

# SKILLS

## COMPENDIUM OF SELECTED GOOD PRACTICE EXAMPLES TOWARDS A SKILLED WORKFORCE FOR THE SPORT AND PHYSICAL ACTIVITY SECTOR

# TABLE OF CONTENTS

4	<b>INTRODUCTION</b>
5	SKILLS PROJECT
7	OBJECTIVES OF THE COMPENDIUM
8	GATHERING THE GOOD PRACTICE EXAMPLES
9	KEY THEMES AND SUCCESSES
10	INTRODUCING THE NATIONAL GOOD PRACTICE EXAMPLES
11	ACKNOWLEDGEMENT
12	<b>SELECTED GOOD PRACTICE EXAMPLES</b>
14	BELGIUM Belgian Olympic Academy: High-Level Training Course to Professionalise Management Within Sport Organisations
16	BULGARIA Changing the Legislative Framework in the Sports Sector for Increased Accountability of Organisations and Better Employment Options for Skilled Sport Professionals
18	GERMANY Futbolo Girls: Motivating Young Women to Engage in Voluntary Work and Providing Them with Coaching Skills
20	ITALY Legislative Decree 36-2021 Concerning the Reorganisation and Reform of the Provisions Relating to Professional and Amateur Sport Bodies, as Well as Sport Work.

# TABLE OF CONTENTS

22	LATVIA Organisational Specialist in Sports Work
24	LITHUANIA Competence Development of Municipal Public Sports Providers
26	LUXEMBOURG Building a New Master's Degree Curriculum in Sport Management and Digitalisation
28	MALTA Online Database of Sport Courses Offered by the Government of Malta Leading to a Career in Sport
30	NETHERLANDS Monitoring and Understanding the Sport Sector
32	PORTUGAL National Training Programme for Coaches (PNFT)
34	ROMANIA Piloting Professional Training for Senior Athletes
36	SPAIN Inclusive Sport at School (ISS) Programme
38	UNITED KINGDOM (WALES) Developing Sports Managers and Leaders Across Europe (DSMLE)



# 1

## INTRODUCTION

### SKILLS PROJECT

#### “Continuing the journey towards a skilled workforce for the sport and physical activity sector in Europe”

The SKILLS project (2020-2021) was designed as an important next step on the journey to reform and modernise training and qualifications and re-skill the workforce of paid staff and volunteers in the sport and physical activity sector. SKILLS is a continuation of a previous project “*European Sector Skills Alliance for the sport and physical activity sector*,” known as ESSA-Sport.

The overall idea of SKILLS was to keep up the momentum and to continue the work to identify skills issues and perspectives, with the aim of equipping the workforce with competences required by the labour market so that the sector can reach its potential, in line with EU policies and tools.

ESSA-Sport was a recent three-year transnational EU funded initiative coordinated by EOSE with the strong support of its network of members and partners all over Europe. The project completed at the end of 2019. The work carried out was successful and provided a unique opportunity to undertake a series of research activities to quantify and describe in detail the labour market for the full breadth of the sport sector.

ESSA-Sport brought new data and knowledge to the sport sector through several research activities including desk research collating and analysing official available employment statistics at both the European and national levels. This was very important as such data have been missing for the sector for many years despite the fact that they are essential to understand the characteristics, realities and trends of the labour market.

The ESSA-Sport project also delivered the first ever Europe-wide online employer skills survey covering the whole sport and physical activity sector which gathered nearly 4,000 responses. The overall ambition was to consult the widest variety of employers from the sector and collate data on the labour market, skills needs, gaps and shortages, future tendencies and perspectives, and realities and difficulties of recruiting and retaining paid staff and volunteers.

This was complemented by a series of consultations with stakeholders at both the national and European levels to discuss and agree concrete conclusions and recommendations/priority actions for implementation in line with the realities and challenges of the sector.

All final outputs of this project can be found and downloaded at [www.essa-sport.eu](http://www.essa-sport.eu)

The overall aim of SKILLS is to continue developing the level of knowledge and understanding of the sport labour market and skills needs for the sector in Europe through a series of concrete activities:

- 🌐 A yearly summary fact sheet on the sport labour market in Europe (latest statistics)
- 🌐 A summary paper with visuals on skills needs and challenges expressed by sport employers
- 🌐 A compendium of good practice examples towards a skilled workforce for the sector
- 🌐 An annual workshop gathering European sport organisations to discuss skills and workforce issues



Funded by the European Commission under the Erasmus+ Sport programme (small collaborative partnership), the 24-month SKILLS project brings a consortium composed of six partners from six different Member States having a recognised interest in and experience and knowledge of sport labour market issues:

	European Observatoire of Sport and Employment (EOSE) – Coordinator Europe/ France	 
	Université Catholique de Louvain (UCL) Belgium	
	National Sports Academy “Vassil Levski” (NSA) Bulgaria	
	SportMalta Malta	
	Croatian Association for Sport Management (CASM) Croatia	
	Académico Futebol Clube (Academic Football Club) Portugal	

ESSA-Sport saw the production of 28 National Reports, one for each country of the EU (pre-Brexit), with the title “Analysis of labour market realities and challenges in the sport and physical activity sector”. An overall European Report was also produced, with the title “European Report of Skills Needs Identification - Situation, trends, perspectives and priorities for the sport and physical activity sector”.

The ESSA-Sport National Reports provided detailed labour market statistics related to sport employment at the national level while they also detailed the national results of the ESSA-Sport Employer Skills Survey. Each National Report also summarised the discussions and outcomes from national consultations and round tables on skills with stakeholders from the breadth of the sport sector in each country.

Finally, each National Report contained a National Action Plan and recommendations from the ESSA-Sport project. For each country this national action plan contained existing and planned activities leading to a skilled and competent workforce for the sector. Partners in each country chose their own themes and activities. These ranged from the use of statistics to promoting inclusion in the workplace and developing new qualifications and training programmes to meet the needs of the labour market.

## OBJECTIVES OF THE COMPENDIUM OF GOOD PRACTICE EXAMPLES

The main objective of this Compendium of Selected Good Practice Examples is to showcase and promote case studies which illustrate real activities leading towards the implementation of ESSA-Sport national action plans.

In each selected good practice example, there is an explicit link to the national action plan of the country in question. It is hoped that by giving visibility to these examples through the Compendium it will encourage further implementation of National Action Plans which, if taken forward, will result in a skilled workforce and support the sector to meet its objectives and potential for a fitter, healthier and more productive society.

[https://www.essa-sport.eu/library/resources/national\\_reports/](https://www.essa-sport.eu/library/resources/national_reports/)



# GATHERING THE GOOD PRACTICE EXAMPLES

- During 2021, EOSE contacted the national coordinators from the ESSA-Sport project and EOSE members familiar with their country's National Strategic Action Plan and discussed with them if there was a national good practice example or case study which could be highlighted in this Compendium.
- The criteria for inclusion included the case study being a successful example of implementation of the National Strategic Action Plan, and something that could be interesting in the European context and potentially replicated in other countries.
- Eventually, 13 good practice examples were selected for the Compendium and the national coordinators completed a template to supply key facts and information about the national example. The template used the following main headings:
  - Title of the initiative
  - Overall theme of the initiative
  - Background / rationale / need for the initiative
  - Targeted objectives / expectations of the initiative
  - Link with the content of the ESSA-Sport National Strategic Action Plan
  - Stakeholders involved and their role
  - Main challenges and difficulties (if any)
  - Impact of the initiative
  - Dissemination and replicability of the initiative
  - Summary of the success story
- Following submission of the national good practice examples they were edited for consistency by EOSE, and the final text agreed by the national coordinators.

# KEY THEMES AND SUCCESSES

- The 13 good practice examples in this Compendium cover a range of themes crucial to the development of the sport sector, from gender equality, disability inclusion and dual career; to researching the labour market, legislation supporting the sector, and initiatives for coach education and sport management employability.
- One thing that links them together is that they are about developing people – the large workforce of paid staff and volunteers in sport who are the sector's greatest asset. New training, education programmes, employment standards and employability initiatives also feature strongly in this Compendium.
- Each national good practice example has a section for summary of success, and it is clear the overall impact of the examples is substantial in developing the sport and physical activity and its workforce. Examples of successful impact include:
  - Stronger collaboration between the sport sector and academic institutions
  - Concrete actions on gender equality
  - Enhanced contribution of sport and physical activity to regional development
  - Professionalisation of the sport labour market
  - Improved values such as respect, fellowship and empathy in both teachers and students
  - Enabled the sports industry to agree on the skills and attitudes, knowledge and competences required for a key employment role
- When the sector works together at the national or European level on skills and employment issues, excellent outcomes can be achieved for the advancement of the sport sector, its workforce and everybody who uses and benefits from its services.





INTRODUCING THE NATIONAL GOOD PRACTICE EXAMPLES

The partners of the SKILLS project hope that the following national case studies will be of interest to stakeholders in the sports sector with an interest in skills, education and workforce development. Some of these examples could be replicated in other countries and in all cases it can inspire the further implementation of actions towards a skilled and competent workforce.

Country	Theme	Title	ESSA-Sport National Coordinator / EOSE Member
Belgium	Federation Management Improvement	Belgian Olympic Academy: High-Level Training Course to Professionalise Management Within Sport Organisations	Université Catholique de Louvain (UCL)
Bulgaria	Legislation In the Sport Sector	Changing The Legislative Framework In the Sports Sector for Increased Accountability of Organisations and Better Employment Options for Skilled Sport Professionals	National Sports Academy (NSA)
Germany	Female Empowerment Through Sport	Futbalo Girls: Motivating Young Women to Engage in Voluntary Work and Providing Them with Coaching Skills	Integration durch Sport und Bildung e.V. (Integration through Sport and Education) provided this case study on behalf of ESAB
Italy	Gender Equality Through Labour Market Reform	Legislative Decree 36-2021 Concerning The Reorganisation and Reform of the Provisions Relating to Professional and Amateur Sport Bodies, as Well as Sport Work.	University of Cassino and Southern Lazio (UNICAS)
Latvia	Establishing a Recognised New Profession in a National Sport Sector	Organisational Specialist in Sports Work	Latvian Academy of Sport Education (LASE)
Lithuania	Continuing Professional Development	Competence Development of Municipal Public Sports Providers	Mykolas Romeris University (MRU)
Luxembourg	Higher Education Addressing Skills Needs of the Modern Labour Market	Building a New Master's Degree Curriculum in Sport Management and Digitalisation	LUNEX International University of Health, Exercise and Sports
Malta	Careers In Sport	Online Database of Sport Courses Offered by the Government of Malta Leading to a Career in Sport	SportMalta
Netherlands	Labour Market Research	Monitoring and Understanding the Sport Sector	Employers' Organisation in Sport (WOS)

Country	Theme	Title	ESSA-Sport National Coordinator / EOSE Member
Portugal	Coach Education	National Training Programme for Coaches (PNFT)	Sport and Youth Portuguese Institute (IPDI)
Romania	Athlete Dual Career	Piloting Professional Training for Senior Athletes	National Institute for Sport Research (NISR)
Spain	Disability Inclusion	Inclusive Sport at School (ISS) Programme	Technical University of Madrid
United Kingdom (Wales)	Sport Management Employability	Developing Sports Managers and Leaders Across Europe (DSMLE)	Cardiff Metropolitan University

ACKNOWLEDGEMENT

The partners in the SKILLS project would like to sincerely thank the 13 ESSA-Sport national coordinators, EOSE members, and the other national organisations involved in the production of the national good practice examples.





# 2

## SELECTED GOOD PRACTICE EXAMPLES







# BELGIAN OLYMPIC ACADEMY: HIGH-LEVEL TRAINING COURSE TO PROFESSIONALISE MANAGEMENT WITHIN SPORT ORGANISATIONS

## THEME: FEDERATION MANAGEMENT IMPROVEMENT

### SUMMARY OF SUCCESS

- Almost 400 graduates working at all levels of sport (national and international)
- Strong collaboration between national olympic committee and universities
- More competent and professional sport leaders



### MAIN INITIATIVE

Ongoing training for sports leaders, based on Olympic principles, is of essential importance for the protection of athlete integrity and fundamental values conveyed by sport. Sport leaders must also be able to operate in the worlds of management and marketing for the benefit of their sport.

The Belgian Olympic Academy is a high-level training course organised through a collaboration between academia (Université catholique de Louvain and Universiteit Gent) and the Belgian Olympic and Interfederal Committee (BOIC). The objective of this unique training is to professionalise management within sports organisations by drawing on innovative academic and practical approaches in terms of leadership and managerial skills.

The training course leads to a sport management university certificate and has been designed for the benefit of administrators in sport federations. The initiative of this sport management programme was taken by BOIC to help sport federations elevate the quality of their management. The importance for the sector is evident as the quality of the management should support the quality of sport performances (elite and grassroots). The course has 30 university credits (ECTS) and ends with the issuance of a university certificate.

Candidates should have a university degree (master) and sufficient competencies in sport management (field experience). They should also be tri-lingual (French, Flemish and English). Professors teach in English while national experts use their mother language (mainly Flemish, French, English). Candidates with no university degree can benefit from the Valorisation of Acquired Experience (VAE) mechanism. Their candidature will be validated by a jury.

### CASE STUDY PROVIDED BY



Université Catholique de Louvain (UCL)



### TARGETED OBJECTIVES

The program runs over one year. The training is spread over 5 modules of 2 days covering the topics of strategic management and leadership; sports marketing, communications and sponsorship; finance; and human resources management. The programme is based on these thematic blocks. Professors and field experts (Belgians or internationals) are recognised for their specific competencies in the topics.

A session is dedicated to international management, in Lausanne. Presentations are delivered by high level experts from the IOC and IF's, as well as from the World Anti-doping Agency and other major actors of international sport. A two days business game is dedicated to team work and integration of concepts and practices. Study visits to Belgian sport organisations are also included in the programme.

Final evaluation is made of a practical thesis (case study) on a management issue in the organisation of the candidate.



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

The Belgian Olympic Academy is a unique partnership between academia and sport organisations, including:

- Belgian Olympic and Interfederal Committee (BOIC)
- Universiteit Gent (University of Ghent – Flemish speaking)
- Université catholique de Louvain (French speaking)
- Sport Administrations of the Flemish, German and French speaking Communities
- Sport federations (national and Flemish, German and French speaking Communities)
- Confederations (Flemish and French speaking Communities)



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

The initiative has a direct link to the Belgium National Action Plan from the ESSA-Sport project, specifically related to Thematic 3 which is about recognition of competencies and the recommendation to prioritise management and back-office education and training.



### IMPACT OF THE INITIATIVE

Since the 1990's, BOA graduates (20 to 30 every two years) have implemented professional sport management practices in many Belgian sport federations. Some of them were elected to the board of BOIC or work in international sport federations (even at the highest level, as president and IOC member). Increased competence and professionalism in sport organisations benefits the entire sport sector and sport participants in Belgium. The initiative, different from many other National Olympic Academies focussing on Olympic values, has already been replicated and transferred in central European countries

### DISSEMINATION



Brochure: <https://teambelgium.be/media/files/uploads/belgian-olympic-academy-fr-nl-5d14a75ec1cb8.pdf>



Website: <https://teambelgium.be/fr/nouvelle/nouvelle-edition-de-la-belgian-olympic-academy-inscription-1er-decembre>



Social Media: #teambelgium



Instagram: @belgianolympicacademy





# BULGARIA: CHANGING THE LEGISLATIVE FRAMEWORK IN THE SPORTS SECTOR FOR INCREASED ACCOUNTABILITY OF ORGANISATIONS AND BETTER EMPLOYMENT OPTIONS FOR SKILLED SPORT PROFESSIONALS

## THEME: LEGISLATION IN THE SPORT SECTOR

### SUMMARY OF SUCCESS

- Revealed a large number of unregistered coaches
- Established a national register of coaching personnel
- Ensured qualified coaching personnel for sport organizations

### MAIN INITIATIVE

One of the problems revealed by the ESSA-Sport research for Bulgaria was the large difference in the officially counted numbers of staff in sport and the reality of the situation. In 2018 when the research was carried out, there were many sport organisations, especially in the non-profit sector using unregistered volunteers as coaches. Thus, they did not show up in official labour market surveys. This has now been addressed by introducing an obligatory requirement in the Law of Physical Education and Sport. Each member club of a sport federation is now required to have contracts with every coach with club being evaluated, partly on their number of contracted coaches.

Changes were also needed in the coaching regulations. There were a lot of sport clubs employing people with education and training in non-related areas, without any procedures in place to recognise skills and competencies which could be transferable. This highlighted the issue of the qualification requirements for sport coaches. Currently, there are five qualification levels according to the Regulation of Coaching Personnel: Instructor, Assistant Coach, Coach, Chief Coach, and Head Coach. The last three require bachelor or higher degrees in Sport. However, there have been many coaches working without the required qualifications because many coaching courses are provided by non-regulated training providers, and some sport coaches hold qualifications obtained abroad in higher education institutions which were also not recognised. This has led to the introduction of Article 11 of the Regulation of the Coaching Personnel which provides recognition for each level of qualification, based on the professional experience or the certification of a recognised training programme in the respective sport used in at least 5 countries.

However, this has led to a bigger discussion, since Assistant Coaches now only need a training programme of 180 academic hours and those for Coach, Chief Coach and Head Coach only 360 academic hours. This is more than 6 times lower than the tariff for a bachelor's degree which was the traditional requirement. The main challenge before new legislation was introduced is balancing the needs of all the stakeholders while providing fair opportunities for the sport professionals and their organisations.

### CASE STUDY PROVIDED BY



National Sports Academy "Vassil Levski" (NSA)



### TARGETED OBJECTIVES

The objectives were to:

- Encourage sport clubs in the non-government, non-profit sector to employ qualified coaches with labour contracts for full or part-time work, or with civil contracts for specific tasks
- Limit the opportunities for non-qualified persons to be employed as coaches
- Provide alternative ways to achieve qualifications



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

The initiative was led by the Ministry of Youth and Sport which provides the new legislative texts for the recognition of coach qualifications, manages the National Register of Sport Coaches, and guides the distribution of public finances to the national federations and clubs following legal requirements.

Other stakeholders are:

- National sport federations
- Universities (mainly National Sport Academy)
- Non-profit sport clubs



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

This initiative links to Theme 1 of the National Action Plan - "Monitoring of the development of the sport sector" and its second part "Improving the legislative framework for bringing out the grey part of the sport sector".



### IMPACT OF THE INITIATIVE

The initiative has created a clearer perspective on employment in the non-profit sector - the main actor in high-performance sport in Bulgaria - and promoted the need for qualified coaches to be leading athletes' preparation.

### DISSEMINATION



Law of Physical Education and Sport: <https://bit.ly/3my6F66>

Regulations for Coaching Personnel: <https://bit.ly/3q2ss82>

Regulations for the National Registers in Sport: <https://bit.ly/2ZM0U1T>

Programme for Development of the High Performance Sport for 2021: <https://bit.ly/3ECuik9>





# GERMANY: FUTBALO GIRLS: MOTIVATING YOUNG WOMEN TO ENGAGE IN VOLUNTARY WORK AND PROVIDING THEM WITH COACHING SKILLS

## THEME: FEMALE EMPOWERMENT THROUGH SPORT

### SUMMARY OF SUCCESS

- Trained over 700 adolescent coaches
- Engaged over 35,000 girls in football
- Empowered over 350 women in voluntary work
- Implemented "Junior Coach" programme in organised sports
- Established local structures and clubs



### MAIN INITIATIVE

Recent studies show that low numbers of women in senior sport positions stem from insufficient support from the social environment, lack of acknowledgement for female involvement and girls' experiences of discrimination, stereotyping and lack of training opportunities. These problems result in unequal access to sport in general and football in particular which has a knock-on effect on other sectors of society.

Tackling this deficit is complex and challenging. Female role models are rare. The media focuses too much on performance, there is a lack of supportive institutional structures, and a prevailing male hegemony which also discourages females from taking part in volunteering.

The subordinate position of women and girls in football reflects the character traits traditionally assigned to women. Women are still considered to be "the weaker sex" – less strong-minded and assertive than men. Stereotypically, their strengths are seen to be more social and emotional, which leads to females being less preferred for lead and executive positions in organisations.

This initiative is one answer to the lack of volunteer engagement of teenage girls in football. Its aim is to break down barriers that keep girls from playing and/or coaching football, taking part in voluntary activities and progressing into higher roles in sport.

In order to achieve this goal, Futbalo Girls created programme content focusing on two fields of action: (1) "Playing and experiencing football" for girls between the age of six and 12 and (2) "Learning how to coach football" for adolescent girls and women.

### CASE STUDY PROVIDED BY



Integration durch Sport und Bildung e.V. (Integration through Sport and Education) provided this case study on behalf of EOSE member ESAB



### TARGETED OBJECTIVES

The objectives were to:

- Provide low-threshold access to voluntary work
- Nurture a supportive environment/network (e-learning courses, practical advice) through an (online) community
- Offer opportunities for exchanging knowledge and experiences (network meetings)
- Counteract socioeconomic inequality (purchase of training materials, free coaching workshops)



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

Lead partner is Integration durch Sport und Bildung. Other stakeholders include:

- Schools – the most important partner and especially play a key player in reaching target groups in marginalised communities.
- Local sport clubs – needing support with structures and content to achieve a sustainable change.
- Associations – the German Football Association; regional football associations (e.g., Bavarian Football Association, Berlin Football Association, Hamburg Football Association, Saarland Football Association) who disseminate our achievements, reach even more girls and women and sometimes set up their own female football initiatives.
- Universities – the University of Duisburg/Essen and the University of Osnabrück who support us with research and evaluation.
- Other similar programmes which share our vision, nationally and internationally.



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

- Field of Action 2: Further development of learning programmes and activities to diminish the gap between existing and required skills in the sports and physical activity sector.
- Field of Action 3: organisational development to support employees in the sports and physical activity sector with a special focus on volunteers.



### IMPACT OF THE INITIATIVE

- Empowerment of girls in and through football contributing to a more equitable society
- Personal and social development through the acquisition of 'hard' and 'soft' skills
- Broader structures for learning and personal development of female volunteers in football
- Emerging generation of confident, competent women in voluntary work, sports and football

### DISSEMINATION

- Website: [www.futbalo-girls.info](http://www.futbalo-girls.info)
- Platform to share knowledge and exchange experiences: <https://bit.ly/3koFs4m>
- Instagram and Facebook
- Publications: Gebken, U., Vosgerau, S., (2014). Fußball ohne Abseits: Ergebnisse und Perspektiven des Projekts 'Soziale Integration von Mädchen durch Fußball' Deutschland: Springer Fachmedien Wiesbaden. Althoff K., Dellwisch J., Kuhlmann B., Teetz H. (2018) Kicking Girls. In: Gramespacher E., Schwarz R. (eds) Bildungspotentiale des Fußballs. Bildung und Sport (Schriftenreihe des Centrums für Bildungsforschung im Sport (CeBiS)), vol 12. Springer VS, Wiesbaden. <https://bit.ly/31DyIGl>





# ITALY: LEGISLATIVE DECREE 36-2021 CONCERNING THE REORGANISATION AND REFORM OF THE PROVISIONS RELATING TO PROFESSIONAL AND AMATEUR SPORT BODIES, AS WELL AS SPORT WORK.

## THEME: GENDER EQUALITY THROUGH LABOUR MARKET REFORM

### SUMMARY OF SUCCESS

- Strong collaboration among all the key stakeholders
- Concrete actions on gender equality – with budget assigned
- Focus on an evidence-based issue concerning the labour market



### MAIN INITIATIVE

The professional status of women in sport is an urgent topic in Italy. This was recently highlighted again by the case of a female volleyball player who had her contract terminated by her club when she became pregnant and found that she had no protection under the law. The case sparked heated public debate especially among athletes who have been aware of the problem for many years.

Up to now, the regulation of professional athletes is only provided for by Act No. 91/1981. The choice to have a professional sector has been left to national federations following guidelines of the National Olympic Committee (CONI), which in fact never issued them. Up to now, only four federations (football, biking, basketball, boxing, motorcycling and golf) have a professional sector, but only for men operating at high levels. This effectively excludes female athletes from any kind of protection even if they perform their activity at the highest level.

Legislative Decree 36-2021 (which will come fully into force in July 2022) is intended to address this issue. One of the main foci of the legislative decree is establishing the professional status of women in sport. Under its provisions, athletes, coaches, instructors, technical directors, sports directors, athlete coaches, race directors etc., who receive remuneration for their work can be recognised as professionals, regardless of gender and whether they are in the professional or amateur sector. Article 40 of the Decree entrusts Regions and CONI with the task of promoting gender equality at all levels and in all structures, by favouring women's access to high management. CONI shall also issue the rules to be followed by all Federations and Associations in writing their statutes as to respect the ban on discrimination, also by specifying different roles and areas where women's participation is to be increased and measures aimed at promoting women's representation in sports. In addition, it establishes a Fund for professionalism in women's sports with 2.9m euros for 2020 and 3.9 million for each of the following two years. The National Sport Federations who intend to access the Fund must approve the transitions to sports professionalism of women's sport by December 31, 2022.

### CASE STUDY PROVIDED BY



University of Cassino and Southern Lazio (UNICAS)



### TARGETED OBJECTIVES

The objectives are to:

- Foster the inclusion of women in the sport labour market
- Reduce the gap in terms of salary and professional recognition between men and women



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

This initiative involves collaboration between the following stakeholders:

- Regions
- National Sport Federations
- Italian National Olympic Committee
- Sport clubs



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

- Recommendation (a) in the National Action Plan for Italy noted 'In the near future (3-5 years) there is the need to increase and strengthen the female occupation in the sector. Female workforce in sport is underdeveloped if compared with other European countries.
- The employment of the women must be facilitated (through specific aid from the State and the Regions, for instance) with the view to reduce the gender gap and stimulate a further growth of the sector.



### IMPACT OF THE INITIATIVE

- Broadly, the legislative decree is expected to increase the number of people working in the sport sector by fostering the participation of women and reducing the gender gap.

### DISSEMINATION



Italian: <https://bit.ly/3o7pcG7>

Related article in English: <https://bit.ly/3mzzJKm>





# LATVIA: ORGANISATIONAL SPECIALIST IN SPORTS WORK

## THEME: ESTABLISHING A RECOGNISED NEW PROFESSION IN A NATIONAL SPORT SECTOR

### SUMMARY OF SUCCESS

- Stimulated a discussion among sports industry organisations about the professions which the sports industry needs
- Enabled the sports industry to agree on the skills and attitudes, knowledge and competences required for the official recognition of an essential new profession in the sector
- Brought together a major sport education provider and employer representatives in a collaborative effort to achieve common goals, including a new higher education programme



### MAIN INITIATIVE

The classification of professions in Latvia (which regulates the professions in Latvia and the skills and attitudes, professional knowledge and competences required for each) did not include a recognised profession which covered the organisation of sport – either in a sports organisation or in any other type of business. As a result, it was difficult for employers to formalize their employment relationship with the performer of these obligations because it was not clear what duties or skills to expect from them. Neither was there a higher education study programme available which could prepare learners for this profession.

Developing a specification for this new profession presented various challenges. The process of nationally establishing a new profession and its standard is complex in Latvia, and there are strict guidelines which must be observed. It did not prove to be easy for sports practitioners to adapt to these bureaucratic procedures, and considerable discussion and support were needed. Time management also presented difficulties. The representatives of sports organizations who were involved in the initiative have very busy working lives, so it was very hard for them to find time to get together and fully devote their energies to the development of the professional standard. Finally, the harmonisation of views within the industry proved difficult to achieve. Initially, there were significant differences of opinion among the stakeholders, especially in the amount of knowledge and skills which the Organisational Specialist in Sports Work needs. More time and patient discussion were required to reach a consensus.

Ultimately, the stakeholders were able to define the profession as follows: The Organisational Specialist in Sports Work purposefully plans, organises, and coordinates the organisation's sports work in state and local government institutions (including vocational education institutions), associations and foundations, and private companies. The group were also able to specify six detailed areas of duties and tasks which the specialist must be able to carry out, and the skills, attitudes, professional knowledge and competences they must have to perform satisfactorily.

### CASE STUDY PROVIDED BY



Latvian Academy of Sport Education



### TARGETED OBJECTIVES

The objectives were to:

- To define the new profession – Organisational Specialist in Sports Work.
- To define the tasks, skills and attitudes, knowledge and competences for the new profession.
- To create a higher education study program in the field of sport on the basis of the developed standard.



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

The professional standard for the Organisational Specialist in Sports Work was developed in close cooperation with the sports industry. The initiative was coordinated by the Latvian Academy of Sports Education and included:

- Sports Department of the Ministry of Education and Science
- Latvian Basketball Union
- Latvian Sports Federation Council
- Olympic Sports Centre
- Latvian Coaches Continuing Education Centre



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

The initiative corresponds to the Theme 2 in the National Action Plan: Management of the Workforce in the sport sector.



### IMPACT OF THE INITIATIVE

- The sport labour market will now have the opportunity to use the professional standard to develop new employment contracts, recruit employees and evaluate their performance.
- Enables the education provider to design a higher education program based on requirements of the labour market. This higher education program will annually educate more than 30 specialists in sports work for various organizations in the non-governmental sector, business sector, local government and state institutions.

### DISSEMINATION

<https://bit.ly/3kiYglx> - Professional standard for Organisational Specialist in Sports Work in Latvian language



# LITHUANIA: COMPETENCE DEVELOPMENT OF MUNICIPAL PUBLIC SPORTS PROVIDERS

## THEME: CONTINUING PROFESSIONAL DEVELOPMENT

### SUMMARY OF SUCCESS

- Created and delivered a new continuing professional development programme for municipal sport providers
- Strengthened the network of education and employment stakeholders at the local level
- Created, debated and approved recommendations to enhance the contribution of sport and physical activity to regional development



### MAIN INITIATIVE

Sport is a significant sector, and in order to justify its potential, it is essential that sports professionals have the right skills and competencies. The public sector is a key player in Lithuanian sport. Local municipalities are responsible for delivering services to high-level athletes as well as the general community. They organize a variety of sports events, and they build new sport facilities and renovate existing ones. It is vital that public sector sports providers constantly evaluate and improve their performance, increase quality, implement innovations and adopt good practices. The goal of this initiative was to provide a continuing professional development (CPD) programme for the heads of the municipality sport divisions and administrators in local public sport schools to address these needs. It was supported by the Sports Promotion Fund (2019-2021).

The CPD programme consists of six modules:

1. Strategic planning in the public sector
2. Leadership and change management
3. Activity-oriented to the outcomes and management of activities
4. Development and expansion of the region through sports activities
5. Organizational communication and culture
6. European Union policy on sport and physical activity

### CASE STUDY PROVIDED BY



Mykolas Romeris University



### TARGETED OBJECTIVES

The overall aim of the initiative was to provide key staff working for public sports service providers with the necessary knowledge and skills, strengthen institutional capacity and create added value in the sport sector for the country's population. There were three targeted objectives:

- Organize training for sport public service providers to increase competence
- Strengthen institutional capacity by developing a network of sports stakeholders
- Share experiences between municipal sports divisions and agree and further actions strengthening regional development through sport



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

Mykolas Romeris university coordinated the initiative. The key partner was the Association of Lithuanian Municipalities. The Association represents the interests of its members in state government and management institutions, shapes the strategy of its members' activities, strengthens self-government and coordinates purposeful actions by members in different areas. The Association was instrumental in disseminating the initiative, validating training content, strengthening the partnership network, moderating meetings and supporting the recognition of competencies acquired during the training. Leaders of local sport clubs and sport federations also participated in the initiative's meetings. An official representative from the regional development department of the Ministry of the Interior gave a speech during the final event.



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

Research findings from the ESSA Sport project for Lithuania showed that Lithuanian organizations lack funding for training (74%), find training too expensive (60%) and that appropriate courses are not available locally (45%). The initiative also corresponds to the first activity of the national action plan: "Improve learning programmes at all levels in order to reduce the skills gap between education and employment in the sports and physical activity sector"



### IMPACT OF THE INITIATIVE

- Professional development of municipal public sports service providers
- 117 participants received in-service training certificates through delivery in 6 cities
- Dissemination of the initiative's activities through local TV channels, newspapers and newsletters
- Stronger institutional relationships between Association of Lithuanian Municipalities and the university
- Stronger relationships between the Association and the municipalities on the promotion of sport and physical activity
- Developing potential for the Association to offer future training for public service providers
- 8 concrete proposals covering 4 key operational issues in the municipal sport sector which the Association and its members can take forward: current issues at the local level, regional development through sport, public-private partnerships, and good governance
- 3 university administrators upskilled in project management
- 6 university lecturers gaining practical experience in relevant issues in the sector

### DISSEMINATION



<https://bit.ly/2ZM6Di9>





# LUXEMBOURG: BUILDING A NEW MASTER'S DEGREE CURRICULUM IN SPORT MANAGEMENT AND DIGITALISATION

THEME: HIGHER EDUCATION ADDRESSING SKILLS NEEDS OF THE MODERN LABOUR MARKET

## SUMMARY OF SUCCESS

- New Master programme accredited
- Master students enrolled
- Meeting the needs of sport employers and skills expectations of the sport sector



## MAIN INITIATIVE

LUNEX International University of Health, Exercise and Sports provides a modern study and research environment at the heart of Europe. Its internationally recognised programmes are all aimed at helping students gain qualifications and opening up positive career paths in health, sport and management. LUNEX is always sensitive to labour market expectations and, in particular the needs of sport organisations engaging in professionalisation and digital transformation. The University, therefore, has designed an innovative Master programme in sport management (120 ECTS, 2 years) which will also prepare students for a 21st century jobs market which is firmly in the digital age.

The course design both meets requirements related to sport management and the world of digitalisation. It is very important that LUNEX graduates are meeting the requirements of the sector and its employers by combining expertise in managing sport with digital know-how and skills. The programme received accreditation by the Ministry of Higher Education and Research in 2021. Given the number of Master programmes that exist it was important to differentiate from other Master programmes in Europe while at the same time meeting the standard requirements from sport sector for sport managers.

## CASE STUDY PROVIDED BY



## TARGETED OBJECTIVES

The objectives are to:

- Provide an innovative master's level programme design combining sport management and digital skills
- Gain national accreditation



## STAKEHOLDERS INVOLVED IN THE INITIATIVE

- Ministry of Higher Education and Research which accredited the Master programme in sport management and digitalisation
- NVAO, the accreditation Agency, which reviewed the programme, its relevance and the quality management process
- National stakeholders (Luxembourg Olympic and Sporting Committee; European Volleyball Confederation; Skoda Tour) who, as sport employers, provided feedback on the programme
- LUNEX University which developed and supported the programme accreditation



## LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

- The ESSA-Sport framework has been used as a reference to identify key topics and competences required for contemporary sport managers.



## IMPACT OF THE INITIATIVE

- The intended impact is to have graduates who will impact the sport sector with the skills and knowledge they acquire through the Master programme. We aim to train 40 graduates yearly who can enter the job market and support sport organisations and their digital transformation.

## DISSEMINATION



The Master programme is promoted on all channels of communication of LUNEX University.  
<https://www.lunex-university.net/study/master-sport-management-digitalisation/>



# MALTA: ONLINE DATABASE OF SPORT COURSES OFFERED BY THE GOVERNMENT OF MALTA LEADING TO A CAREER IN SPORT

## THEME: CAREERS IN SPORT

### SUMMARY OF SUCCESS

- A database of sport related courses on SportMalta's website, where SportMalta is the national entity for sport
- Collaboration between SportMalta and educational institutions within the sport sector.



### MAIN INITIATIVE

- SportMalta, being the national entity for sport, is regarded as a reference point for the whole sport sector. This role demands that the entity is well-informed and that it serves as a hub for information. Very often, young people, in search of job opportunities and career paths leading to such opportunities, consult with SportMalta for direction. This new database will serve as a reference point in this regard.

### CASE STUDY PROVIDED BY



SportMalta



### TARGETED OBJECTIVES

The objectives are to:

- Provide a database of all careers in sport-related courses offered by the Maltese Government. The list includes a number of courses offered by the Institute of Physical Education and Sport within the University of Malta and by the Malta College of Arts, Science and Technology. The list is non-exhaustive and will also be open for other institutions to add their relevant programmes.
- Provide guidance for those who intend to take up a career in sport and for those who wish to continue with their studies.



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

The initiative was led by SportMalta. Other stakeholders were:

- University of Malta – Institution offering courses in the sport sector
- Malta College of Arts, Science and Technology



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

- SportMalta, being the largest employer within the sport sector has the aim to bridge the gap between the sport educational sector and the sport labour market. Recommendation Number One in the ESSA-Sport National Action Plan for Malta was Identification of existing courses and qualifications.
- SportMalta, in its remit as an employer, would like to disseminate information about studying opportunities to ensure capacity building in the sector.



### IMPACT OF THE INITIATIVE

- The impact of the initiative will be to make people aware that there are many educational opportunities on the island to enter a career in sport at a high level for everyone who would like to work in the sector and has the capacity to study. SportMalta also expects the initiative will raise awareness that sport, and a career in sport, has a significant status and, like any other sectors, there are sport careers which could be pursued through education and training.

### DISSEMINATION

- The initiative will be featuring on SportMalta's website and can be accessed by all those who wish to take up a career in sport.
- The initiative is easily replicable and transferable to other countries. Also, there is also room for the private sector institutions to be included in the future.





# NETHERLANDS: MONITORING AND UNDERSTANDING THE SPORT SECTOR

## THEME: LABOUR MARKET RESEARCH

### SUMMARY OF SUCCESS

- Developed a constructive relationship with the National Statistics Office and Eurostat (through EOSE)
- Provided an annual report on sport labour market statistics in the Netherlands to promote greater understanding
- Contributed to the national discussion on the further professionalisation of the Dutch sport labour market through the provision of qualitative and quantitative data



### MAIN INITIATIVE

The Dutch sporting landscape is very fragmented. Traditionally, sport has been provided by (small) local grassroots sport clubs run by volunteers. With over 1 million active volunteers each week, this is still one of the biggest forms of sport provision. Over the last decades, the sport movement has shifted from "sport as a goal" to "sport as a tool." Sport as a goal aims to provide sport through training and competition, whereas sport as a tool aims to provide sport to engage in other domains such as health promotion, reducing youth crime and social inclusion. As a result, a lot of new opportunities and developments have emerged across the sport sector, resulting in a growth of the labour market, more opportunities and diversity in practitioners' work and target audiences. This evolution requires more detailed monitoring of the sport sector, its labour market and the sector's responsibilities to the population as a whole.

The biggest challenge in developing consistent data collection was setting up a working relationship with the national statistics office and Eurostat. Since there was no previous relationship or collaboration, new relationships needed to be developed in order to create a sustainable exchange of data. With the help of EOSE, the initial relationship with Eurostat and the national statistics office was established. Since the initial contact and ESSA-Sport's production of the labour market statistics, the relationship with both stakeholders had been set up and further developed.

### CASE STUDY PROVIDED BY



Employers' Organisation in Sport (WOS)



### TARGETED OBJECTIVES

The initiative has two main objectives.

- Establish a centrally organised data collection on the Dutch sport labour market. Since the labour market is growing fast, there is a need to monitor and understand this evolution based on objective data. By using existing data from research, the national statistics office and other sources, a data collection process was built to promote and facilitate further research.
- Conduct further research by using the same data collection processes, relations and sources to create a universal and consistent data format to monitor and understand the Dutch sport labour market in the future through an annual statistics report.



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

Lead partner is the Employers' Organisation in Sport. Other stakeholders include:

- The Netherlands National Statistics Office (CBS) – a legally established and independent body which gathers statistics based on European legislation. These are accessible through the database StatLine.
- Eurostat – the official statistical office of the European Union which provides high quality statistics and data for the EU. Eurostat works with national statistics offices and other authorities within the EU Member States, known as the European Statistical System (ESS).



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

- One of the recommendations from the Dutch national strategic action plan was "Future research and development". This project is the first big step in setting up a centralised data collection on the sport labour market statistics.



### IMPACT OF THE INITIATIVE

- Detailed analysis of the Dutch sport labour market which will increase our understanding of the sector and lead to more employment, better working conditions and skills development combined with a more integrated approach by government.
- Dutch Ministry of Health, Welfare and Sports commissioned the Mulier Instituut (knowledge centre) to produce a report on the future Dutch sport and physical activity labour market which includes data collected from the initiative and is one of the pillars for the future development of the sector.

### DISSEMINATION



News articles on websites, newsletters, presentations during seminars and the target promotion through email:

<https://bit.ly/3bH1HQI>  
<https://www.essa-sport.eu/>  
<https://projects.eose.org/skills/>



Report on the future of the Dutch sport labour market: <https://bit.ly/3k5CbGW>



# PORTUGAL: NATIONAL TRAINING PROGRAMME FOR COACHES (PNFT)

## THEME: COACH EDUCATION

### SUMMARY OF SUCCESS

- Established a single coach education programme for all sports
- Introduced continuing professional development for sport coaches
- Forged collaborative working relationships between the national sport authority (IPDJ) and federations
- Created synergies between sport and academia



### MAIN INITIATIVE

A formal structure for coaching is vital given the contribution which coaches make to the development of their sport and their responsibility for the health, safety, and welfare of their participants. In recent years, coaching has become more demanding and complex, which means there is a strong need to improve the quality and robustness of coach education. Coach training in Portugal has a long history. Over time, several models were tried until in 1999 a fresh approach emerged through legislation which integrated coach training into the national system of vocational education and training and created a new Sport Coach Professional Licence in 2008. These developments highlighted the need for an innovative National Training Programme for Coaches (PNFT) which would align with the Sport Coach Professional Licence. This was achieved by an Expert Committee, consisting of representatives of the Portuguese Institute of Sport and Youth (IPDJ), the sport federations and universities, coming together for the first time in a collaborative effort.

Developing the PNFT faced many challenges. The qualification model on which the Sport Coach Professional License is based is complicated compared to other European countries, and its implementation was problematic for some sport federations. The sport system is diverse, sometimes with differing objectives, for example, participation versus competition. There are varied needs across different sports and there are variations across regions, and between rural and urban settings. In some sport programmes, the boundaries between professional roles are blurred, for example between coaches and animators. In addition, some stakeholders were resistant to change because they did not recognise the value of the Coach Professional Licence as a cross-cutting requirement for all sports.

To overcome and solve these challenges, time was needed for the PNFT to reach a stage of maturity. The process required a phase of implementation/adaptation by the different stakeholders before they began to recognise the advantages of the new programme and the strategic importance of the Coach Professional License. Critical to this recognition was an evaluation study of the PNFT, promoted by the IPDJ in 2017, four years after the start of the implementation phase of the programme. This study also prompted changes to the law which better suited the realities of the Portuguese sport system.

### CASE STUDY PROVIDED BY



Sport and Youth Portuguese Institute (IPDJ)



### TARGETED OBJECTIVES

The objectives were to:

- Foster the acquisition of knowledge and the use of technical and scientific tools by coaches throughout their careers (lifelong learning)
- Improve the quality of coaching practice
- Promote the development of sports (quantitatively and qualitatively)
- Improve the recognition of the profession by strengthening education and training



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

- Portuguese Institute of Sport and Youth (IPDJ)
- Sport federations
- Universities



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

- PNFT links to Theme 5 in the National Action Plan for Portugal: 'Improve the people and the sport labour market.'



### IMPACT OF THE INITIATIVE

- Improvement and standardisation of coach education with mandatory initial training for all coaches in every sport
- Regulation of coaching as a profession, ensuring the recognition and equity
- Mandatory requirement for continuing professional development of coaches
- Less active federations making coach training more frequent and regular
- End of exclusivity of sports federations as training providers
- Mobilization of different stakeholders for the implementation of the programme, and especially synergy between the academic and sports systems, creating opportunities for trainees
- Growing relationship between IPDJ and these important stakeholders

### DISSEMINATION



Dissemination was done through meetings, training sessions, publications, training resources, information in institutional web page and a web platform – PRODESPORTO accessible at <https://bit.ly/3qeQ9dg>

Dissemination has also shown the PNFT is transferable to other countries, such as Saudi Arabia, whose Coaching Framework was inspired by the Portuguese model.





# ROMANIA: PILOTING PROFESSIONAL TRAINING FOR SENIOR ATHLETES

## THEME: ATHLETE DUAL CAREER

### SUMMARY OF SUCCESS

- Creation of an e-learning platform dedicated to complementary studies to support athlete's dual careers
- Reinforced collaboration between sport federations, academia and research
- Piloted workable solutions for end-of-career elite athletes

### MAIN INITIATIVE

Findings from many studies make it clear that it is often difficult to combine higher education and sport successfully without some level of flexibility in the educational programmes. The same principle applies when it comes to the labour market: there is a growing need for programme flexibility when employing talented or elite athletes. The European Commission has recognised the need to secure the future of retired athletes by issuing EU Guidelines on the Dual Career of Athletes. This programmatic document highlights the issue of over 120,000 EU athletes leaving elite competition at the end of each Olympic cycle and proposes a number of strategies to offer athletes a second chance at the end of their sporting career.

This pilot project was part of a wider Erasmus+ project, DC4C ('Regional Centre for Dual Career of Athletes Policy and Advocacy') and was designed to show that parallel educational stages can be organised during athletes' sport career, from which they can benefit when that career comes to an end. As 'proof of concept', one of the directly targeted athlete groups (elite female rowers) had the opportunity to take part in a pilot training programme, with the project consortium evaluating the process and its outcomes.

The pilot was delivered by an NGO, Asociatia INVENIO, Romania, and blended two delivery modes:

- Online classes facilitating direct communication with the athletes while they were in a restricted training camp. The materials for individual study were available via an e-learning platform, constructed at an early stage of the DC4AC project.
- In-person meetings, depending on the availability of the athletes, which focused on clarifying more complex aspects of the studies and providing mentoring.

### CASE STUDY PROVIDED BY



National Institute for Sport Research, Romania



### TARGETED OBJECTIVES

- The general objective of the pilot was to study the response of 22 elite female athletes to learning in parallel with their sport commitments. The pilot training focused on delivering entrepreneurial knowledge and skills.



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

- National Institute for Sport Research, Romania
- Asociatia INVENIO, Romania
- Romanian Rowing Federation, who kindly allowed the pilot to use the spare time of members of one of the most internationally reputable female Olympic rowing teams
- Nautical Sportcamp Snagov (Baza NOUA), whose management team kindly let us use their premises for face-to-face classes and exams



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

Recommendation Area 4: Professionalising the workforce

- Optimise the training, development and qualification opportunities for potential and current workers in the Sport and Physical Activity sector
- Develop modular training courses to enable workers in the sector to gain accredited training and qualifications using a variety of training modalities, including online learning



### IMPACT OF THE INITIATIVE

- 20 out of 22 participating athletes passed the course, receiving diplomas recognised by the Ministries of Education and Labour
- Better understanding by government of the need to align with the EU Guidelines on the Dual Career of Athletes
- Positive impact on the attitudes of participating athletes and their networks who are now more optimistic about life after elite competition
- Evidence that better collaboration between governing bodies, sport federations, sport clubs, academia, and scientific research can offer solutions to end-of-career of athletes

### DISSEMINATION

The initiative was disseminated in several events organized by the National Institute for Sport Research and/or the project partners and was welcomed and appreciated by the Romanian Ministry of Youth and Sports. One such event was the International Conference on Dual Careers for Athletes, attended by many sports clubs who also contributed their own ideas on best practice solutions. In parallel, the initiative contributed to the study on the minimum quality requirements for dual career services, which was at that time launched by European Commission, Directorate-General for Education and Culture. The DC4AC project and this pilot training programme were also presented at the international conference "Enhancing European Partnership in Sports and Education" organized by European Athlete as Student network (EAS), Rovaniemi - Finland, September 15-17th, 2016.



Erasmus+ Annual Report 2017 download: <https://bit.ly/3EG7cZZ>  
DC4AC Handbook of Best Practices download: <https://bit.ly/3mHi4QX>



Twitter: <https://bit.ly/3bEtSgu>



Facebook: <https://bit.ly/3CMD0eX>



# SPAIN: INCLUSIVE SPORT AT SCHOOL (ISS) PROGRAMME

THEME: DISABILITY INCLUSION

## SUMMARY OF SUCCESS

- Engagement of 264 educational centres, bringing together 8,273 students with disabilities, 33,842 students without disabilities, and 460 teachers involved in the programme. 1300 university students (pre-service PE teachers, both in Bachelors Degree and Masters Degree) and 50 university professors have used the ISS programme since it was launched in 2012.
- Provided open access to ISS online digital platform reaching teachers, schools, universities and companies in Spain and globally, providing access to many and varied educational resources for disability inclusion in sport
- Improved values such as respect, fellowship and empathy in both teachers and students



## MAIN INITIATIVE

People with disabilities frequently face social exclusion due to their specific conditions. School students with disabilities (SWD) are often separated from their classmates and put into separate groups. Physical Education (PE) is one of the subjects where SWDs have fewer opportunities to take part because PE teachers do not feel competent to include them in their activities. To overcome this, the ISS programme provides training and educational resources for PE teachers to facilitate the inclusion of SWDs in their sessions. ISS began in the Community of Madrid in 2012 and expanded rapidly to Catalonia, Andalucía, Extremadura, the Balearic Islands and several countries worldwide. There is a huge expectation to expand the programme nationally and internationally so more teachers and students can benefit from ISS. The programme consists of three phases 1) Paralympian conferences at schools, 2) provision of specific adapted sports equipment and online resources for teachers, 3) a final event, where all participants from different schools spend a day together practising physical activities and sports in an inclusive way.

Implementation of the ISS programme faced several challenges. Sometimes it is hard to get commitment. For example, teachers who have a vital role implementing the programme sometimes did not meet ISS requirements, for example they did not develop as many sessions as asked to. Another challenge is logistics – moving special equipment to different places is difficult, so ISS depends on third parties for support. The specialist resources needed are not always available and some are difficult to acquire. The programme must continuously adapt to different situations and come up with new and more accessible solutions. To address these challenges, ISS tries to provide as much information as possible upfront about the programme (requirements, barriers and facilitators) and to actively involve all stakeholders to minimise loss of interest.

## CASE STUDY PROVIDED BY



POLITÉCNICA

Technical University of Madrid



## TARGETED OBJECTIVES

The objectives were to:

- Facilitate SWD active participation in PE sessions using adapted and Paralympic sports as main content
- Raise awareness about SWD conditions in sports context among teachers and students without disabilities



## STAKEHOLDERS INVOLVED IN THE INITIATIVE

- "Fundacion Sanitas" is the main organisation leading the initiative and providing funding and visibility
- Schools and PE teachers, sport federations and foundations, clubs, and national and regional institutions (Community of Madrid and High Sport Council)
- Elite Paralympic athletes, men and women, who share their personal and professional experiences of inclusion in sports.



## LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

- The ESSA research for Spain revealed around 40% of employers identified that the ability to work with people with disabilities was one of the weakest skills among those working directly with participants.



## IMPACT OF THE INITIATIVE

- Since the beginning of the project nine years ago, the engagement of both students with disabilities and students without disabilities has exceeded expectations
- Much greater appreciation of key values in sport and inclusion amongst students and teachers
- Open access to the ISS online platform has been crucial in reaching teachers, schools, universities, private companies and other institutions across Spain and globally
- The announcement that the Community of Madrid will be the World Capital of Sport 2022 (first European city to receive this accolade) will boost the impact of the ISS programme

## DISSEMINATION

- Digital: newsletter, social media (YouTube, Instagram, Facebook, Twitter) ISS programme website, university networking:  
<http://www.deporteinclusivoescuela.com/>  
<https://www.facebook.com/Catedracedi>  
<https://bit.ly/3nZ3rle>
- Papers and articles published in scientific journals.
- Good practices in European Sport projects, Erasmus+.
- Presentations in national and international forums, congresses and conferences.





# UNITED KINGDOM (WALES) : DEVELOPING SPORTS MANAGERS AND LEADERS ACROSS EUROPE (DSMLE)

## THEME: SPORT MANAGEMENT EMPLOYABILITY

### SUMMARY OF SUCCESS

DSMLE is still in progress.

- Engaged a range of supportive cross disciplinary communities developing a variety of employability interventions from Work Based and Placement Learning to Enterprise and Entrepreneurship Education. Agencies and networks have shown an enthusiasm and high level of collegial support to help kick start the project.
- Developed an international student and graduate forum to discuss employability related issues and to consult on our student facing research.

### MAIN INITIATIVE

Sport and leisure is a significant sector in the EU, with a share in national economies comparable to agriculture, forestry and fishing combined. The European Council has also suggested that the industry is a 'new source for growth and employment in Europe including its growth-enhancing advantages that can support the development of other niche sectors.' To realise this potential, higher education must strengthen the employability (the right combination of attributes, job-specific and soft skills which help people to enter and progress in employment) of sport and leisure graduates and the current workforce. Two other key themes – Governance and Entrepreneurialism – have also been identified as keys to success by organisations such as Association of Summer Olympic International Federations (ASOIF). They argue that organisations and the people that run them must maintain and strengthen their coordination and oversight roles and develop proactive, creative, commercially driven and collaborative mindsets to ensure the long-term success of the sector.

This ERASMUS+ Sport project will develop national and European-wide guidelines and policy recommendations on how to plan and embed employability and entrepreneurship in sport management education and training, thereby growing an effective and sustainable workforce which will further promote economic development, health-enhancing physical activity and social welfare across Europe.

### CASE STUDY PROVIDED BY



Cardiff Metropolitan University



### TARGETED OBJECTIVES

The objectives were to:

- Create a best practice research study to explore how employability, career development, enterprise skills and entrepreneurial intentions can be developed in higher education.
- Interview a range of top executive sport managers to explore what critical development decisions, education (formal/informal), career path preferences and critical experiences shaped their success.
- Develop a digital toolkit to help institutions embed employability, enterprise, and entrepreneurship in their programmes for students and local employers.
- Survey sport managers at different levels and from a variety of sport contexts and backgrounds to measure their attitudes to career development, talent development pathways, entrepreneurial intentions, orientation and self-assessment of skills, knowledge and competencies.
- Survey pre-professional sport management students' attitudes towards career intentions and readiness, professional identity, entrepreneurial intentions, entrepreneurial orientation and self-assessment of industry relevant skills and knowledge.



### STAKEHOLDERS INVOLVED IN THE INITIATIVE

DSMLE is led by Cardiff Metropolitan University, a UK-recognised centre of excellence with a strong international reputation for academic and research quality in sport and health sciences. Other partners are: Lithuanian Sports University, University of Strasbourg (France), European Observatoire of Sport and Employment (France and Europe-wide), Katholieke Universiteit Leuven (Belgium), European Association for Sport Management (Europe-wide), National Sports Academy 'Vassil Levski' (Bulgaria), Brunel University (UK), Chartered Institute for the Management of Sport and Physical Activity (UK)



### LINK TO THE ESSA-SPORT NATIONAL STRATEGIC ACTION PLAN

The project has as its guide the key aspects of the ESSA-Sport high level recommendations, including:

- Upskilling and professionalising the workforce
- Developing and promoting career progression opportunities



### IMPACT OF THE INITIATIVE

DSMLE is still in its first year of operation.

### DISSEMINATION

- Website: <https://bit.ly/3nZRi5l> - with a toolkit being developed as an online community of practice.
- LinkedIn and Twitter
- A full set of public reports, submissions to scientific journals an academic book proposal and a journal special issue proposal.
- Multiplier events organised in each host country and a final European summit to consult on findings of the work programme reviews and data collection.
- Conference Events – Cardiff to co-host with University of Ohio one EASM international thematic festival of knowledge events in 2021.
- Submissions of abstracts to sport management and employability cross disciplinary academic conferences.





## SKILLS - PARTNERSHIP



### CONTACT DETAILS:

EOSE  
1, Grande rue des Feuillants  
69001 Lyon  
France  
[eosesec@eose.org](mailto:eosesec@eose.org) // 0033 (0) 437 431 939

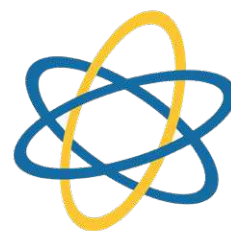


[www.eose.org](http://www.eose.org)



CROATIAN ASSOCIATION FOR  
SPORT MANAGEMENT





# SKILLS



EOSE Secretariat  
1, Grande rue des Feuillants  
69001 Lyon - FRANCE

Tel.: +33 (0) 437 431 939  
Mail: [eosesec@eose.org](mailto:eosesec@eose.org)  
Web: [www.eose.org](http://www.eose.org)



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.