



**Principles and Guidelines on How to
Set Up a Coaches' Association**



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1. Introduction – Project CoachForce21

CoachForce21 (CF21) is a three-year Erasmus+ co-funded project led by Leeds Beckett University (UK) and the International Council for Coaching Excellence (ICCE) with another seven partners: Trainerakademie Köln (Germany), Czech Olympic Committee (Czech Republic), Hungarian Coaching Association (Hungary), Polish Institute of Sport (Poland), Treinadores Portugal (Portugal), Professional Coaches of Finland (Finland) and the Hellenic Federation of Sports Coaches and Trainers (Greece).

CF21 has two main objectives:

1. Strengthening coach representation at national and European level through the provision of guidance and support for existing and developing Coaches' Associations in the EU
2. Bringing the Voice of the Coach to the fore of the Social Dialogue in Sport to foster Good Governance in the Sector.

To achieve the above, the partners will:

1. Develop a baseline picture of the current coaching landscape across the 27 Member States
2. Map the current impact of Coaches' Associations in the 27 Member States
3. Create guidance tools and resources for current and prospective Coaches' Associations in relation to the convening, governance, relevance and impact of this type of organisations.
4. Effectively engaging with coaches on the frontline, employers (i.e., clubs; local authorities; leisure providers, etc), national and international sporting organisations (i.e., federations) and national and international policy bodies (i.e., government departments; European umbrella bodies).

This Intellectual Output aims to fulfill the above-mentioned goals by providing a guideline for Coaches' Associations. This particular guideline will focus on how to set up Coaches' Associations by explaining their purpose, role and structure. Furthermore, examples of existing Coaches' Associations from the CoachForce21 partners will be provided throughout the guideline to offer a wider perspective.



2. Intellectual Output 5 – Project Background Introduction

The goal of Intellectual Output 5 (IO5) is twofold. On the one hand, it provides existing Coaches' Associations with suggestions and best principles to improve and strengthen the work they are already doing. On the other, it provides coaches, sport professionals and stakeholders with a roadmap, a how-to-guide, when planning on establishing a Coaches' Association.

This guideline is built on examples from four different countries with well-established Coaches' Associations as determined in Intellectual Output 3. The countries and associations are the following:

- Finland: Professional Coaches of Finland SAVAL, Finnish Strength and Conditioning Coaches, Finnish Figure Skating Coaches Association and Finnish Coaches Association (FCA)
- Portugal: Coaching Portugal
- Greece: Hellenic Federation of Sport Coaches and Trainers (POPA)
- Hungary: Hungarian Coaching Association

This document will first look to establish the purpose of a Coaches' Association. In other words, it will answer the question "Why does it make sense to establish a Coaches' Association?", be it sport-specific or multi-sport. It will then provide information on the member types, tasks, operation, financing, and constitution steps.

Furthermore, several appendices are added to this output. An example of Finnish legislation concerning associations and regulations on registering association with the Finnish Patent and Registration Office is provided, as it offers additional information for the process of creating and constituting a Coaches' Association. There are as well several examples of association rules and status, as well as a compilation of Question & Answers (Q & A) around the establishment, operation and need to create a Coaches' Association.

3. Review of Intellectual Outputs 2 and 3

3.1 Intellectual Output 2 - European Coaches' Associations Map

The aim of Intellectual Output 2 (IO2) was to develop a European Coaches' Associations Map, and to report on the impact of Coaches' Associations in the 27 member States. To achieve the aim of IO2 the researchers used a mixed methodology comprising of a series of semi-structured expert interviews and an online expert survey. Representatives of 11 European countries participated in the semi-structured interviews and 6 other European countries participated in the online expert survey. For the report outcome the results of the combined methodologies are used to provide a broad overview on the Coaches' Associations in Europe. Results indicate that a majority of countries in Europe have a coaching association, and almost all have a clearly defined mission and vision and have as their main aim to support the development of coaches and to strengthen the position of coaches within society.

Nevertheless, the results from IO2 show that many of these associations are not active enough to have an actual impact on coaches. As specified in the report ([link here](#)), 29% of the surveyed countries have single-sport associations, which limits their reach in their country. The lack of data on coaches, licensing and coach education is also a limiting factor in the impact of the associations. Furthermore, only 17 countries were surveyed, which leaves another 11 countries from which we have no information at this time.

3.2 Intellectual Output 3 – Coaches' Association Case Study Collection

The aim of Intellectual Output 3 (IO3) was to provide a case study collection of existing Coaches' Associations. IO3 collected case studies from 10 Coaches' Associations and trade unions identified as best practice examples through the research conducted in IO2. These 10 best practice examples provide information on funding resources, mission and vision, interesting facts about the association, their critical success factors, lessons learned from instances where things did not go according to plan, areas for improvement, particularities of national laws dictating membership of individuals or Coaches' Associations to sports federations (trade unions), examples of challenges the association has overcome and how, and future challenges the association is going to face.

4. What is the Purpose of a Coaches' Association?

Across the European Union there are examples of Coaches' Associations being established as early as the 1970s (Finland, Germany and Portugal) and as recently as 2017. For example, the Finnish Coaches Association (Suomen Valmentajat ry) was founded in 1975. In Germany, the Berufsverband der Trainerinnen und Trainer des deutschen Sport e.V. was established in the year 2012, or in Finland the Finnish Swimming Coaches Association was re-established in 2017. Drawing on examples from Intellectual Output 3 we find associations established in the last 4 decades: Finland and Poland (1980s), Greece, Portugal and Hungary (1990s) and again Finland and Greece (2000s).

Although the reasons for establishing Coaches' Associations may be very similar for all countries and sports, the specifics will vary depending on the context and culture of each situation. The purpose of Coaches' Associations usually centres around:

- (1) increasing representation of coaches within society as well as in governing bodies and decision-making processes
- (2) promoting the recognition of coaching as a profession
- (3) offering legal support and advice
- (4) defending regulation in relation to employment contracts
- (5) providing education and professional development opportunities
- (6) creating networks for coaches to communicate and exchange ideas
- (7) promoting sports coaching in general

In addition, an argument can be made that providing coaches with the possibility to join a Coaches' Association, (be it sport-specific or multi-sport) and through that having access to a network of colleagues and like-minded people, will increase their sense of belonging, satisfaction, well-being and might prevent some of them leaving the profession.

However, as seen in IO1, IO2 and IO3, the impact that Coaches' Associations are having on policy making or representation of the needs of individual coaches is varying from country to country and within the same country between different sports. Furthermore, there exists a difference between the impact and influence Coaches' Associations are able to exert on policy making and governmental decision-making processes depending on whether they are only a Coaches' Association or a Coaches' Association with a Trade Union function.

Table 1 below lists the main differences in purpose and actions between Coaches' Associations and Trade Unions. Also mentioned in the table are some common goals shared by both types of representation entities.

Coaches' Association	Trade Union
<ul style="list-style-type: none"> • Building a community for coaches • Projects (research, literature, equality...) • Coach Magazine and e-newsletter • Co-operation with other sport organizations • Webinars and workshops for coaches • Mentoring of coaches, mentor education • Further education for coaches 	<ul style="list-style-type: none"> • Safeguard and improve the benefits and rights of employee members • Negotiate with employer unions, wages and other working conditions on behalf of employees • Negotiate collective agreements • Co-operating and lobbying with labour market organizations • Unemployment fund (depends on the country) • Legal support and representation for members • Educations in employment questions • Liability and legal aid insurance • Develop terms and conditions of employment • Shop steward/Employee representative
Together	
<ul style="list-style-type: none"> • Developing coaching as a profession • Involved in vocational coach education development work • Bringing coaches voice to decision making processes • Intensive co-operation in many matters and topics; respect for coaches, ethical matters etc. 	

Table 1. Differences between Coaches' Associations and Trade Unions

5. Functions and Tasks of Coaches' Association

For Coaches' Associations to promote the Voice of the Coach and fulfil their purposes there are a series of actions and tasks that they need to undertake. Coaches' Associations need to establish processes both for incoming information, (i.e., providing coaches with a channel with which to communicate the challenges they are facing and their need for support) and outgoing communication and actions (i.e., tangible steps they are taking to help coaches). In this section we will provide a list of tasks and actions that Coaches' Associations need to take to help coaches and promote sport coaching.

In countries or sports with both a regular Coaches' Association and a Trade Union, it is important that these two organisations cooperate and support each other's work: i.e., run joint projects, support each other's strategic work, provide joint representation at board meetings, maintain daily communication, join effort in making the Voice of the Coach heard in society, as well as working together in projects concerning sport and coach development nationally as well as internationally. One such successful cooperation between a Coaches' Association and a trade union can be found in Finland. Figure 1 depicts the relationship between the Professional Coaches of Finland, the Finnish Coaches Association, their members as well as the connection between the Professional Coaches of Finland and association and confederation of unions for Professional workers.

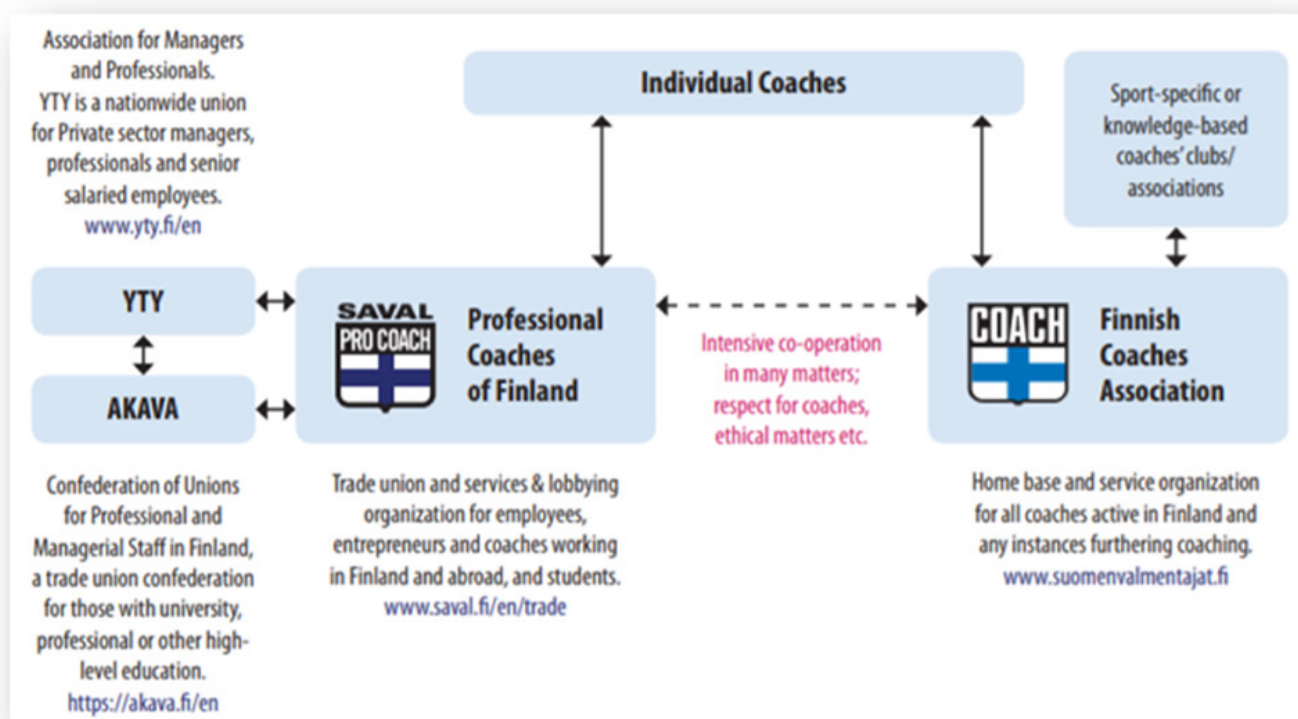


Figure 1. Relationship between SAVAL and FCA

5.1 Functions of a Coaches' Association

For a Coaches' Association to fulfil their purpose of supporting coaches and making the Voice of the Coach heard in society there are several functions they need to plan in their program. These functions range from providing network opportunities for coaches, publication of sport-related materials and education materials, involvement in coach education and education development, offering of coach education training through different means and events, organizing and participating in different coaching related projects (nationally and internationally) and actively cooperating with sports organizations, the Olympic Committee and other institutions such as national anti-doping associations. The following figure offers a more comprehensive list of all possible functions Coaches' Associations can undertake:



Figure 2. List of functions of a Coaches' Association

The roles and functions, as well as the purpose, of a Coaches' Association are usually defined in the rules of the association (see Appendix for examples). Some Coaches' Associations also define their mission and vision statements, as well as a long-term strategy, which guide the daily work of the association as well as providing direction when, for example, selecting and agreeing to participate in national and international projects around coaching and sport development.

These functions are linked to specific tasks that allow Coaches' Associations to help coaches on a day-to-day basis. The following paragraphs provide a description of these tasks as well as a short overview on possible differences between Coaches' Associations and Trade Unions.

5.2 Tasks of a Coaches' Association

The most common tasks of a Coaches' Association are listed in Table 2 below. However, due to differences in national laws, some of these tasks may not be executed by a Coaches' Association, but by a trade union or the National Olympic Committee. For instance, collective bargaining is one task example which may be heavily dependent on national law, and hence, might only be executed by a trade union and not by a Coaches' Association. It is important to note that a Coaches' Association can and maybe should attempt to execute as many of the listed tasks as possible to offer as much support as possible to their members.

Area of work	Task
General Purpose	Organize and participate in different coaching projects
	Actively cooperate with other sport institutions
	Promote coaching as a full profession
	Cooperate with sports institutes, sport institutions and sport universities
	Create a support and development network for coaches
Coach Development	Coach education development
	Coach education training provider
	Involvement in vocational coach education development
	Job hunting, CV clinics, people skills, employment skills
	Publication of a coaches' magazine
	Research, books, international projects, development projects
Representation	Help and support to individual coaches in employment situations and questions
	Improvement of coaches' working conditions
	Lobbies to enhance the prestige and recognition of coaches in society
Legal Support	Unemployment fund and legal aid insurance
	Education for coaches on employment questions
	Collective bargaining

Table 2. Tasks of a Coaches' Association

6. Membership: Who is the Association for?

Generally speaking, Coaches' Associations are for coaches. However, during the foundation process and when creating the rules for the association, it can be decided that members are required to fulfil (or not) certain requirements. For example, it can be specified that coaches need to have a certain coaching qualification (certification), a specific number of years of experience, or be employed and salaried (part-time and/or full-time) as a coach, and so on. However, the requirements might also only be that the member has to be in some form involved in actively supporting the workings of a sport clubs and/or in athlete and participant development. This will be decided when setting up the association and will vary from one to another.

As an example, the following are the member requirements of the Professional Coaches of Finland (SAVAL ry):

A person who receives their main livelihood as a sports coach or as an instructor, or a person holding a comparable position, may be accepted as a full member of a Coaches' Association by the Board. The Board may approve a person studying for the position of a sports coach as a student member of a Coaches' Association. The application for membership must be made in written form.

The member must act in accordance with the rules of the Coaches' Association, as well as the decisions made at the Coaches' Associations General Meetings. The member is obliged to pay the annual membership fee determined by the Autumn General Meeting in the manner decided by the Board.

When determining the membership fee, different amounts of lobbying and service costs of different groups of members can be taken into account.

The Annual General Meeting may decide on membership fee discounts. The discount may be based on the member's unemployment status, student status, retirement or being otherwise unpaid from their employment, living abroad, membership in another Association, membership without an unemployment fund membership, or other factors comparable to those listed above.

6.1 Tasks of a Coaches' Association

Coaches' Associations may offer different membership types to make their services and benefits available to as many coaches as possible, and so increase the number of their members.

Some examples for membership type are:

- Standard membership
- Self-employed (freelance) member
- Membership for entrepreneurs
- Student member
- Membership in abeyance

- Retired member
- Honorary member
- Supporting member

6.2 Membership Benefits

Membership benefits differ from one association to the next, depending on the purpose (mission) of the association, as well as the leverage power of the association in negotiating benefits for their members with companies, institutions, and other service organizations.

Becoming a member of an association usually provides members with numerous benefits. These range from specific and targeted development opportunities, often at reduced costs, to reduced prices for equipment at specific sport stores, the association's membership magazine and many more.

The membership benefits depend on the negotiation interest and strength of the association with fitting partners. Benefits from associations in IO3 include a publishing house, a Personal Trainer education, individualized development opportunities, contract template for coaches and clubs, sport equipment store, the right to wear the specific Coach Collection apparel, reduced accommodation costs, fuel at discounted price, legal support through lawyers, career support, unemployment fund, car rental, a selection of different insurances (leisure time, travel, liability and legal expenses insurance and some more). In some cases, like Professional Coaches of Finland (SAVAL), the membership fee includes an unemployment fund as a special benefit.

Furthermore, the membership benefits include networking opportunities, exchange between experts, and information concerning employment relationships and unemployment security.

Not all the associations provide the same benefits though. The bigger the association the stronger their negotiation power to secure better and larger benefits for their members. A quality selection of benefits makes an association more attractive to new members and guarantees the satisfaction and continuous membership of existing members.

7. Operations and Financing of a Coaches' Association

The tasks of a Coaches' Association have been presented in section 5.2. The operations of a Coaches' Association are, however, considerably broader than the tasks they execute. These operations are the daily running of the association and may include:

- Negotiations with organizations to increase the offer of benefits for members
- Discussions and support of individual members concerning working contracts
- Legal support
- Representation in co-determination negotiations

- Negotiations with sport institutes, the Olympic Committee and the Ministry for Education and Culture on coach education and development opportunities
- Negotiations with sport-specific Coaches' Associations to join the multi-sport Coaches' Association to increase the benefits to their members as well as to increase the strength of the multi-sport Coaches' Association in negotiations and discussions as well as in making the Voice of the Coach heard within society
- Writing grant and project funding applications for national and international projects to broaden the working areas and continuously develop the expertise on coaching.

7.1 Funding of an Association

The operations of a Coaches' Association require funding and depending on the number of paid employees the yearly funding has to be substantial. However, funding is not only needed for salary payments, but also for education and development support for members, to cover telephone, office space rental, internet and homepage costs and other daily, weekly, and monthly costs. But especially in the starting phase of the running of an association, in most cases, most of the work will be done by volunteers and hence salary costs do not accrue.

Associations can be funded by different means. Here are a few examples:

- Membership fees
- Grants
- Extraordinary contributions by members
- Donations
- Inheritances
- Bequests
- Investments
- Equity
- Events
- others

Typically, membership fees contribute the largest share of an association's funding. Closely followed by grants for specific projects as well as general support by the government for sport-related institutions.

8. Establishing a Coaches' Association: What to Consider

When establishing a Coaches' Association a few elements need to be considered right from the start. These include:

- Research and compliance with legislation on associations and their establishment
- Define:
 - The associations' purpose
 - Roles and functions

- o The associations' rules
 - o Its Code of Conduct (see IO6 for more details)
 - o Member requirements
- Decide on the operating format of the Coaches' Association, whether it will be a non-profit organization or a for-profit organization
- This previous step has direct implications for the financing of the association, its rules, its operations and on the membership. The Coaches' Association planning steps overview in the conclusion provides additional information.

8.1 Development of Rules for an Association

Laws regulating associations differ between countries and analysing specific country laws is beyond the scope of this guideline. However, when planning to establish an association one of the first steps to take is to consult national laws to inform the correct process. In some countries this might be through the Ministry of Justice (Finland, law 503), while in some others it might be through the regional governments.

As an example, here are the prerequisites for establishing an association in Finland:

- There must be at least three founders.
- Founding members must be 15 years of age or older.
- A registered association, company and foundation may also be the founder of the association.
- The rules of the association need to be provided.

8.2 Non-Profit Associations

If the national laws allow it, associations can be established for non-profit purpose. Coaches' Associations mostly opt to establish themselves as non-profit organizations, which has advantages concerning taxation as well as possibilities of receiving supporting grants. The option to select a non-profit association might not be available in every country.

Examples of non-profit associations are:

- Cultural, social, and charitable associations
- Entertainment, sports, and hobby associations
- Professional associations and trade unions
- Political parties

9. Establishing a Coaches' Association: What to Consider

This guideline offers a concrete set of steps that are needed to plan and establish a Coaches' Association. Nevertheless, it is paramount for coaches to consider the legal and social context of their country to determine the best course of action. Figures 2 and 3 serve as a visual guide to the step-by-step process that has been described in this guideline.

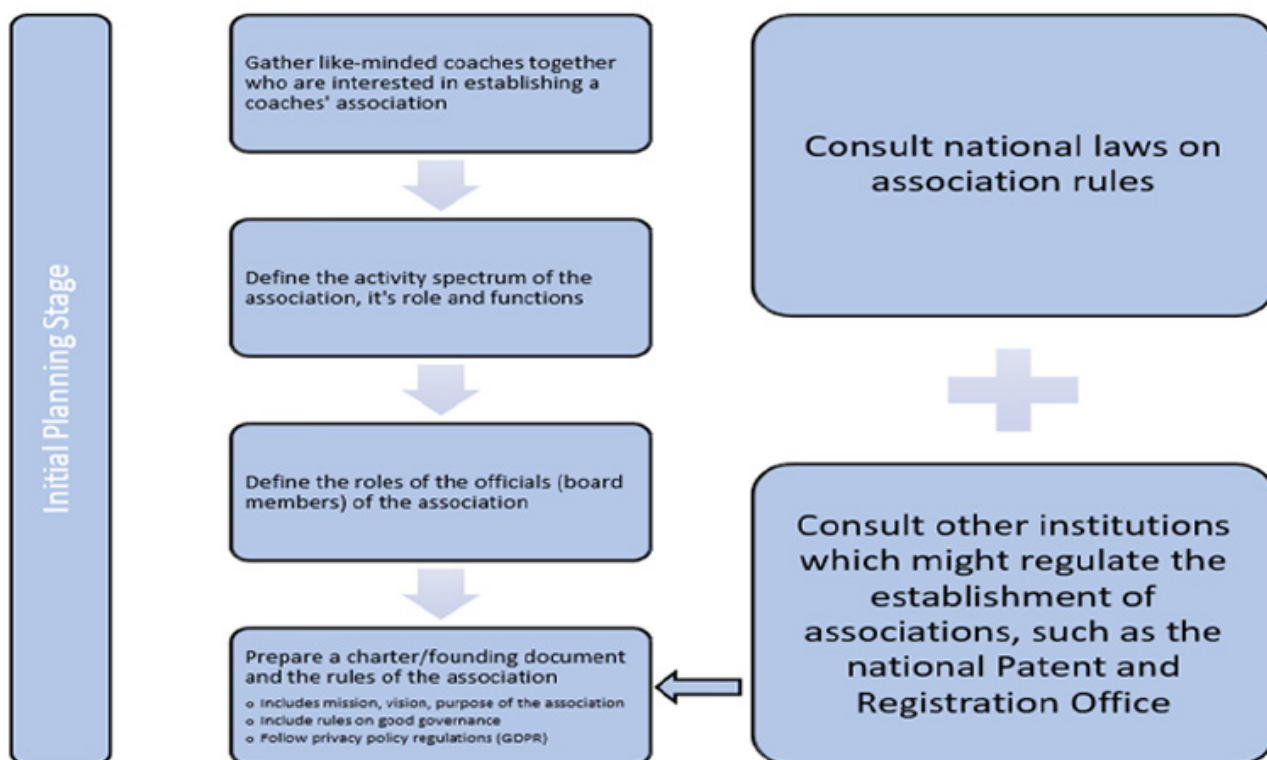


Figure 3. Initial Planning Stage of a Coaches' Association

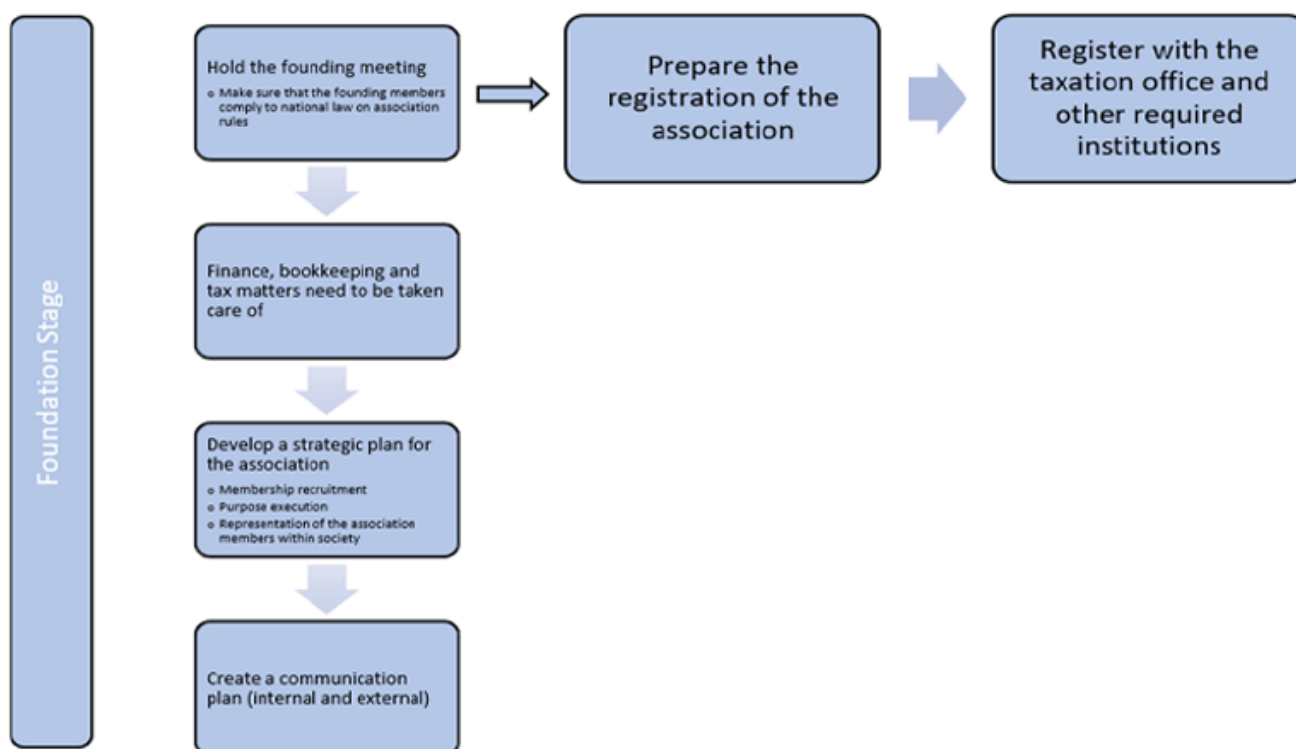


Figure 4. Foundation stage of a Coaches' Association



10. Questions & Answers

Activities of a Coaches' Association	
What are the activities of an association?	<ul style="list-style-type: none"> • Competence development of coaches • Support of individual coaches and groups of coaches in their daily work • Active member in different projects and initiatives, nationally and internationally, around different aspects of sport
How does an association work?	<ul style="list-style-type: none"> • The work of an association is determined in the mission and vision of the association as well as in their rules
Is a Coaches' Association involved in activities on a societal level?	<ul style="list-style-type: none"> • Yes, a Coaches' Association is promoting the voice of coaches within society as well as positively influencing the reputation of coaches

Benefits for members	
What are the benefits for a coach when joining a Coaches' Association?	<ul style="list-style-type: none"> • Members receive numerous benefits from being a member of a Coaches' Association, financial as well as representative benefits • Coaches' Associations are strengthening the position of coaches within society
Are the benefits only available to members?	<ul style="list-style-type: none"> • Most of the benefits are only available to members, but non-members benefit from the work of Coaches' Associations within society
Do the benefits depend on the membership type?	<ul style="list-style-type: none"> • Benefits may depend on the type of membership (i.e., amount of membership fee, retirement membership not eligible for education discount, etc...) • Some other benefits may be accessible to all members • Entrepreneur members of the Coaches' Association (trade union) are usually not eligible to receive the unemployment fund

Communication (internal and external)	
How to provide information to the members?	<ul style="list-style-type: none"> • Homepage • Newsletter • Social Media (Facebook, Instagram, Twitter, etc.) • Online magazine • Print magazine • Attending fairs and sports events
	<ul style="list-style-type: none"> • Communication-cooperation agreement with Olympic Committee and other sport institutions
How to make announcements of the association available to the members and the general public?	<ul style="list-style-type: none"> • Newsletter • Social media campaigns • Newspaper article • Radio announcements and interviews • Television
What are internal communications?	<ul style="list-style-type: none"> • Internal communication between Coaches' Association staff • Communication between the staff and the Board and/or other stakeholders • Communication between different committees and/or partners

Financial matters	
How is an association financed?	<ul style="list-style-type: none"> • Membership fees • Registration fees • Grants • Donations • Bequests • Revenue from events • Support from the government
How does an association make money?	<ul style="list-style-type: none"> • Through collection of membership fees • Grants • Government support • Investments • Donations • Inheritance • Revenue from events
Who does the accounting of an association?	<ul style="list-style-type: none"> • Accountant employed by the association • Accounting firm hired by the association • Member of the association who is an expert in accounting



Founding of an association	
How to establish an association?	<ul style="list-style-type: none"> • Laws governing the establishment of associations are in most countries defined by the Ministry of Justice or similar institutions • Guidelines on how to establish a Coaches' Association can most likely be found from the Patent and Registration office or in the respective national laws
Is it a lot of work to establish an association and to keep it running?	<ul style="list-style-type: none"> • No, it's not. However, people assigned positions within the association do need to set aside a certain amount of time every month to keep the association running
	<ul style="list-style-type: none"> • Many Coaches' Associations are run purely on a volunteer basis
Does it make sense to establish a Coaches' Association?	<ul style="list-style-type: none"> • Yes, it does. A Coaches' Association supports coaches and unites the voices and needs of the individual coaches and represents coaches as an official organ in legal matters, and in recognizing coaching as a full profession.

Good Governance ¹	
Who is in charge of Good Governance within the Coaches' Association?	<ul style="list-style-type: none"> • The chairman of the board and the board • The association should comply with the rules of their respective National Anti-Doping Association (NADA) and other national institutions who promote prevention of competition and event manipulation and match-fixing
Where are the principles of Good Governance laid out?	<ul style="list-style-type: none"> • Usually, they are part of the rules of a Coaches' Association
What is meant by Good Governance?	<ul style="list-style-type: none"> • Good Governance principles dictate how the decision-making and implementation process is conducted • Good Governance principles dictate how the Coaches' Association conducts its affairs and manages its resources

¹For more information on Good Governance please read IO6: Principles and Guidelines for Good Governance in Coaches' Associations

Legal Matters	
How to prepare the rules for the Coaches' Association?	<ul style="list-style-type: none"> • Association rules need to follow each country's law for associations, these laws define the necessary rules for associations to comply with the national law, but the association can add additional rules, as long as they are not illicit • Examples of Coaches' Association rules can be found in the Appendix to IO5
Where and how to find information on the founding process of a Coaches' Association?	<ul style="list-style-type: none"> • National laws and regulations by for example the Patent and Registration Office, as well as the taxation office, provide information on how to establish an association • The figure Coaches' Association planning steps in the Appendix of IO5 also provides information on the founding process of a Coaches' Association
Can a member be dismissed from the Coaches' Association?	<ul style="list-style-type: none"> • A member can be dismissed from the Coaches' Association if they have violated the association's rules

Meetings	
What happens in the annual general meeting of a Coaches' Association?	<ul style="list-style-type: none"> • Elections of board members, secretary, chairman, etc. • Approval of the financial statement • Approval of the meeting agenda • For more details check the case example rules of Coaches' Associations in the Appendix of IO5
What is the purpose of Coaches' Associations meetings?	<ul style="list-style-type: none"> • Board meetings (general annual meetings; spring and/or autumn meetings) are usually required by law • Staff meetings are usually executed on a needs basis to discuss operations and work tasks
Is it mandatory to take meeting minutes?	<ul style="list-style-type: none"> • Depending on national law and association law it is generally mandatory to keep meeting minutes of the Board meetings • It is recommended to keep meeting minutes of staff meetings to keep track of the decision-making process

Member support	
How does the association help their members?	<ul style="list-style-type: none"> • It represents their members and hence is stronger than an individual coach • It provides benefits, development opportunities and support, for example in legal matters
Does the association provide legal support?	<ul style="list-style-type: none"> • Yes, most Coaches' Associations provide legal support to their members, if not the association itself, then a cooperating institution
Does the Coaches' Association provide support concerning salary levels, compensation and negotiations on work contracts?	<ul style="list-style-type: none"> • Yes, in most cases the Coaches' Association provides support and information to its members on salary levels, helps with contract negotiations, provides contract templates and gives compensation guidelines

Personal of a Coaches' Association	
What is the function of officials in a Coaches' Association?	<ul style="list-style-type: none"> • Matters of the association are handled by the board
What are the roles of officials in the Coaches' Association?	<ul style="list-style-type: none"> • Chairman of the association • Board member of the association • Auditor • Secretary • Treasurer
Who is the staff of a Coaches' Association?	<ul style="list-style-type: none"> • If the Coaches' Association is large and has big enough financial means, it is possible for it to employ staff on a part-time or full-time basis: <ul style="list-style-type: none"> ○ Chief Executive Officer ○ Coach Developer ○ Marketing Assistant ○ Financial Officer ○ Office Secretary ○ Project Coordinator



Recruitment of members and staff

How to recruit members?	<ul style="list-style-type: none"> • Through member-recruits-member scheme • Adverts in magazines, books, on the homepage of the Olympic Committee and other sport institutions and associations • Information booths at seminars, conferences and workshops • Social media campaign
Is a Coaches' Association also recruiting staff?	<ul style="list-style-type: none"> • Staff recruitment is dependent on the professional level of the association as well as their financial situation • At the beginning staff usually consists of volunteers but when the association grows because of an increase in members, the next step is often recruitment of part-time staff and finally full-time staff
Is the Coaches' Association required to follow national law on staff recruitment?	<ul style="list-style-type: none"> • Coaches' Associations have to comply to national law in every aspect, and also have to follow their own rules and regulations and the principles of Good Governance

Role, purpose and function of a Coaches' Association

What is the role of a Coaches' Association?	<ul style="list-style-type: none"> • Representative functions • Competence development of their members and non-members • Support of individual coaches and groups of coaches in their daily work • Furthering the reputation/regard for coaches in society
What is the purpose of a Coaches' Association?	<ul style="list-style-type: none"> • The purpose of a Coaches' Association is to represent the coaches' interests within society and to support the personal and professional development of coaches • Support coaches in their daily work
What is the function of a Coaches' Association?	<ul style="list-style-type: none"> • To represent and support their members

Termination of a Coaches' Association	
How to terminate the operations of a Coaches' Association?	<ul style="list-style-type: none"> Rules concerning the termination of the operations of an association are laid down in the rules/law around the establishment of an association
When might it be necessary to put a Coaches' Association on hold or to terminate it?	<ul style="list-style-type: none"> At times smaller sport-specific Coaches' Associations might be required to terminate their operations or put them on hold due to a lack of members, a dire financial situation, or a lack of volunteers to keep the association running
Can a higher instance request the termination of a Coaches' Association?	<ul style="list-style-type: none"> If the Coaches' Association participated in unlawful activities, it might be requested to terminate its operations

11. Closing Comments

Coaches' Associations can play a significant role in improving outcomes for both coaches and athletes. We hope this document supports the further development of existing associations, as well as encourage the creation and growth of new ones. Best of luck!

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Appendices

Rules - Professional Coaches of Finland/Suomen Ammattivalmentajat ry

Rules

1 § Name and domicile

The Association's name is Suomen Ammattivalmentajat SAVAL ry in Finnish, Finlands Professionella Tränare rf in Swedish, and in international relations, the unofficial English title Professional Coaches of Finland may be used. Later in these rules, the Association will be referred to with its Finnish abbreviation SAVAL. The Association's domicile is Helsinki and its area of operation is all of Finland.

2 § Purpose and nature of the Association's activities

SAVAL's purpose is to monitor and promote its members' common interests in working life and within society.

To achieve its purposes, SAVAL

- 1) negotiates and concludes agreements on the employment of its members and monitors compliance with the agreements concluded,
- 2) influences the decision-making of the labour market and society in the interests of its members by making proposals and initiatives,
- 3) provides the Association's members with advocacy, professional development and training services, information and events;
- 4) acts as a means of organising for Neuvottelujärjestö YTN/The Federation of Professional and Managerial Staff YTN and Akava/Confederation of Unions for Professional and Managerial Staff in Finland,
- 5) is a member of Yksityisalojen Esimiehet ja Asiantuntijat YTY/Association for Managers and Professionals YTY and Suomen Valmentajat ry/Finnish Coaches' Association.

3 § Membership

A person who receives their main livelihood as a sports coach or as an instructor, or a person holding a comparable position, may be accepted as a full member of SAVAL by the Board. The Board may approve a person studying for the position of a sports coach as a student member of SAVAL.

The application for membership must be made in written form.

4 § Membership fee

The member must act in accordance with the rules of SAVAL, as well as the decisions made at SAVAL General Meetings. The member is obliged to pay the annual membership fee determined by the Autumn General Meeting in the manner decided by the Board.

When determining the membership fee, different amounts of lobbying and service costs of different groups of members can be taken into account.

The Annual General Meeting may decide on membership fee discounts. The discount may be based on the member's unemployment status, student status, retirement or being otherwise unpaid from their employment, living abroad, membership in another member Association of Akava, membership without an unemployment fund membership, or other factors comparable to those listed above.

5 § Termination of Association's membership

The Board of the Association may dismiss a member who has acted in violation of § 4 or who has resigned from the duties pursuant to § 3. A member may resign from SAVAL by addressing the Board of SAVAL or its Chairman in written form, or by notifying the resignation at a meeting of the Association for entry in the minutes. The rights and obligations of a dismissed or resigned member in regards to SAVAL will cease immediately. However, the member must still pay the membership fee due by the end of the membership.

6 § Government

The decision-making power of SAVAL is exercised by the General Meetings of the Association. The executive body is the Board of SAVAL. For its assistance, The Board may designate organs and functionaries.

Members of SAVAL can form site-specific, regional or industry-specific unregistered Associations and participate through them in SAVAL's activities and its government.

SAVAL's operating and financial year is the calendar year.

7 § General Meetings

SAVAL holds two annual meetings: the Spring General Meeting, which is held in March-April, and the Autumn General Meeting, which is held in November-December.

The Board may convene an additional meeting to handle a matter designated by it. An additional meeting will also be convened within one month of it being requested in written form by at least one-tenth of the members to handle a matter notified by the Board.

The time and place of the meeting is determined by the Board.

The annual General Meetings are convened at least two (2) weeks in advance and the additional meetings at least one (1) week in advance by a meeting invitation sent to the members, or by a press release, as determined by the Annual General Meeting of the Association.

Each full member has the right to one (1) vote at a SAVAL meeting. A member may exercise their right to vote by proxy.

A student member has the right to attend and to speak at a SAVAL meeting.

A member may not, by proxy, exercise more than one-tenth (1/10) of the total number of votes at a meeting.

A member who wishes to have a matter handled at a General Meeting of SAVAL must submit a proposal to the Board of SAVAL by the end of January or September.

8 § The Spring General Meeting

At least the following matters must be handled at SAVAL's Spring General Meeting

- 1) choosing the meeting's Chairperson, as well as two (2) Examiners of the minutes and other necessary functionaries
- 2) establishing the legality of the meeting and stating the number of voting members present, the proxies and their votes and the number of votes at the meeting
- 3) presenting The Board's report for the previous financial year as well as the financial statements and the statement of the auditors
- 4) approving the financial statements and granting discharge to the accountable persons
- 5) handling the other matters mentioned in the meeting invitation.

9 § The Autumn General Meeting

At least the following matters must be handled at SAVAL's Autumn General Meeting

- 1) selecting the meeting's Chairperson, as well as two (2) Examiners of the minutes and other necessary functionaries
- 2) establishing the legality of the meeting and stating the number of voting members present, the proxies and their votes and the number of votes at the meeting
- 3) approving the strategy, income and expenditure estimate, and the amount of the membership fee for the next calendar year
- 4) every two years, the Chairman, Deputy Chairman and members of the board are elected in accordance with § 10
- 5) selecting an Auditor and a Deputy Auditor
- 6) handling the other matters mentioned in the meeting invitation.

10 § Board

SAVAL's activities are managed by a Board, which consists of a Chairman, whose term of office is two years, as well as five (5) to seven (7) other members.

The members of SAVAL's Board are elected at the Autumn General Meeting in such a way that, in even-numbered years, the Chairman and two to three full members are elected to replace the resigning members in that year for the next two-year term. In odd-numbered years, three to four full members are elected to replace those who resign that year for the following two-year term. A resigning member of the Board may be re-elected without restriction. The Board elects from among its members the Deputy Chairman and, from within or outside the Board, the Secretary and such other officers as may be required.

In the first year, resignations are drawn.

The Board convenes from the invitation of the Chairman, or in the case of the Chairman's absence, from the Deputy Chairman's invitation.

A quorum is reached when the Chairman or Deputy Chairman and at least half of the Board are present.

Decisions are taken by a simple majority of votes. In the event of a tie, the Chairman of the meeting has the casting vote, except in the elections and in a close ballot, where the result is determined by lot.

The Chairman of the Board, the Deputy Chairman or the Executive Director/Agent elected by the Board alone or by a person appointed by the Board together with another person appointed by the Board to sign may sign on behalf of the Association.

11 § Board's tasks

In addition to what is stated in the Associations Act and elsewhere in these rules, the Board:

- 1) represents SAVAL and concludes agreements and commitments on behalf of SAVAL in accordance with the authorisation received from SAVAL's General Meetings;
 - 2) convenes and prepares the meetings of SAVAL and implements the decisions of the meetings;
 - 3) prepares SAVAL's activity and financial reports;
 - 4) makes proposals for SAVAL's strategy, income and expenditure estimate, and the amount of the membership fee for the next calendar year;
 - 5) is responsible for the implementation of the action plan within the budget and for the collection of SAVAL's funds, assets and membership fees;
 - 6) selects the necessary institutions and functionaries and appoints representatives and candidates for external tasks;
 - 7) decides to take organisational measures;
 - 8) handles other matters belonging to SAVAL within the limits of the powers it has received.
- The Board may conduct advisory member voting within matters it deems necessary.

12 § Economics

SAVAL's financial statements and report of the Board must be submitted to the Auditors no later than one month before the Spring General Meeting. The Auditors must give their written statement to the Board two (2) weeks before the Spring General Meeting.

13 § Industrial action

Before deciding on possible industrial action, SAVAL will, as much as possible, seek the views of the members concerned.

14 § General regulations

A proposal to amend these rules requires a three-fourths (3/4) majority of the votes cast at a meeting of the Association in order to be approved.

The decision to dissolve SAVAL must be made at two consecutive meetings held at intervals of at least three (3) months. In this case, the proposal to dissolve SAVAL must reach a three-quarters (3/4) majority of the votes cast at each meeting in order for it to be approved.

If SAVAL is dissolved or abolished, its funds will be donated to support the professional training and advocacy of professional coaches in a manner determined by the latter meeting.

15 § Transitional provision

The obtained membership benefits will remain.

Rules - Finnish Coaches Association/Suomen Valmentajat ry

Rules

1 § Association's name and domicile

The name of the Association is Suomen Valmentajat ry in Finnish. Its domicile is Helsinki and the area of operation is all of Finland. In international relations, the unofficial English title Finnish Coaches Association may be used.

2 § Purpose of the Association's activities

The Association's purpose is to promote sports coaching in Finland.

3 § Nature of the Association's activities

The nature of the Association's activities are based on the current Finnish sports values and ethical code of conduct.

To achieve its purpose, the Association:

1. promotes the coaches' and other coaching professionals' networking and their sense of community.
2. strengthens the coaches' and other coaching professionals' skills by training and sharing information regarding coaching
3. promotes the coaches' and coaching professionals' esteem and societal value through rewards and means of communication
4. promotes the publication of coaching information in Finnish
5. develops interaction and skill sharing between sports
6. influences the societal development of coaching, as well as the development work of Finnish coach training.
7. participates in international development of coaching and brings international know-how to Finland
8. works in partnership with different agents in the Finnish sports scene

To support its activities, the Association may:

1. organise events, such as trainings, member events, competitions and parties;
2. accept aid, donations and testaments;
3. sell advertisement and make sponsorship deals;
4. raise funds by conducting fundraising, such as fundraisers and raffles, with appropriate permission;
5. publish, sponsor and sell electronic publications, printed matter and recordings that are related to its field;
6. establish funds and;
7. purchase immovable and movable property that is necessary for its activities.

In addition, the Association may engage in business activities directly related to the realisation of its objectives.

4 § Commitment to work against anti-doping

The Association and its members are committed to the current anti-doping regulations of the Finnish Center for Integrity in Sports (FINCIS), as well as those of the World Antidoping Agency (WADA) and International Olympic Committee's (IOC) and its own sport's international athletic Association.

5 § Prevention of competition and event manipulation

The Association and its members undertake to, in every way, prevent competition and event manipulation. The Association and the persons participating in the Association's activities, as well as its community members who are required to comply with these rules through their membership or other arrangements may not, themselves or through their agents, place bets or otherwise participate in or influence betting in their own competition events.

6 § The Sports Arbitration Board

The Association and its members undertake to exercise the jurisdiction of the Sports Arbitration Board and to comply with its decisions. Decisions made by the Association and its community members may be appealed to the Sports Arbitration Board if the decision made falls within the competence of the Board.

7 § Association's memberships

The Association is a member of the Finnish Olympic Committee. The Association is a member of the International Council for Coaching Excellence. In addition, the Association may become a member of other communities deemed necessary.

§ 8 Association's membership

Any person (personal member) or community (community member) involved in sports coaching can become a member of the Association. The application process is conducted by a membership application. The applications are approved by the Board.

A deserving personal member who has served as a chairman of the Association may be invited to become an honorary chairman. A deserving personal member may be invited to become an honorary member. The Association's Board decides on the appointment of an honorary chairman and an honorary member. The member undertakes to comply with the rules of the Association and the decisions made by its institutions, as well as to pay the joining fee, as well as the annual membership fee. Membership fees may vary in different membership groups (individual membership and community membership). Honorary chairmen and honorary members are not charged a membership fee.

The member also undertakes the Association's current disciplinary rules and the values and ethical code of conduct of the Finnish sports scene to which the Association is committed. A member may be subject to penalties in accordance with the Association's disciplinary code.

§ 9 Termination of Association's membership

The membership to Association terminates if the member

- a. resigns
- b. is dismissed

In addition, the membership terminates if the decision to decertify the community is taken.

The member may resign by addressing the Board in written form. The resignation will come into effect immediately as the resignation letter arrives.

The Board may dismiss a member from the Association if the member acts contrary to the current values and ethical code of conduct of the Finnish sports scene to which the Association is committed or acts contrary to the Association's purpose, violates the Association's rules or the Association Board decisions, or allows a member that distinguishing ground otherwise exists. A member may also be expelled from the Association had they failed to pay fees related to the products, services provided by the Association or participation fees to an event. The decision to dismiss a member takes effect immediately and will be sent to the member concerned in written form or otherwise in evidence.

Before the measures to dismiss a member can be taken, the Board of directors will, in written form or otherwise demonstrably, require the infringing member to provide a written statement within thirty (30) days under the threat that the matter will otherwise be resolved without investigation.

A member is entitled to appeal the decision to the Sports Arbitration Board within the time limit specified in the Board's rules. If the decision is not appealed within the time limit, it will come into force.

§ 10 General Meetings

The highest decision-making power of the Association is exercised by the General Meeting of the Association. The Association has two annual meetings, of which the Spring General Meeting is held in March-April and the Autumn General Meeting in October-November. The place and time of the meeting is determined by the Board.

The Association Board decides whether a meeting can be attended via mail or via means of telecommunication or other technical aid during or before the meeting.

The invitation to the General Meeting must be sent to the members at least two (2) weeks before the meeting by email or by announcing it in the Association's own newspaper, electronic newsletter or on its website.

The Board or the Association meeting convenes an additional meeting if it deems it necessary or if at least one tenth (1/10) of the members eligible to vote so request from the Board in written form. The invitation to additional meetings, which must be convened within one (1) month of submitting the request, is notified to the members two (2) weeks prior to the meeting in the same manner as the actual invitation to the meeting.

At the Association meeting, the right to vote is vested in the personal and community members who have paid their membership fees by the time of the meeting, as well as the honorary chairmen and honorary members. At General Meetings of the Association, each member has one vote. The representative representing the community member must have a power of attorney. A person may represent only one community member at a meeting by proxy. The decision of the Association meeting will be the opinion supported by more than half of the votes cast. In the event of a tie, the chairman of the meeting has the casting vote, but the election is determined by lot.

The following matters are handled at the Spring General Meeting of the Association:

1. opening the meeting
2. selecting the chairman, secretary, two examiners of the minutes and, if necessary, two vote counters
3. noting the attendees and members eligible to vote
4. establishing the legality and quorum of the meeting
5. approving the agenda for the meeting
6. presenting the financial statements, the annual report and the auditors' report
7. deciding on the approval of the financial statement and granting discharge to the Board of directors and other responsible persons
8. handling the other matters mentioned in the meeting invitation
9. closing the meeting

The following matters will be discussed at the Autumn General Meeting:

1. opening the meeting
2. selecting the chairman, secretary, two examiners of the minutes and, if necessary, two vote counters
3. noting the attendees and members eligible to vote
4. establishing the legality and quorum of the meeting
5. approving the agenda for the meeting
6. approving the strategy, income and expenditure estimate, and the amount of the membership fee for the next calendar year
7. selecting the chairman of the Board and other members
8. selecting one or two auditors and a deputy auditor
9. approving disciplinary rules or amendments thereto
10. appointing a disciplinary body when its term of office changes
11. handling the other matters mentioned in the meeting invitation
12. closing the meeting

If a member of the Association wishes to have a matter handled at the Spring General Meeting or at the Autumn General Meeting of the Association, the member must notify the Board in written form at least two (2) months before the meeting so that the Board has time to handle it and include it in the invitation.

§ 11 Board

The matters of the Association are handled by the Board, which includes the chairman elected at the Autumn General Meeting and five to seven (5-7) other members. The term of office of the chairman and members of the Board is two years, with half of the Board resigning annually.

Upon the entry into force of these rules, resignations shall be equalized so that, in the event of a change in the term of office of the chairperson, no more than half resigns, including the chairperson.

The Board elects a deputy chairman from among its members and employs a secretary, treasurer and other necessary functionaries from among its members. The Board may set up the necessary institutions to assist.

The Board convenes at the invitation of the chairman or, in his absence, the deputy chairman, when they deem it necessary or when at least half of the members of the Board request it.

A quorum is reached when at least half of the Board's members, including the chairman or vice-chairman, are present. The decision will be the position supported by the majority of members. In the event of a tie, the chairman has the casting vote.

§ 12 Signing authority for the Association

The chairman and the chief executive officer alone or vice chairman together with a member of the Board may sign on behalf of the Association.

§ 13 Accounting period

The Association's accounting year is the calendar year.

§ 14 Changing the rules and dissolving the Association

The decision to amend the rules and dissolve the Association must be made at a meeting of the Association by a majority of at least three-quarters (3/4) of the votes cast. The invitation to the meeting must mention the amendment of the rules or the dissolution of the Association.

Upon the dissolution of the Association, its funds will be used to advance the purpose of the Association in the manner determined by the meeting deciding on the dissolution. If the Association is abolished, its funds will be used for the same purpose.

Rules - Finnish Coaches Association/Suomen Valmentajat ry

Rules

1. Name and domicile of the Association

The Association's name in Finnish is Suomen Fysiikkavalmentajat and its domicile is Helsinki.

2. Purpose and nature of the Association's activities

The Association's purpose is to act as a developer in Finnish sports coaching in various areas of physical training.

To achieve its purpose, the Association organises training for members, produces material, and represents physics coaches in matters concerning them.

To support its activities, the Association raises funds e.g., in the form of membership fees, training, events and publishing materials.

3. Members

Anyone complying with the Association's objectives and rules may become a member. The Board of the Association approves members based on applications.

4. Resignation and dismissal of a member

The member may resign by notifying the Board or its Chairman in written form or by notifying the resignation at the Association's General Meeting to be entered in the minutes. The Board may dismiss a member from the Association if the member has failed to pay the due membership fee, or has failed to fulfil the obligations to which the member has committed themselves by joining the Association. The Board may also dismiss a member who has committed significant damage to the Association or no longer fulfils the membership conditions mentioned in the law or in the Association's rules.

5. Membership fee

The Association's annual General Meeting decides on the amount of the annual membership fee that is to be collected from the Association's members.

6. Board

The matters of the Association are handled by the Board that includes the Chairman elected at the Association's annual General Meeting, as well as five other members. The term of office of the Boards is the time in between each General Meeting. The Board selects from amongst its members a Deputy Chairman, and the Board also selects a Secretary, Treasurer and other necessary functionaries from among its members or from outside the Board. The Board convenes at the invitation of the Chairman or, in their absence, the Deputy Chairman, when they deem it necessary or when at least half of the Board so demands. A quorum is reached when at least half of its members, including the Chairman or vice-Chairman, are present. Votes are decided by absolute majority. If the votes are tied, the Chairman will cast the deciding vote, except in elections where tied votes are decided by drawing lots.

7. Signing Authority for the Association

The Chairman, Deputy Chairman, Secretary or Treasurer, two may sign on behalf of the Association, two at the same time.

8. Accounting period and performance audit

The accounting period of the Association is the calendar year. The financial statements with the necessary documents and the annual report of the Board must be submitted to the auditor no later than one month before the annual General Meeting. The auditor must give their written statement to the Board no later than two weeks before the Annual General Meeting.

9. Meetings of the Association

The Association's General Meeting is held annually on a date in January-May determined by the Board. The Board or Association's General Meeting convenes an additional meeting of the Association if it deems it necessary or if at least one tenth (1/10) of the members eligible to vote so request from the Board in written form. The invitation to additional meetings, which must be convened within one (1) month of submitting the request, are notified to the members two (2) weeks prior to the meeting in the same manner as the actual invitation to the meeting.

10. Convening the meetings of the Association

The Board must convene the meetings of the Association at least seven days before the meeting by mail, in a newspaper appearing in the domicile of the association or by email.

11. General meetings

The following matters are handled in the Association's annual General Meeting:

1. opening of the meeting
2. selecting the meeting's Chairman, secretary, two examiners of the minutes and, if necessary, two tellers
3. establishing the legality and quorum of the meeting
4. approving the agenda for the meeting
5. presenting the financial statements, the annual report and the opinion of the auditors
6. approving the financial statements and the discharge of the Board and other accountable persons
7. approving the strategy, income and expenditure estimate, and the amount of the membership fee for the next calendar year
8. selecting the Chairman and other members of the board
9. selecting one or two auditors and Deputy Auditors or one or two auditors and Deputy Auditors
10. handling the other matters mentioned in the meeting invitation.

If a member of the Association wishes to have a matter handled at the Association's annual General Meeting, the member must notify the Board in written form in sufficient time for the matter to be included in the notice of the meeting.

12. Changing the rules and dissolving the Association

The decision to amend the rules and dissolve the Association must be made at a meeting of the Association by a majority of at least three-quarters (3/4) of the votes cast. The invitation to the meeting must mention the amendment of the rules or the dissolution of the Association.

Upon the dissolution of the Association, its funds will be used to advance the purpose of the Association in the manner determined by the meeting deciding on the dissolution. If the Association is abolished, its funds will be used for the same purpose.

Rules - Finnish Figure Skating Coaches Association/ Suomen Taitoluisteluvalmentajat ry

Rules

1 § Name

The name of the Association in Finnish is Suomen Taitoluisteluvalmentajat ry. In informal contexts, the Finnish abbreviation STAV, or the English name Finnish Figure Skating Coaches Association or the English abbreviation FFSCA may be used. The Association's area of operation is Finland and its domicile is Helsinki.

§ 2 The purpose of the Association is to

- 1) promote the knowledge and skills, social status and esteem of its members, as well as legal security in the figure skating coaching scene.
- 2) support, develop and guarantee the best possible premises and conditions for members' coaching and research work.
- 3) influence decision-makers and provide expertise to decision-makers when planning and implementing
 - physical education of all levels, as well as teacher training in the field of figure skating, as well as figure skating instructor training, coach training and in-service training
 - sports facilities and venues
- 4) map the long-term needs and resources of figure skating coaching.

§ 3 To achieve its purpose, the Association

- 1) organises training activities and study trips for its members
- 2) engages, on a non-profit basis, in exhibition and publishing activities
- 3) makes proposals to the decision-making bodies with the aim of preserving the cultural tradition of Finnish figure skating and securing and enhancing living conditions
- 4) may become a member of Associations which are deemed necessary for carrying out the purpose of the Association

To maintain and finance its activities, the Association is entitled to acquire and own immovable and movable property necessary for its activities, to receive donations, testaments and grants. The Association may also, having obtained the appropriate permission, organize raffles and fundraising. Likewise, the Association may engage in the distribution of sports equipment, gear and accessories to its members on a non-profit basis.

The Association may also establish stipend and other funds, and distribute stipend or otherwise take into account deserving persons, complying with decisions taken by the General Meeting of the Association. In accordance with the criteria of the General Meeting of the Association, the Board decides on the areas of distribution and accolades.

²The Finnish Figure Skating Coaches Association is in the process of updating these rules. They will be updated in this document as soon as they are made available to the public.

The purpose of the Association is not to financially profit or provide financial gain to its members. The activities of the Association may also not become principally financial.

§ 4 Members of the Association and the members' responsibilities

The members and supporting members are approved by the Board upon application. Honorary members are approved by the General Meeting of the Association on the presentation of the Board.

A person who undertakes to comply with the rules of the Association may be accepted as a full member of the Association on the basis of the criteria and requirements determined by the Board of the Association, as well as the rules and decisions taken by the bodies of the Association.

Supporting membership can be applied for by a legal entity or by an individual. A supporting member does not have the right to vote.

A highly deserving member may be invited to become an honorary member. The appointment of an honorary member is decided by the General Meeting of the Association. Honorary members do not pay membership fees. The honorary member has the right to speak and vote at General Meetings of the Association.

The amount of the joining fee, annual membership fee and support membership fee is determined by the General Meeting of the Association and collected by the Association.

Achieved membership rights are retained.

§ 5 Resignation of a member

A member may resign by notifying the Board or its Chairman in written form or by notifying the resignation at the Association's General Meeting to be entered in the minutes. The resignation comes into effect immediately upon updating the membership register, no later than one month after notifying the resignation.

§ 6 Dismissal of a member and the dismissal process

Dismissal criteria

The Board may dismiss a member from the Association if the member has failed to pay the due membership fee, or has failed to fulfil the obligations to which the member has committed by joining the Association. The Board may also dismiss a member who has committed significant damage to the Association or no longer fulfils the membership conditions mentioned in the law or in the Association's rules. In addition, a member's actions in violation of the coach's ethical code of conduct may be considered a ground for dismissal.

Dismissal process

The decision to dismiss a member is taken by The Board of the Association. The decision must state the reason for the dismissal. Before this decision is taken, the member concerned must be given an opportunity to explain the matter. A member has the right to submit the dismissal to a General Meeting of the Association by a written request for proceedings, which is addressed to the Board within two weeks of the member being provided with verifiable knowledge about a pending dismissal case concerning himself. A member is not prevented from voting on a dismissal issue that concerns the member himself at a General Meeting of the Association. A member may be considered to have resigned from the Association by entering in the minutes of the General Meeting of the Association if the member has failed to pay two consecutive membership fees.

§ 7 Board

The matters of the Association are handled by the Board that includes the Chairman elected at the Association's annual General Meeting, as well as four (4) members and two (2) deputy members.

The term of office of the Boards is two (2) years. Two (2) members and one (1) deputy member resign annually and the Chairman resigns every two years. The Board selects from amongst its members a Deputy Chairman, and the Board also selects a Secretary, Treasurer and other necessary functionaries from among its members or from outside the Board.

The Board may appoint working groups or committees to perform certain tasks. Members of working groups and committees may also include persons from outside the Board.

A quorum is reached when at least half of the Board, including the Chairman or Deputy Chairman, are present. Votes are decided by absolute majority. If the votes are tied, the Chairman will cast the deciding vote, except in elections where tied votes are decided by drawing lots.

The Board convenes at the invitation of the Chairman or, in his absence, the Deputy Chairman, when they deem it necessary or when at least half of the Board request it.

§ 8 Signing authority for the Association

The Chairman, Deputy Chairman, either of them together with either the Secretary or the Treasurer may sign on behalf of the Association.

§ 9 Accounting period and performance audit

The accounting period of the Association is the calendar year.

The annual General Meeting elects two (2) Auditors each year, as well as two (2) Deputy Auditors. The financial statements with the necessary documents and the annual report of the Board must be submitted to the auditors no later than one month before the annual General Meeting. The auditors must give their written statement to the Board no later than two weeks before the Annual General Meeting.

§ 10 Meetings of the Association

Members exercise their decision-making power at the meetings of the Association. Each full member who has reached the age of 15 and has paid the membership fee by the beginning of the meeting has one vote. A quorum is reached when at least half the members of the Board, including the Chairman or Deputy Chairman, are present. Votes are decided by absolute majority. If the votes are tied, the Chairman will cast the deciding vote, except in elections where tied votes are decided by drawing lots.

The annual General Meeting

The General Meeting of the Association is held annually on a date in March-May determined by the Board. The General Meeting handles the following matters:

- 1) the opening of the meeting
- 2) selecting the meeting's Chairman, Secretary and two (2) Examiners of the minutes, as well as two (2) Tellers
- 3) establishing the legality and quorum of the meeting
- 4) approving the agenda for the meeting
- 5) presenting the financial statements, the annual report and the opinion of the Auditors
- 6) approving the financial statements and the discharge of the Board, as well as other Accountants
- 7) approving the strategy, income and expenditure estimate, and the amount of the membership fee for the next calendar year
- 8) deciding the method of convening the next annual General Meeting
- 9) determining the remuneration of the members of the Board and the Auditors
- 10) every two years, selecting the Chairman and the members to replace the resigning members
- 11) selecting two (2) Auditors, as well as two (2) Deputy Auditors
- 12) handling the other matters mentioned in the meeting invitation

The Board must be notified of a matter that is to be handled at the annual General Meeting of the Association in written form at least seven (7) days before the meeting.

Additional meeting

An additional meeting must be convened if the annual General Meeting or the Board of the Association deems it necessary, or if at least one tenth (1/10) of the members eligible to vote so demand from the Board in written form. Having received the demand, The Board must, without delay, convene the meeting in the same manner as the annual General Meeting.

§ 11 Meeting invitation

The invitation to the Annual General Meeting must be sent to the members at least two (2) weeks before the meeting by letter or email.

§ 12 Changing the rules and dissolving the Association

The decision to amend the rules and dissolve the Association must be made at a meeting of the Association by a majority of at least three-quarters (3/4) of the votes cast. The invitation to the meeting must mention the amendment of the rules or the dissolution of the Association.

Upon the dissolution of the Association, its funds will be used to advance the purpose of the Association in the manner determined by the meeting deciding on the dissolution. If the Association is abolished, its funds will be used for the same purpose.

§ 13

In those cases where there is no specific mention in these rules, the provisions of the Associations Act will be complied with.

In Helsinki, on September 10th, 2013

The Coach Matters

Preface

Have you ever thought about sports coaching broadly? What values is coaching founded on? What is good coaching? What is the role of the coach? What is the coach's significance in the athlete's development in sports, as well as in life in general? What does sports coaching offer to society? What rights and responsibilities does each counterpart have in this mutual relationship between the coach and the athlete? How do these things change as athlete moves forward on their path?

In 2016, the Finnish Coaches' Association (Suomen Valmentajat ry), along with Professional Coaches of Finland (Suomen Ammattivalmentajat SAVAL) and the Finnish Olympic Committee, published the guideline titled "The Coach matters" (Valmentajalla on väliä) which acts as the ethical code of conduct for the Finnish coaching scene. The content is not a list of restrictions, but is more of a concise description of what is fair and good. The code of conduct brings forth the values that coaching should be based on, the role of the coach and what the relationship between the coach and the athlete should be like in different phases of their joined path. "The Coach matters" guidelines provide the coach with the possibility to mirror these guidelines in their actions and to display the ethicality of them.

It would be most welcome if "The Coach matters" guidelines sparked a discussion on coaching and accelerated the change in the coaching culture from sport-specific technical-tactical coaching to a coaching culture that places emphasis on human resource management – to coaching where the coach's role is to help the athlete.

Good coaching

Good coaching means coaching of a person in both individual and team sports. In order to succeed in helping the athlete, the coach has to know both his/herself, as well as their athlete. Coaching is a long-term development process, in which both counterparts learn. The learning is based on the athlete's inner motivations. In coaching, this means that the coach helps the athlete find their inner motivations and their personal sources of strength.

In athlete-centred activities, the coach's most important goal is to help the athlete to develop and use their own resources. The athlete is at the centre – and so are his/her resources and inner desire to learn. The athlete is involved in all stages of the coaching process: planning, implementation and evaluation. In such a way, the athlete grows responsibility for their own actions and has a strong sense of ownership of practising the sport.

In athlete-centred activities, both the role of the coach and athlete are demanding. It is different from coach-centred or performance-based coaching and requires the ability to build athlete-coach interaction. The coach has the responsibility for the overall picture of the coaching process. The coach's role and responsibility vary according to where the athletes are on their path.

Values of sport

The idea of sports is to compete according to a previously decided set of rules: to determine who is the best in this competition and in this context, and how other contestants compare to the winner. For the competition to occur within the idea of the sports and for everyone to do their best so that the score would be correct is at the core of sports.

The idea of sports is also self-development, as well as finding and using one's full potential. Sports may offer a journey to knowing and developing the self in many ways. At its best, sport provides the possibility for learning, progress and acquiring various experiences.

In many ways, sport is about emotion. Sport offers the chance to feel and experience various feelings in a supervised environment. It offers the chance to learn to identify and regulate one's feelings. This is why it is important that the actions in sport are so, that both feelings of joy and sadness can be felt in a real manner. Below is a list of values that are an integral part of good sports.

1. Joy, excitement and passion
There are many reasons for doing sport. Exercise promotes good health and sparks joy, emotion and experiences. At its best, all activity is summoned from the athlete's own joy, excitement and passion for sports. Exercise is valuable in its own – one does sport for pleasure.
2. Strive for excellence and to continuous self-development
In sport, one strives for the best possible performance. Success in sport is based on the development of the performance, strenuous coaching and on the athlete's ceaseless will to develop themselves.
3. Trying and perseverance
The athlete faces both success and adversity in coaching and competition. Adversities are a fundamental part of learning and progress. Sport is a long-term development process based on trying and trying again. In order to see possibility for growth in a challenging situation, one has to keep a positive mindset.
4. Respect and fair play
Respect for life and others is a part of good sports. It means respecting the sport, the athletes, all actors in sports, as well as the rules.
5. Acting together
In sports, the goal is common. Coaching and competing is a team effort of many people. In sports, one is always a part of a larger scheme. Sports is a team effort and it creates a sense of community to its actors and spectators.

The coach that acts accordingly to values of sport

Good coaching is founded on the values of sports. Good coaching is described in the three following sections.

The coach's duty is to help the athlete holistically

The cooperation between the athlete and the coach is based on trust. The coach helps the athletes to know themselves, to identify their resources, to become their own leader and to cooperate with others.

Coaching is a long-term process that includes successes, failures, trying again and learning through them.

The athlete is an active actor. The coach involves the athlete in the planning, implementation and monitoring of the activities.

The coach wants to know him/herself and identify own motives for coaching

The coach knows him/herself and is able to identify own strengths and weaknesses. The coach is not afraid to be him/herself.

The coach understands their own role as an example and role model. The coach creates a positive and good atmosphere for the learning process. The coach treats athletes equally, as well as others actors involved.

The coach does their job passionately and professionally and the coach is striving towards continuous self-development.

Coaching has effects

Sport is a part of culture, which provides content for life and a wide range of opportunities for implementation. Sport generates joy, enthusiasm and passion for one's own work. In accordance with this spirit, the mission of the coach is to help the athlete succeed, to make progress and to grow as a person.

Learning and striving towards progression are at the heart of coaching. The coach's role in sports is important. The coach is the leader of the coaching process and the unifying force between the athlete and the various stakeholders. In moments of failure, the coach is an energetic source of strength with the ability to motivate, as well as to relaunch the collaborative process again and again.

The progress and cooperation in sports can serve as an example for other sectors of society. Coaching is a planned and long-term process of cooperation between an athlete and their support network. These skills are also useful for other sectors in society. Sport creates community. One can experience strong emotions and experiences doing sports.

Sports produces joy, sadness, success and disappointments in an organised environment. Doing things together accumulates a wide range of skills. At the same time, it creates a strong sense of community among both the athletes and the spectators.

Conditions for good sports

In order for the fundamental ideas of good sport to take effect, every individual has the right to:

- experience joy from doing sports
- be treated equally
- act in a safe environment and atmosphere
take part in a fair game in which one competes and acts according to the rules and does one's best so that the outcome will be fair
- take part in healthy and clean sports
- act in accordance with one's own goals and starting points and become valued
- bring forth any grievances

Coaching relationship

The relationship between a coach and an athlete is often a very meaningful relationship, a power relationship and a contractual relationship. Both counterparts have rights and obligations to each other. Rights and responsibilities vary at different stages of an athlete's path. The coach must recognize the importance of the power relationship and the limits in their exercise of power. The coach and the athlete must be able to trust that both will stick to mutually agreed matters. The agreed matters must be in accordance with the athlete's level of development. A prerequisite for a coaching relationship is to understand and consider the whole of an athlete's life. The dignity of the coach or the athlete never depends on the amount of success in sport.

Good sports on the athlete's path:

Children's sports:

The main goal in children's sports is gaining joy from doing sports and exercising. This joy of sport is sparked by learning, building social relationships, various emotions and playful competition. It is important for the child to be encountered as an individual and for them to be heard. The child has the right to safe sports. The adults involved in children's sports should understand their role as an example and their responsibility in the quality of the activities. Adults should cooperate in such a way that the activity supports and contributes to the healthy and safe growth and development of the child through versatile exercises. The responsibility for raising the child belongs to the parents. The coach supports the child's upbringing, and the coach has the right to the support from the parents, the sports club and other actors. Everyone involved in the activity participates in building the atmosphere. In these activities, it is important that others are taken into account so that joy, learning and security are realised for everybody in all circumstances.

Youth sports:

In youth sports, the main goal is to find the joy and enjoyment of exercise and sports in activities that go hand in hand with one's objectives. The enjoyment of exercise and sports arises from doing activities that go with one's objectives, setting appropriate goals and a comfortable and safe atmosphere. The athlete is entitled to healthy, clean and fair sports. It is the adults' responsibility to create an open interaction with the young person to support their growth and sports activities. A coaching relationship is one of trust based on honesty, where the athlete gradually grows responsible for their own sport. The coach's responsibility for the athlete is based on the age of the athlete they work with. The coach and the athlete are entitled to their own values and the coaching is based on jointly agreed practices and commitment to those practices. Sport offers an opportunity for long-term self-development and a wide range of learning experiences.

Adult sports:

Enthusiasm and passion are the driving forces in adult sports, independent of the goals. In adult competitive sports at the highest level, the opportunity to reach one's highest potential is the most important. The opportunity to reach one's full potential is rooted in passion, commitment, the right kind of goals, doing one's best and in taking responsibility. The coaching relationship is founded on an agreement on common practices and in confidence that both counterparts will work to the advantage of one another. The coach and the athlete understand the impact their actions have on the larger scheme. Striving for the best requires finding one's boundaries as well as risk-taking. Learning something new and striving for the best is possible if one has the permission to fail and to learn from it. Common choices are conscious and based on honesty and the best potential expertise. In such a manner, it is possible to take responsibility for the decisions made. Both the coach and the athlete build an atmosphere and a culture that respect others, as well as the rules of the sport.

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