve as a succession scheme which helps to maintain a continuous supply of trained voluntary officers to the sport sector.

The agency should arrange courses and seminars for volunteers with focus on the development of their management, organisational and inter-personal skills. Moreover, both local and overseas exchange programmes can be considered.

The training programmes should be open to volunteers working for all types of sports organisations. The organiser has to understand the fact that voluntary officers of district sports organisations have few training opportunities than the national governing bodies while they are equally important to the development of local sport.

6.2.3 Promotion and Publicity

The agency should design a publicity campaign to promote the values of sports voluntary work to the general public. Celebrities and sport stars can be invited to participate in the campaign as they are influential and have very strong pulling power in the society. Promotional pamphlet with the introduction of sports voluntary service, the agency and its incentive scheme can be published.

Promotion may start from school as well. Students are more inclined to participate in sports activities and service as such it will be justifiable to spend some time in educating the youngster to return something good to the society, e.g. help the handicaps participating in sports activities. Family participation can also be considered as one of the theme of the campaign as it is reflected in the findings that many volunteers worked with their friends and families.

Promotion among the volunteers is not well acknowledged by most organisations. Public recognition is important to many sports volunteers although most of them would not admit this. The agency can attract more volunteers to stay in the service if they can be properly advocated in the media such as television, newspapers etc. In this case, it raises their status in the society.

The agency should also consider to publish its own newsletter or correspondence to be distributed to the sports volunteers. It serves as a media of communication between the agency and the volunteers. The contents may include recruitment notice, training course details, photos of happy satisfied participants and publicity of positive feed back from the participants and volunteers in events and activities etc.

6.2.4 Assistance to Sports Organisations

As the agency will act as a central registry of sports volunteers, it is in a better position to coordinate the service of casual helpers. However, for practical reason, it should set up an infrastructure to provide such service initially to the sports organisations, but eventually to all other organisations in need of volunteers with knowledge of sport.

Where funds are available, the agency should subsidise individual organisations to carry out their own incentive and training schemes.

Question Outline for Service Recipients

機構名稱： _____
Name of Organisation

職位： _____
Capacity

成立年份： _____
Year of Establishment

受薪職員數目： _____
No. of Paid Staff

貴機構對體育義工是否有需求？

Does your organisation require any service from sports volunteers?

當貴機構需要義工服務時，是從什麼途徑去招募？

How does your organisation usually recruit sports volunteers?

貴機構有無在某一些時段是需要特別多的體育義工協助？

Are there any peak periods in a year that your organisation in need of more sports volunteers?

貴機構有無一班固定的體育義工？

Does your organisation have a stable supply of sports volunteers?

你認為現時最缺乏的體育義工服務？

Which kinds of voluntary services does your organisation need most?

你覺得義務工作對整體體育發展有什麼作用？

What do sports volunteers contribute to sports development?

在招募體育義工時，有無特別困難？

Does your organisation have any problems of recruiting volunteers?

在維繫義工長期服務方面，有無特別困難？

Does your organisation have any problems of retaining volunteers?

貴機構通常需要哪些方面的體育義工？

What kinds of sports volunteers does your organisation need?

請就每一種義工的招募方法、困難、估計曾服務人數。

How do they being recruited? What's the problem of their recruitment?How many?

你覺得這方面的培訓是否足夠？

Do you think there is enough training for these volunteers?

貴機構有無設有任何表揚、勉勵義工服務的計劃？為什麼？

Does your organisation have any incentives or recognition provided for the volunteers?

如果由一個機構統一聯繫體育義工服務，你覺得是否可行？

If an organisation is set up to coordinate the service of sports volunteers, do you think it's feasible?

如果有一個機構設立一個體育義工服務獎勵計劃，你是否支持？

Will you support an organisation to set up an central incentive scheme to promote sports voluntary service?

你覺得這個獎勵計劃，應該有什麼內容？

What will you suggest to be included in the incentive scheme?

你覺得除了建議中的計劃，還有什麼其他方法可以吸引更多義工服務？

Apart from the proposed incentive scheme, do you have any other suggestions to attract volunteers?

你覺得是什麼推動體育義工參與服務？

What do you think are the motivation of sports volunteers?

對於那些已經停止服務的義工是因為什麼原因？

What do you think are the reasons of withdrawal of sports volunteers?

Appendix 2

Question Outline for Service Providers

日期及時間 _____ 性別及年齡 _____
Date & Time: _____ Sex & Age : _____

義工類別 _____
Category: _____

你最初是怎樣加入體育義務工作?
How did you first join the service?

你主要提供甚麼服務?
What kinds of services do you perform?

你通常為甚麼機構服務?
What kinds of organisations have you served?

你所服務的機構有沒有任何義工獎勵計劃?是以甚麼形式?
Do the organisation(s) you serve offer any incentives for your services? In what forms?

你和所服務機構的關係如何?有沒有不愉快經驗或矛盾發生過?你們如何溝通/面對?
What is your working relationship with the organisation? Any conflicts with staff? How did you communicate/cope with each other?

有甚麼因素影響你服務的決定?
What are the major determinants for you to consider to serve or not?

有沒有退出過服務? 為什麼? 是否有過不愉快的經驗?
Why did you drop the service? Any incidence of unpleasant experience?

由你最初開始服務到現在, 你覺得體育義務工作有沒有什麼改變
Any changes have taken place for sports voluntary service from your own experience?

你如何界定體育義務工作?

How would you define 'voluntary' sport service?

是甚麼驅使你成為體育義工?

What motivate(s) you to serve in the sport sector?

你是否期望有任何服務的津貼?你覺得多少才算合理?

Do you expect any allowance/handouts for your service? How much would you consider as reasonable?

你認為現時是否有足夠的培訓機會予義工?

Do you think there are enough training opportunities for sports volunteers?

你認為由一個獨立的組織或者部門統籌體育義務工作是否可行?

Do you think it is feasible to have a central unit coordinating sports voluntary service? Why or why not?

你是否贊成設立體育義工獎勵計劃?

Will you support an organisation to set up an incentive scheme to encourage sports voluntary service? Why or why not?

如果設立了這個獎勵計劃,你會否更願意繼續服務?

Do you think you will be more willing to serve if such a scheme is implemented?

你認為有甚麼其他方法可以吸引更多人加入又或者提高義工的服務質素?

What would you suggest to attract more volunteers and improve the quality of their service?

Appendix 3

Questionnaire for Mail Survey

This study aims to understand the general behaviour and attitudes of sports volunteers so as to devise a development strategy to attract more interested people to join the crew. As a volunteer in the sport sector, your information is extremely important to this study. Please support us by filling in the following questionnaire and send back to us with the return envelope provided before 31 August 1997. All the information will be treated collectively and in strict confidence.

Please write the answer in the boxes or the spaces provided.

I. Personal Information

Q1. Sex: 1. Male 2. Female

Q2. Age:

Q3. Marital Status: 1. Unmarried 2. Married 3. Separated 4. Widowed

Please answer Q4

Q4. Number of Children:

Q5. Education: 1. No Education 2. Primary 3. Secondary
4. Matriculation 5. Tertiary 6. Others: _____

Q6. Occupation: 1. Professional 2. White Collar 3. Blue Collar
4. Student 5. Housewife 6. Retired/Unemployed

Q7. Personal Income: 1. Below \$5000 2. \$5000-9999
3. \$10000-14999 4. \$15000-19999
5. \$20000-24999 6. \$25000-29999
7. \$30000-34999 8. \$35000-39999
9. \$40000 & above 10. No income

Q8. Deducting the time for work, study, housework, transport, bed etc., approximately how many hours are left for leisure?

Weekday ____ hrs

Holiday ____ hrs

Q9. How do you spend your leisure time?

Weekday 1. _____ 2. _____ 3. _____ 4. _____ 5. _____

Holiday 1. _____ 2. _____ 3. _____ 4. _____ 5. _____

Q10. With whom do you usually spend your leisure time?

Weekday 1. Friend 2. Neighbour 3. Colleague 4. Relatives
5. Children 6. Parents 7. Self 8. Others: _____

Holiday 1. Friend 2. Neighbour 3. Colleague 4. Relatives
5. Children 6. Parents 7. Self 8. Others: _____

Q11. Which month(s) of the year do you have more leisure time?

(Please circle the answer(s))

Jan Feb Mar Apr May Jun

Jul Aug Sept Oct Nov Dec

II. History of Sports Voluntary Service

Q12. Are you still currently engaging in sports services? 1. Yes 2. No

Q13. How were you being recruited for the sports voluntary services?

Q14. How long or how many times have you been providing such services? *(Please delete if inappropriate)* Yrs/Mths/Times*

Q15a. Which sport(s) do/did you usually serve?

A. _____ B. _____ C. _____

Q15b. What types of sports or sports-related organisations do/did you usually serve?

- A1.Municipal Councils
- A2.National Sports Association
- A3.Private Organisation
- A4.District Sports Organisation
- A5.School
- A6.Charity/Non Profit-making Organisation
- A7.Others: _____

- B1.Municipal Councils
- B2.National Sports Association
- B3.Private Organisation
- B4.District Sports Organisation
- B5.School
- B6.Charity/Non Profit-making Organisation
- B7.Others: _____

- C1.Municipal Councils
- C2.National Sports Association
- C3.Private Organisation
- C4.District Sports Organisation
- C5.School
- C6.Charity/Non Profit-making Organisation
- C7.Others: _____

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Q15c. What is your major responsibility?

- A1.Manage club affairs
- A2.Referee/Umpire
- A3.Coaching/Training
- A4.Team Manager
- A5.Event helpers
- A6.Others: _____

- B1.Manage club affairs
- B2.Referee/Umpire
- B3.Coaching/Training
- B4.Team Manager
- B5.Event helpers
- B6.Others: _____

- C1.Manage club affairs
- C2.Referee/Umpire
- C3.Coaching/Training
- C4.Team Manager
- C5.Event helpers
- C6.Others: _____

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Q15d. Are there any kinds of allowance or recognition provided for your services?

A1.Yes A2.No

B1.Yes B2.No

C1.Yes C2.No

Meals
If A1, food or cash? _____
Transport
If A1, rides or cash? _____
Certificate

Meals
If B1, food or cash? _____
Transport
If B2, rides or cash? _____
Certificate

Meals
If C1, food or cash? _____
Transport
If C1, rides or cash? _____
Certificate

Souvenir
e.g. _____
Others
e.g. _____

Souvenir
e.g. _____
Others: _____
e.g. _____

Souvenir
e.g. _____
Others: _____
e.g. _____

Q16. Any briefing session that you were required to attend before performing the service?

1. Yes 2. No

--

Q17. Do/Did you go to service with company of someone?

1. Yes 2. No

Q18. Any service-related training opportunity is/was provided by the organisations you serve/served?

1. Yes 2. No

III. Opinions of and Attitudes towards Sports Voluntary Services

Q19. How important are the following factors in determining your service?
(Please circle the answers)

	Very important			Unimportant	
	1	2	3	4	5
Interested in sport	1	2	3	4	5
Interested in a particular sport	1	2	3	4	5
Learn new aptitudes	1	2	3	4	5
Gain recognition from society	1	2	3	4	5
Meet new friends	1	2	3	4	5
Opportunity to travel	1	2	3	4	5
Kill time	1	2	3	4	5
Help and contribute to society	1	2	3	4	5
Others: _____	1	2	3	4	5

Q20. (If stopped servicing at present, please answer this question)
Why did you withdraw your service?

Q21. Do your servicing organisation has any award or recognition provided for its volunteers?

1. Yes 2. No

Q22. What kinds of knowledge or characteristics do you think a sports volunteer should possess?

Q23. Do you think there should be any kinds of service-related training opportunity provided for the volunteers to raise their standard of service?

1. Yes 2. No

Q24. Under what circumstances, would you consider to resume or continue to serve in the sports field?

Q25. Would you support an organisation to set up a central incentive scheme for sports volunteer?

1. Yes 2. No



Q26. Why not?

Q27. Apart from the above incentive scheme mentioned, do you have any other suggestions to attract or retain volunteers?

III. Other Opinions and Comments

- The End -

THANK YOU!

問卷調查

是項研究旨在探討各類體育義務工作者的社會背景和服務經驗、態度和期望。你們的意見對體育義務工作的未來發展策略非常重要，希望閣下能抽出少少時間，完成這份問卷。所有問卷只會集體處理及絕對保密。

請將答案填寫在方格或橫線上

一. 個人資料

Q1. 性別: 1.男 2.女

Q2. 年齡:

Q3. 婚姻狀況: 1.未婚 2.已婚 3.分居 4.喪偶

請續答甲 4

Q4. 有多少名子女?

Q5. 教育程度: 1.未受教育 2.小學 3.中學
4.預科 5.專上 6.其他: _____

Q6. 職業: 1.專業人仕 2.白領 3.藍領
4.學生 5.家庭主婦 6.退休/失業

Q7. 個人收入: 1.\$5000 以下 2.\$5000-9999 3.\$10000-14999
4.\$15000-19999 5.\$20000-24999 6.\$25000-29999
7.\$30000-34999 8.\$35000-39999 9.\$40000 及以上
10.無收入

Q8. 扣除返工、讀書、家務、交通、睡覺等時間後,請問你平均每日和假日尚有多少個小時的空餘時間?

平日_____小時

假日_____小時

Q9. 那麼你通常怎樣消磨空閒時間? (例如打球, 逛街等)

平日 1. _____ 2. _____ 3. _____ 4. _____ 5. _____

假日 1. _____ 2. _____ 3. _____ 4. _____ 5. _____

Q10. 你通常和什麼人一起消磨空餘時間?

平日 1.朋友 2.鄰居 3.同事 4.親戚 5.子女
6.父母 7.自己 8.其他: _____

假日 1.朋友 2.鄰居 3.同事 4.親戚 5.子女
6.父母 7.自己 8.其他: _____

Q11. 在一年十二個月裏哪些月份你有較多的空餘時間?(請圈出適用的答案)

1月 2月 3月 4月 5月 6月

7月 8月 9月 10月 11月 12月

二. 體育義務工作履歷

Q12. 你現在是否仍有參與固定的體育義務工作? 1.是 2.否

Q13. 你從什麼途徑加入體育義務工作?

Q14. 你服務了多久或多少次?(請刪去不適用者)

年/月/次*

Q15a. 你主要服務哪些體育項目？(請就你所列舉的項目回答 Q15a-Q15d)

A. _____ B. _____ C. _____

Q15b. 你通常為哪些類別的體育或有關機構服務？

- | | | |
|----------------------|----------------------|----------------------|
| A1. 兩個市政局 | B1. 兩個市政局 | C1. 兩個市政局 |
| A2. 體育總會 | B2. 體育總會 | C2. 體育總會 |
| A3. 私人機構 | B3. 私人機構 | C3. 私人機構 |
| A4. 地區體育組織 | B4. 地區體育組織 | C4. 地區體育組織 |
| A5. 學校 | B5. 學校 | C5. 學校 |
| A6. 慈善/非牟利團體 | B6. 慈善/非牟利團體 | C6. 慈善/非牟利團體 |
| A7. 其他: _____ | B7. 其他: _____ | C7. 其他: _____ |
| <input type="text"/> | <input type="text"/> | <input type="text"/> |

Q15c. 你主要負責什麼工作？

- | | | |
|----------------------|----------------------|----------------------|
| A1. 日常行政及會務 | B1. 日常行政及會務 | C1. 日常行政及會務 |
| A2. 裁判 | B2. 裁判 | C2. 裁判 |
| A3. 教練 | B3. 教練 | C3. 教練 |
| A4. 領隊 | B4. 領隊 | C4. 領隊 |
| A5. 活動/賽事工作人員 | B5. 活動/賽事工作人員 | C5. 活動/賽事工作人員 |
| A6. 其他: _____ | B6. 其他: _____ | C6. 其他: _____ |
| <input type="text"/> | <input type="text"/> | <input type="text"/> |

Q15d. 你所服務的機構有無向義務者提供任何津貼或獎勵？

A1. 有 A2. 沒有 B1. 有 B2. 沒有 C1. 有 C2. 沒有

- | | | |
|----------------------------|----------------------------|----------------------------|
| 膳食
答 A1 者, 食物或飯錢? _____ | 膳食
答 B1 者, 食物或飯錢? _____ | 膳食
答 B1 者, 食物或飯錢? _____ |
| 交通
答 A1 者, 接送或車錢? _____ | 交通
答 B1 者, 接送或車錢? _____ | 交通
答 B1 者, 接送或車錢? _____ |
| 感謝狀 | 感謝狀 | 感謝狀 |
| 紀念品
例如: _____ | 紀念品
例如: _____ | 紀念品
例如: _____ |
| 其他
例如: _____ | 其他
例如: _____ | 其他
例如: _____ |

Q16. 每次服務前是否有舉行任何的簡報會解釋工作內容？

1. 有 2. 沒有

Q17. 你會否結伴一起參與服務? 1. 會 2. 不會

Q18. 你所服務的機構有沒有為你們提供與服務有關的培訓?

1. 有 2. 沒有

丙. 體育義務工作的意見及態度

Q19. 是什麼因素推動你參與體育義務工作? (請圈出答案)

	非常重要				不重要
	1	2	3	4	5
對運動有興趣	1	2	3	4	5
對某專項運動有興趣	1	2	3	4	5
學習新技能	1	2	3	4	5
希望得到社會認同	1	2	3	4	5
結交朋友	1	2	3	4	5
有外遊機會可以增廣見聞	1	2	3	4	5
消磨時間	1	2	3	4	5
可以幫助別人貢獻社會	1	2	3	4	5
其他: _____	1	2	3	4	5

Q20. (如果你已停止了服務, 請答此題) 你為什麼退出體育義務工作?

Q21. 你所服務的機構有無任何表揚體育義務工作者的活動或獎勵計劃?

1. 有 2. 無

Q22. 你覺得體育義務工作者需要具備哪些知識或特質?

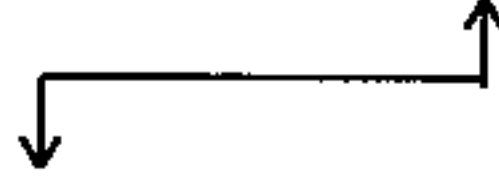
Q23. 你認為需不需要為體育義務工作人仕就其服務範圍提供培訓機會?

1. 需要 2. 不需要

Q24. 在什麼條件下，你會考慮重新投入/或繼續為體育界服務?

Q25. 如果有一個體育機構設立一個體育義務工作獎勵計劃，你會不會支持?

1. 會 2. 不會



Q26. 為什麼不支持呢?

Q27. 除了上述建議之計劃，外你認為還有什麼其他的方法，可以吸引更多人加入體育義務工作?

丁. 其他意見

- 完 -

謝謝你的意見!