
Contents

<i>List of illustrations</i>	viii
<i>Preface</i>	ix
<i>List of abbreviations</i>	xi
1 The role of volunteers in sustaining communities	1
<i>The contribution of volunteers</i>	2
<i>Defining volunteering</i>	3
<i>Volunteer motivations</i>	5
<i>The development of volunteering</i>	7
<i>Social capital and civil society</i>	8
<i>Government policy impacts</i>	9
<i>Pressures on the voluntary sector</i>	11
<i>International trends</i>	13
<i>Concluding comments</i>	14
2 Sport volunteers	15
<i>The size and nature of the voluntary sport system</i>	19
<i>Volunteer participation in sport</i>	21
<i>Sport volunteer motivation and involvement</i>	24
<i>Problems and pressures for sport volunteers</i>	26
<i>Concluding comments</i>	27
3 Volunteers and sport development	28
<i>Sport development</i>	28
<i>Volunteer sport development roles</i>	32
<i>Pressures on volunteers and VSOs</i>	36
<i>Concluding comments</i>	39

4	Volunteers and government policy	40
	<i>Foundations of sport policy</i>	40
	<i>Government and sport relationship</i>	45
	<i>Sport policies and volunteers</i>	47
	<i>Impacts on VSOs</i>	49
	<i>Concluding comments</i>	51
5	Legal issues	53
	<i>The changing organizational and legal context in the sport sector</i>	53
	<i>Role of government</i>	55
	<i>Rights and responsibilities of VSOs</i>	58
	<i>Rights and responsibilities of sport volunteers</i>	59
	<i>Specific legal issues for sport volunteers and VSOs</i>	60
	<i>Concluding comments</i>	65
6	Structural dimensions of VSOs	67
	<i>VSOs</i>	67
	<i>Categorizing VSOs</i>	71
	<i>Structural issues for VSOs and NGBs</i>	73
	<i>Implications for volunteers</i>	76
	<i>Concluding comments</i>	78
7	Managing sport volunteers	80
	<i>Applying HRM to sport volunteers</i>	81
	<i>Contrasting management approaches</i>	82
	<i>The traditional HRM paradigm</i>	84
	<i>Volunteer commitment and satisfaction</i>	90
	<i>Concluding comments</i>	93
8	Volunteer sport administrators	94
	<i>Nature and scope of volunteer sport administration</i>	94
	<i>Volunteer sport administrator roles</i>	97
	<i>Volunteer sport administrator and VSO support programmes</i>	99
	<i>The implications of professionalization for VSOs and volunteer administrators</i>	100
	<i>The broader impacts of professionalization on sport</i>	106
	<i>Concluding comments</i>	108
9	Sports officials	109
	<i>Nature and scope of sports officiating</i>	109
	<i>Characteristics of officials</i>	111

<i>Trends in sports officiating</i>	112
<i>The retention problem</i>	114
<i>Government initiatives and the role of sport NGBs</i>	118
<i>Match officials in the Football Association</i>	120
<i>Concluding comments</i>	122
10 Volunteer coaches	123
<i>The role and scope of volunteer sport coaching</i>	123
<i>Trends and issues in volunteer sport coaching</i>	125
<i>Coach education programmes</i>	129
<i>Concluding comments</i>	133
11 Sport event volunteers	135
<i>Sport events and volunteers</i>	135
<i>Sport event volunteer roles</i>	137
<i>Issues related to sport event volunteers</i>	138
<i>Working with sport event volunteers</i>	141
<i>Concluding comments</i>	145
12 Future challenges in working with sport volunteers	146
<i>Government policy and funding in relation to VSOs</i>	147
<i>Young volunteers</i>	151
<i>Volunteers and NGBs</i>	151
<i>Volunteers and professional staff</i>	152
<i>Volunteers and legal issues</i>	153
<i>Working with sport volunteers: refocusing on important contextual factors</i>	154
<i>Concluding statement</i>	157
<i>Bibliography</i>	160
<i>Index</i>	176