



7 Step Model

Lifelong Learning Strategy for Sport

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PRESENTATION

- ▶ Introducing EOSE
- ▶ The sport sector in Europe
- ▶ EU Policy
 - ▶ Sport
 - ▶ Education
- ▶ 7 Step Model – A Lifelong learning strategy for Sport
- ▶ Benefits and Examples
- ▶ Potential for Working Together



INTRODUCING EOSE

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- ▶ Independent not for profit organisation (France, 2002)
- ▶ European membership organisation and network with contacts worldwide
- ▶ Knowledge and expertise
 - ▶ Sport Education
 - ▶ Sport employment and labour market
 - ▶ Workforce development
 - ▶ Vocational education and training
 - ▶ European policies and initiatives
- ▶ Recognised as expert/adviser by European Commission

INTRODUCING EOSE

EOSE promotes the link between employment and education in sport

Sport Employment

EOSE

Sport Education
and Training

MEMBERS AND PARTNERS

- ▶ 26 member organisations from 20 countries
- ▶ Organisations focussed on education and employment in sport
 - ▶ Sports Councils
 - ▶ Employer associations
 - ▶ Universities
 - ▶ Sport federations
- ▶ Working together on projects and activities to develop the sector

EOSE VISION

“A sport and physical activity sector that is playing its full part in the economic, health and social development of Europe and its member states”.



EOSE MISSION

“To facilitate and support the development of the sport and physical activity sector workforce, to ensure people working and volunteering in the sector have the right skills to perform and enable the Sector to fulfil its potential as a social, health and economic driver.”



EOSE MAIN ACTIVITIES

- ▶ to help **modernise education systems** (based on 7 Step Model)
- ▶ Development of tools and research methodologies to collate data and support **labour market analysis**
- ▶ Production of Occupational Standards **defining skills and competencies** to perform in a specific job
- ▶ Improve **vocational education and qualifications**
- ▶ **Dissemination** of information
- ▶ Development and management of **EU projects**



THE SPORT SECTOR IN EUROPE

SCOPE – SPORT & PHYSICAL ACTIVITY

"All forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels."

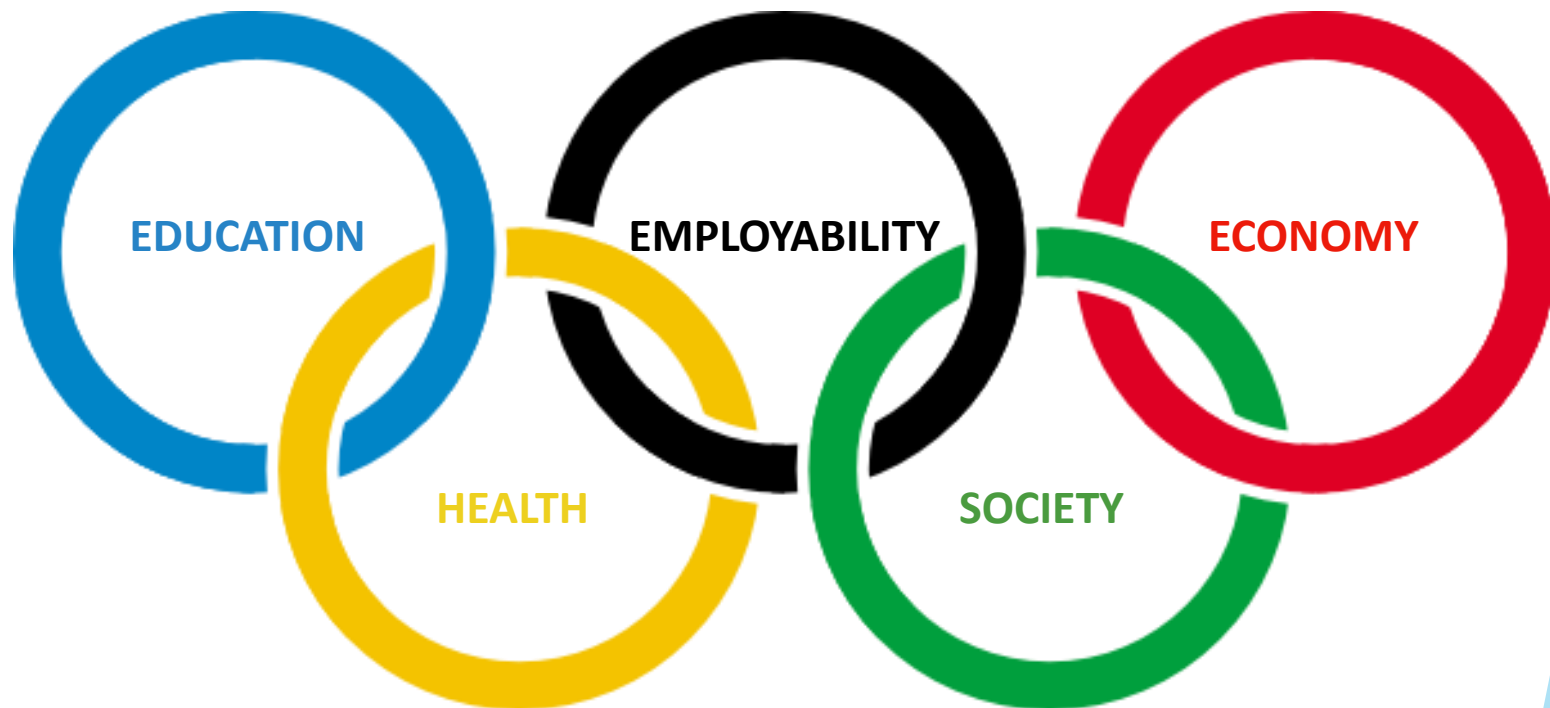


A STRONG STARTING POINT

TOTAL POPULATION EU 28 = approx. 505 million people

- ▶ 305 million citizens (61%): Physical Activity at least once a week
- ▶ 200 million citizens (40%) play sport at least once/week
- ▶ 700 000 sport associations
- ▶ On average 1.6 % of the GDP of EU member states.
- ▶ Employment: no updated data but over 1.5 million
- ▶ 35 million Volunteers in Sport (= 7% population EU)

INCREASING EXPECTATIONS



THE SECTOR IS CHANGING

- ▶ Increased **expectations** from governments
- ▶ A **growing** sector in a Europe
- ▶ New challenges - migrants/refugees/youth unemployment
- ▶ A **people facing sector** – public expectations
- ▶ A sector driven by **volunteers** in Europe: 35 million Volunteers in Sport (= 7% population EU)
- ▶ New demand for **skilled workforce**

REALITIES AND CHALLENGES

- ▶ Employers **seeking well trained employees**
- ▶ Existing courses **not enough regarded as relevant**
- ▶ **Recognised gap** between competences required and learning outcomes acquired
- ▶ Sport training often **outside national qualification structure**
- ▶ No clear **career structure / pathways**
- ▶ Increased desire of **mobility**

CHALLENGES - FEDERATIONS

- ▶ To improve and update governance at all levels
- ▶ To maintain integrity of their sport (doping, match fixing)
- ▶ To develop and sustain clubs
- ▶ To achieve international success
- ▶ To improve gender equality (leaders, coaching, participants)
- ▶ To become inclusive (including those with disabilities)
- ▶ To bring qualifications inside formal education system (NQF/EQF)



EU POLICY

-SPORT

-EDUCATION

EUROPEAN POLICIES: EUROPE 2020 STRATEGY



SPORT

EU White paper on sport
2007

Lisbon Treaty - Art. 165
2009

Communication on
"Developing EU
dimension in Sport"
2011

EU Work Plan Sport
2011-2014

EU Work Plan Sport
2014-2017



EDUCATION

E&T 2020: Strategic
framework for coopera-
tion in education and
training
2009

Joint Education and
Training Report on the
implementation of
ET2020
2015

Paris Declaration on
Promoting citizenship
and common values
2015



EMPLOYMENT & SKILLS

New Skills for New Jobs:
Anticipating and
matching labour market
& skills needs
2009

Youth on the move
2010

New Skills Agenda for
Europe
2016

- ✓ Anticipating and matching labour market and skills needs
- ✓ Link the world of work and world education
- ✓ Improve quality and efficiency of education and training
- ✓ Equip citizens with right skills and competencies to perform in a job
- ✓ Support inclusive education, equality, non-discrimination, civic competences
- ✓ Increase VET attractiveness by showcasing examples of excellence and quality

SPORT POLICY BACKGROUND

- ▶ **White Paper on Sport (2007)**
- ▶ **Lisbon Treaty (2009)**
- ▶ **EU Work Plan for Sport (2011-2014)**
 - ▶ Role to be played by the EU and Member States
- ▶ **Erasmus+ 7 years work programme**
 - ▶ EU Programme for education, training, youth and sport
 - ▶ Dedicated budget line for sport (Sport Chapter) - 265M€
- ▶ **EU Work Plan for Sport (2014-2017)**

EU WORK PLAN FOR SPORT 2014-2017

Priorities:

- ▶ **Integrity in Sport** - *anti-doping, match fixing, good governance, gender equality, protection of minors*
- ▶ **Economic dimension of sport** - *sustainable financing of sport, the legacy of major sport events, economic benefits of sport and innovation;*
- ▶ **Sport and society** - *covering health-enhancing physical activities, volunteering and employment in sport, education and training in sport.*

EU WORK PLAN FOR SPORT 2017-2020 (NEW)

- ▶ The three priority themes
 - ▶ **integrity of sport**
 - ▶ **economic dimension of sport**
 - ▶ **sport and society including employment and skills**
- ▶ Emphasis on combating corruption, safeguarding minors, developing links between sport and the digital single market, as well as on education within and through sport, the role of coaches and sport diplomacy.

EU WORK PLAN FOR SPORT 2017-2020

- ▶ Sport can contribute to the implementation of the overarching priorities of the EU's security, economic and social policy agendas.
- ▶ In particular to such areas as migration, social exclusion, and radicalisation that may lead to violent extremism, unemployment and to unhealthy lifestyles and obesity.

DUAL CAREER

- ▶ Ensure that young sportspeople receive an education and/or professional training alongside their sports training.
- ▶ Help European athletes perform well and compete at a high international level, while reducing the number who drop out of school, university and sport.
- ▶ Transition in to careers after sport

DUAL CAREER

Benefits for athletes involved in dual career programmes include:

- ▶ Health-related benefits
- ▶ Developmental benefits
- ▶ Social benefits
- ▶ Benefits related to athletic retirement and adaptation in life after sport
- ▶ Enhanced future employment prospects

EDUCATION & TRAINING 2020

Framework for cooperation in education and training

4 STRATEGIC OBJECTIVES OF ET 2020:

- ▶ Making **lifelong learning and mobility** a reality
- ▶ Improving **quality and efficiency of education & training;**
- ▶ Promoting **equity, social cohesion** and **active citizenship;**
- ▶ Enhancing **creativity and innovation**, including **cooperation** between stakeholders involved in education & employment

EU TOOLS – VOCATIONAL EDUCATION AND TRAINING



European
Qualifications
Framework

- ▶ An 8 level European reference framework for qualifications – national and European
- ▶ Transparency to qualifications
- ▶ EQF supports transfer/mobility of students between courses and academic institutions



7 Step Model

A Lifelong learning strategy for sport

7 STEP MODEL

Purpose:

- ▶ Understand the realities and changes of the labour market
- ▶ Match education and training to the needs of the labour market
- ▶ Equip the workforce (paid or unpaid) with the right skills
- ▶ Promote collaboration on skills
- ▶ EOSE response to challenges in the sector and EU policies



7 STEP MODEL

- ▶ A strategy for developing the sport sector and for developing a sport education system linked to the labour market
- ▶ A flexible strategy:
 - ▶ Can be applied to a sub-sector, sport or an occupation at the European or national level
 - ▶ Can implement all of the 7 steps or focus on some of them
 - ▶ Implemented in a way that suits each country or sport

LABOUR MARKET INFORMATION

(Step 1)

- ▶ Understand the characteristics of the workforce
- ▶ Assess skills gaps in the labour market
- ▶ Identify potential for growth
- ▶ Examples:
 - ▶ Where people are employed
 - ▶ Who employs them
 - ▶ Numbers, type of contracts
 - ▶ Career pathways
 - ▶ Employment demographics

OCCUPATIONAL MAP (Step 2)

- ▶ Present a summary of the sector
- ▶ Identify occupations and jobs
- ▶ Organisational structure
- ▶ Main occupational areas
- ▶ Contribution to economic growth and social agenda

OCCUPATIONAL DESCRIPTORS

(Step 3)

- ▶ Main tasks
- ▶ responsibilities
- ▶ Skills required
- ▶ Knowledge required
- ▶ Attitude requirements
- ▶ Qualification
- ▶ Experience
- ▶ Professional development and career pathway

FUNCTIONAL MAP (Step 4)

- ▶ Presentation of all the main functions for a sub-sector or a job
- ▶ Key Purpose – Overall mission of the industry
- ▶ Key areas – Large areas of work
- ▶ Key roles – Major functions

OCCUPATIONAL STANDARDS

(Step 5)

- ▶ Describe the performance that people are expected to achieve in their work
- ▶ Describe the knowledge and skills they need to perform effectively.
- ▶ Include what people can do (competence), not just what they know.
- ▶ Standards can be used by employers or education institutions

GUIDE TO QUALIFICATIONS AND LEARNING OUTCOMES (Step 6)

- ▶ Guidance from the sector to education and training providers
- ▶ Ensure the link from employment to education
- ▶ Education developed in line with the standards
- ▶ Helps to develop assessment strategies

QUALITY ASSURANCE (Step 7)

- ▶ Final step to ensure trust and confidence
- ▶ Consistency and quality
- ▶ Accreditation / Verification
- ▶ Definition: *“A process through which accredited status is granted to a programme of education or training, showing it has been approved by the relevant legislative or professional authorities by having met predetermined standards”* - CEDEFOP 2008
- ▶ Consistency, transparency and quality

DEVELOPING EMPLOYMENT & EDUCATION

EMPLOYMENT

1 - LABOUR MARKET INTELLIGENCE

2 - OCCUPATIONAL MAP

3 - OCCUPATIONAL DESCRIPTORS

4 - FUNCTIONAL MAP

5 - COMPETENCE FRAMEWORK
(BASED ON OCCUPATIONAL STANDARDS)

EDUCATION AND TRAINING

6 - GUIDE TO QUALIFICATIONS AND LEARNING OUTCOMES

7 - QUALITY ASSURANCE PROCESS

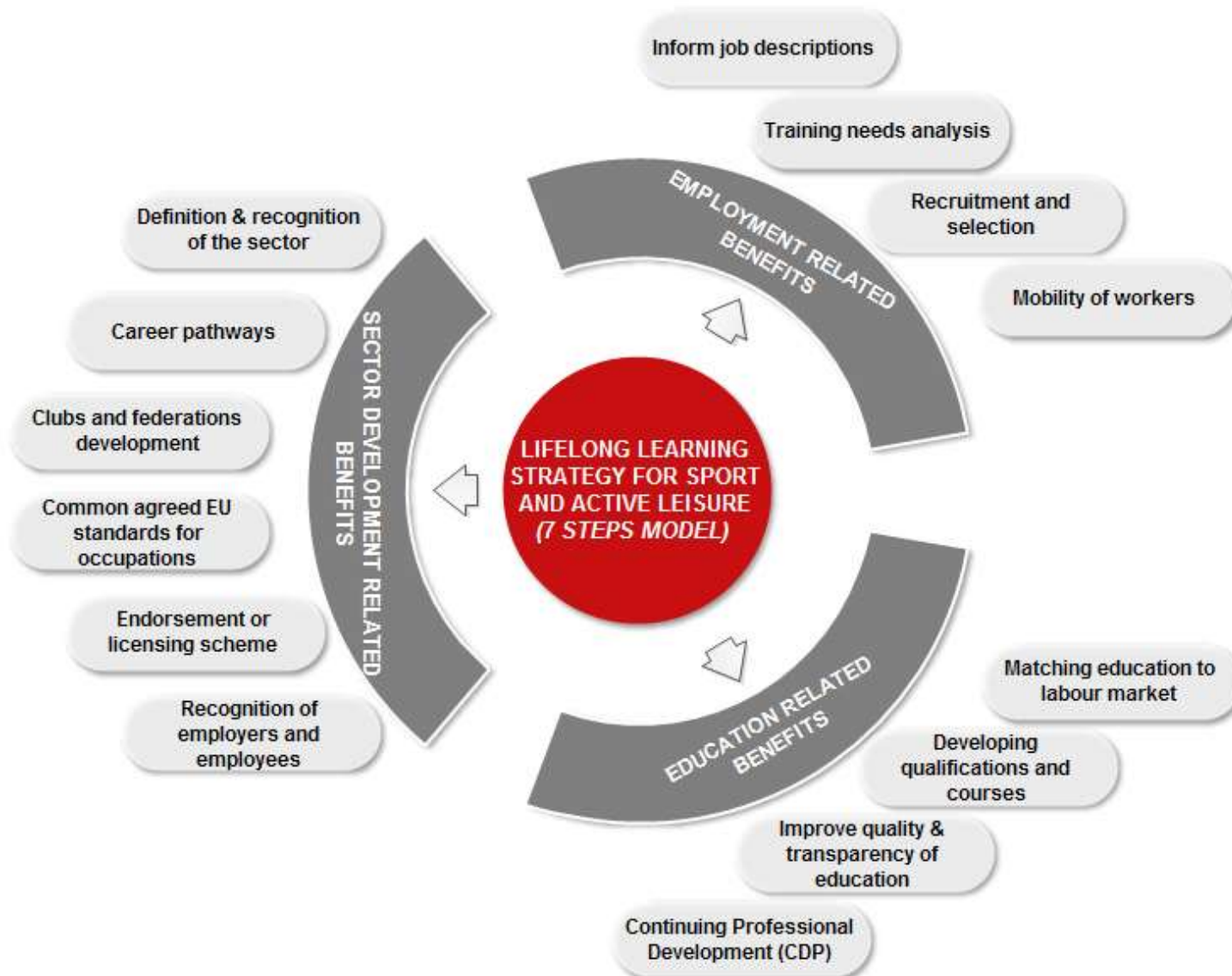


DIALOGUE

THE NEED

THE RESPONSE

IMPACT OF 7 STEP MODEL





BENEFITS AND EXAMPLES

OCCUPATIONAL STANDARDS FOR PLAYERS

- ▶ Apply technical skills to achieve excellence in your sport
- ▶ Apply tactical skills to achieve excellence in your sport
- ▶ Apply physical capability to achieve excellence in your sport
- ▶ Apply the attitudes and mental skills needed to achieve excellence in your sport
- ▶ Plan and manage your lifestyle to achieve excellence in your sport
- ▶ Manage your sporting career
- ▶ Communicate and work effectively with other people whilst seeking to achieve excellence in your sport
- ▶ Maintain the health and safety of self and others whilst seeking to achieve excellence in your sport

OCCUPATIONAL STANDARDS FOR SUPPORTING DEVELOPMENT OF PLAYERS

- ▶ Maintain professional relationships with players
- ▶ Work with other professionals involved in the player's performance development
- ▶ Analyse the personal development, advice and support needs of the player
- ▶ Provide players with information and advice
- ▶ Enable players to access referral networks

S2ASPORT

Improving Skills for Sport Administration

S2A SPORT ADMINISTRATION OCCUPATIONAL STANDARDS

- ▶ Develop strategy in sport
- ▶ Support the involvement of volunteers in sport
- ▶ Implement effective club management
- ▶ Support the development of sport clubs
- ▶ Influence sport policy and decisions
- ▶ Develop, organise and evaluate sport events
- ▶ Develop, organise and evaluate sport events
- ▶ Deliver opportunities to increase participation in sport

S2A SPORT ADMINISTRATION TRAINING PROGRAMME

- ▶ Week long CPD training event in Finland
- ▶ 40 Sport administrators
- ▶ Different EU countries and sports
- ▶ Five topics
 - ▶ Strategy
 - ▶ People
 - ▶ Resources
 - ▶ Operations
 - ▶ Sport activities

LABOUR MARKET RESEARCH IN GOLF

- ▶ Survey of clubs
- ▶ Workforce
 - ▶ Full time, part time, volunteers
- ▶ Job functions - numbers
- ▶ Skills and training
 - ▶ Skills shortages, skills gaps
 - ▶ Barriers to training
- ▶ Required competences

CAPACITY BUILDING PROGRAMME FOR SPORT ADMINISTRATORS



- ▶ Accredited Level 5 CPD Award
- ▶ 4 Modules – Strategy, Leadership, Governance, Events
- ▶ Train 75 Sports Administrators
- ▶ Involve International lecturers from EOSE members
- ▶ International Placement for 40 individuals

Impact: motivated and more innovative employees

WORLD RUGBY COMPARISON QUALIFICATIONS

- ▶ Evaluate and compare rugby coaching qualifications from around the world
- ▶ Produce table of equivalence
- ▶ Support mobility of coaches
- ▶ Support first aid and medical education





POTENTIAL FOR WORKING TOGETHER

WORKING TOGETHER

- ▶ EOSE works in partnership with European associations and federations
 - ▶ European representation
 - ▶ Researching employment
 - ▶ Developing standards
 - ▶ Qualifications and training strategies
 - ▶ Implement the 7 Step Model
 - ▶ Quality assurance
 - ▶ Education partner

LABOUR MARKET RESEARCH

- ▶ Number of clubs
- ▶ Number of people
- ▶ Number of paid/ unpaid positions
- ▶ Job roles
- ▶ Full time/ part time/ volunteer roles
- ▶ Skills needs
- ▶ Changing requirements

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

- ▶ Training for managers, administrators, coaches, referees, players
- ▶ EOSE network of education providers
- ▶ Develop skills and competence
- ▶ Face to face training
- ▶ Online/ e learning



COURSE DEVELOPMENT

- ▶ Strategy
- ▶ Leadership
- ▶ Managing volunteers
- ▶ Managing sport clubs
- ▶ Good Governance
- ▶ Human resources
- ▶ Finance
- ▶ Project management
- ▶ Events management

CONCLUSION

- ▶ Pleased to sign MOU with EHF
- ▶ Develop education in line with labour market and needs of the sport
- ▶ 7 Step Model – response to sector challenges and EU policies
- ▶ Hope we can support developments in education and training in handball



THANKS FOR YOUR ATTENTION AND FEEDBACK



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